

**SHORELINE COMMUNITY COLLEGE
BOARD OF TRUSTEES REGULAR MEETING OF OCTOBER 25, 2023**

3:30 PM Study Session – Board Room (#1010M), Bldg. 1000

4:30 PM Regular Session – Board Room (#1010M), Bldg. 1000

Remote Option via Zoom: <https://us02web.zoom.us/j/88349708605> -or-
(253) 215-8782 ▪ Meeting ID: 883 4970 8605

A G E N D A

3:30 PM – STUDY SESSION			
NO.	AGENDA ITEM	RESPONSIBILITY	TAB
1.	Convene Study Session	<i>Chair Rebecca Chan</i>	
2.	Starfish (45 minutes)	<i>Derek Levy, Acting Vice President & Chippi Bello, Dean</i>	
3.	Action: Adjournment of Study Session	<i>Chair Rebecca Chan</i>	
4:30 PM – REGULAR SESSION			
1.	Convene Regular Session & Land Acknowledgement	<i>Chair Rebecca Chan</i>	
2.	Report: Chair, Board of Trustees	<i>Chair Rebecca Chan</i>	
3.	Consent Agenda a. Approval of Previous Meeting Minutes ▪Regular Meeting of 2023 July 19 ▪Special Meetings of 2023 August 23 & September 27	<i>Chair Rebecca Chan</i>	
4.	Communication from the Public Public comment(s) will be presented to the Board verbally. -For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room (#1010M) between 4:15 PM–4:30 PM on October 25, 2023. -For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 4:15 PM–4:30 PM on October 25, 2023. The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the October 25, 2023 meeting will be no more than thirty (30) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than fifteen (15) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the October 25, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the October 25, 2023 meeting.)	<i>Chair Rebecca Chan</i>	
5.	Constituent Report: Shoreline Associated Student Government	<i>Lina Chung, ASG President</i>	
6.	Constituent Report: Shoreline Classified Staff (WFSE)	<i>Norah Peters, WFSE Chief Shop Steward</i>	
7.	Constituent Report: Shoreline Faculty (SCCFT)	<i>Kristine Petesch, SCCFT President</i>	
8.	Constituent Report: Shoreline Faculty Senate	<i>Crystal Hess, Faculty Senate Chair</i>	
9.	Report: College President & Executive Team Representatives (15 minutes) • Aisha Hauser, Acting Vice President (Diversity, Equity, Inclusion & Accessibility) • Lucas Rucks, Acting Vice President (Instruction)	<i>Jack Kahn, President</i>	

	<ul style="list-style-type: none"> • Joe Mazur, Vice President (Business & Administrative Services) • Veronica Zura, Executive Director (Human Resources) • Wendy Coates, Executive Director (Foundation & Advancement) 		
10.	Report: Enrollment (10 minutes)	Lucas Rucks, Acting Vice President & Ann Garnsey-Harter, Associate Vice President	
11.	Report: Accreditation (10 minutes)	Ann Garnsey-Harter, Associate Vice President	
12.	Report: Finance & Budget (10 minutes)	Joe Mazur, Vice President	
13.	Report: Board Calendar of Agenda Topics (5 minutes)	Jack Kahn, President	
14.	Discussion: Process for the President's Evaluation (10 minutes)	Jack Kahn, President & Trustees	
15.	Waves of Gratitude	Jack Kahn, President	
16.	Executive Session pursuant to: <ul style="list-style-type: none"> • RCW 42.30.110(a)(i) • RCW 42.30.140(4)(a) 	Chair Rebecca Chan	
17.	Report: Closing Remarks – Board of Trustees	Trustees	
18.	Action: Adjournment	Chair Rebecca Chan	

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The July 19, 2023 regular session was held via hybrid modality.

- In-person: Board Room (#1010M)-Building 1000
 - Remotely:
 - Via **link**: <https://us02web.zoom.us/j/88349708605>
 - Via telephone: (253) 215-8782 • Meeting ID: 883 4970 8605
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Note: Audiovisual difficulties were experienced periodically during the July 19, 2023 meeting, impacting the quality in the sound and closed captioning/subtitling on the meeting’s recording.

MINUTES – REGULAR SESSION

The regular meeting (“session”) of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Rebecca Chan at 4:00 PM. A quorum of the Board was present.

Chair Chan read a section of Shoreline Community College’s [Land Acknowledgement](#).

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pobe, Rebecca Ringer, and Kim Wells were present either in-person or remotely.

Assistant Attorney General Tricia Boerger represented the Office of the Attorney General.

REPORT: CHAIR, BOARD OF TRUSTEES

Chair Chan highlighted recent information from the State Board – including the passage of several bills supporting the community and technical college system, noting that in some cases, it was difficult to ascertain if a resulting requirement was funded or not.

CONSENT AGENDA

Chair Chan asked the Board to consider approval of the consent agenda. On the agenda for approval:

- a. Minutes from the regular meeting of 2023 June 28.

Motion 23:36: Motion made by Trustee Ringer to approve the consent agenda.

Motion seconded by Trustee Pobe. All Trustees present for the action voted *aye* to approve the motion.

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COMMUNICATION FROM THE PUBLIC

Per the agenda for the July 19, 2023 regular meeting (“session”) of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

-For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room (#1010M) between 3:45 PM–4:00 PM on July 19 2023.

-For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 3:45 PM–4:00 PM on July 19, 2023.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the July 19, 2023 meeting will be no more than thirty (30) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than fifteen (15) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the July 19, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the July 19, 2023 meeting.)

Board Secretary Lori Yonemitsu read statement (attached) from and on behalf of Professor Brooke Zimmers.

Professor Steve Bogart read statement:

Last month, I mentioned to Vice President Rucks some easy and no cost methods of employee recognition—things the College used to do like publicizing commencement speakers. I encourage leadership to talk to employees with institutional knowledge and also to new employees about how to demonstrate that the College values them.

I’ve spoken at many Board meetings and asked lots of questions in many meetings. I very much appreciate that I’ve consistently felt welcome to speak my mind, which I tried to do honestly and constructively. I’d like to acknowledge my privilege as a long-time tenured professor. On the other hand, has it made a difference? Have I made a difference? I feel valued if I thought my suggestions were given due consideration even if they weren’t implemented. I rarely feel that way.

Perhaps, top of the list of how to value employees is to pay them well. I appreciate President Kahn’s willingness to settle a 2017 faculty compensation issue but that doesn’t negate the mistrust I feel from reading the first PERC report about that admin’s lack of communication and collaboration.

The bargaining team tells me that the College has canceled many more bargaining sessions and resists distributing COLAs the way the union proposed—a way that begins to value employees like me who has had zero COLAs for years, a way that begins to

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recognize that we still have faculty who make significantly less than a new instructor with the same experience.

President Kahn, I ask you to get a team back to the table to build trust in significant ways and to make sure faculty get COLAs promptly. Take care and stay safe. Happy day. -Steve.

FIRST READING: FEE PROPOSALS FOR FY 2023-2024

Acting Vice President Lucas Rucks provided an overview of [tab 1 \[First Reading: Fee Proposals for FY 2023-2024\]](#). Acting Vice President Rucks and President Kahn [responded to questions](#) from Chair Chan pertaining to the Dental Hygiene Program’s proposed reallocation of fees and The Honors College proposed reduction of fees.

SECOND READING: AMENDMENTS TO 100.E50 COLLEGE DEBT: FINANCIAL PLANNING & ACTIVITIES IN THE SHORELINE COMMUNITY COLLEGE BOARD OF TRUSTEES POLICIES MANUAL

As a result of the questions from the Board at the June 28, 2023 Board meeting regarding the proposed amendments pertaining to Board Reserves in the Financial Planning & Activities section of the Board of Trustees Policies Manual, [President Kahn went over the addition of the following to the section for the Board’s second reading:](#)

- No annual use of this funding should put the 25% minimum for the Board Reserves in jeopardy.
- All use of this overage must be presented to the Board of Trustees. This should include the amount of the funding utilized and the rationale for use per the policy.
- The President shall submit expenditures exceeding \$500,000 to the Board of Trustees for approval for use of Board Reserves.

President Kahn [responded to Trustee Lux’s inquiry about “the huge jump” from \\$50,000 in “The President shall submit expenditures exceeding \\$50,000 to the Board of Trustees for approval for use of Board Reserves” to \\$500,000 in “The President shall submit expenditures exceeding \\$500,000 to the Board of Trustees for approval for use of Board Reserves.”](#)

Trustee Ringer shared that [she had done several hours of reading the reserve policies from other colleges](#). “Conclusion: There is no uniformity whatsoever amongst the thirty-four (34) community and technical colleges in the state of Washington.” In addition, she shared that she attended a Trustee Tuesday presentation specifically on financial issues and talked about how participants were told that “the community college Boards might want to consider decreasing the amount of the required reserve at this particular point in time; we had it at 15 percent under the policy which we passed earlier this year and now we’re going to increase it to 25 percent. We might want to talk about whether increasing from 15 to 25 percent is a good idea or not—especially in light of some of the things that are pending (building maintenance).”

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Trustee Pobee responded, “I was thinking the Board Reserve specifically ties to the operations and maintenance budgets. The capital budget is totally independent and separate from the operations budget and so it wouldn’t influence it in any way.”

[President Kahn and Budget Consultant Becca Chen responded to Trustee Ringer’s and Trustee Pobee’s questions and comments.](#)

ACTION: BOARD OF TRUSTEES 2024 REGULAR MEETING SCHEDULE

Board Secretary & Executive Assistant Lori Yonemitsu went over [tab 3 \[Action: Board of Trustees 2024 Regular Meeting Schedule\]](#).

Motion 23:37: Motion made by Trustee Wells to approve the Board of Trustees regular meeting schedule for 2024.

Motion seconded by Trustee Pobee. All Trustees present for the action voted *aye* to approve the motion.

CONSTITUENT REPORT: SHORELINE CLASSIFIED STAFF (WFSE)

Program Specialist III, Loan Specialist & Assistant Chief Shop Steward Tirzah Williamson read [report](#) (attached) on behalf of the College’s Washington Federation of State Employees (WFSE) members.

CONSTITUENT REPORT: SHORELINE FACULTY (SCCFT)

Professor and SCCFT President Eric Hamako read [Statement to the SCC Board of Trustees](#) (attached).

REPORT: COLLEGE PRESIDENT & EXECUTIVE TEAM REPRESENTATIVES

Executive Team (ET) representatives Acting Vice President Lucas Rucks (Instruction), Acting Executive Director Elise Robinson (Human Resources), and President Kahn shared [updates](#) from their respective areas.

Written July 2023 Report to the Board attached.

REPORT: PRESIDENT’S GOALS (JULY 2022- JULY 2023)

President Kahn [reported on the July 2022 – July 2023 President’s Goals](#) (attached).

REPORT: FINANCE & BUDGET

Budget Consultant Becca Chen’s [report](#) included an introduction and context and an overview of the

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2022-23 Operating Budget, Revenues and Expenses (000s)/Actuals through June 2023 and Estimated through June 2023 spreadsheet.

REPORT: ACCREDITATION

Associate Vice President Ann Garnsey-Harter's [report](#) included information and progress made on recommendations 1. Planning and use of data; and 2. Assessment of Student Learning Outcomes and use of data; the Accreditation Cycle; Step 1: NWCCU Annual Report; and Step 2: Mid-Cycle Report.

DISCUSSION: BOARD OF TRUSTEES SUMMER 2023 RETREAT

The Board's [discussion](#) about its summer 2023 retreat included the following:

- That holding a Board Retreat in August (one-day) and during the winter quarter (day and a half) makes sense.
- Possible Board Retreat topics:
 - The state allocation
 - Outlining the process for the President's evaluation
 - Tour of the campus
 - Board Goals (typically during the summer retreat)
 - Exceptional Faculty Award and the related endowment and RCWs
 - The SBCTC...role and responsibilities
 - Determining the Legislative Liaison to the Washington Association of College Trustees (ACT)
 - Attending another college's Board meeting
 - DEI – progress that has been made over the past year and how the Board can play an advocacy role

WAVES OF GRATITUDE

President Kahn extended his [Waves of Gratitude](#) to all who were involved with organizing the recent MLB (Major League Baseball)/Benefits Hub event; to Becca Chen and her team in closing the budget and helping us develop the next one—"Renee, Satoko, Atsuko, and everyone over there."

REPORT: FOUNDATION & ADVANCEMENT

Executive Director Wendy Coates's [report](#) included information on what she has been focused on during her first month at the College: assessing and prioritizing, identifying gaps, how to increase revenue into the Foundation, "buttoning up" the capital campaign, how to increase support to the College, donor retention, the infrastructure in the Foundation Office, growing the Foundation Board, and defining advancement at the College.

Trustee Wells volunteered to represent the Board of Trustees on the Foundation's Board of

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Directors.

EXECUTIVE SESSION

At 6:24 PM, Chair Chan announced that “The Board will now convene in executive session for 30 minutes or as extended by the Board to:

- Review the performance of a public employee pursuant to RCW 42.30.110(1)(g);
- Discuss with legal counsel, information regarding the infrastructure and security of computer and telecommunications networks, security and service recovery plans, security risk assessments and security test results pursuant to RCW 42.30.110(a)(ii); and
- Discuss with legal counsel matters pertaining to collective bargaining pursuant to RCW 42.30.140.(4).

Upon reconvening in open session following the executive session, the Board will proceed with an action item, followed by closing remarks.”

The executive session began at 6:30 PM.

The Board reconvened in open session at 7:00 PM.

ACTION: 2022-2023 EXCEPTIONAL FACULTY AWARD

Acting Vice President Lucas Rucks provided an overview of [tab 4 \[Action: 2022-2023 Exceptional Faculty Award\]](#).

Motion 23:38: Motion made by Trustee Ringer to approve the committee’s recommendation to grant the 2022-2023 Exceptional Faculty Award to candidate A in the amount of \$1,000.00 (one-thousand dollars).

Motion seconded by Trustee Lux. All Trustees present for the action voted *aye* to approve the motion.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

There were no closing remarks from the Trustees.

ADJOURNMENT

Motion 23:39: Motion made by Trustee Ringer to adjourn the meeting.

Motion seconded by Trustee Lux. All Trustees present for the action item voted *aye* to approve the motion.

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Chair Chan adjourned the meeting at 7:03 PM.

Signed _____
Rebecca Chan, Chair

Attest: October 25, 2023

Lori Y. Yonemitsu, Secretary

The following statement to the Board is to be read on July 19th for Brooke Zimmers who is unable to attend.

Dear Board of Trustees,

In 2022 I celebrated 30 years at Shoreline Community College. This year I was awarded a crappy plastic clock engraved with my name. It kept time for about two weeks and now sits in my bedroom, trying to tick with the second hand insistently pulsing to push past a-quarter-past but to no avail. I know on one level, that the clock is really just a failure of imagination on the part of whoever is allotting recognition gifts—we are probably dolling out the same paperweights and cheap gifts we always have because we've never taken the time to consider a more thoughtful way to recognize people. But it still stands sentinel on my dresser reminding me of all the ways I feel ignored and devalued by the very place I've devoted my career to.

Why bring this up now? Perhaps the clock wouldn't hurt my feelings so much if I had a history of being treated with respect. It wasn't long ago we had to sue the college over how it distributed pay raises. Now it's come to my attention that the school is not putting effort into bringing a team to the negotiation table this summer. This could result in COLA's not being distributed. Leaving the negotiation to the beginning of the school year would result in a messy situation of handling a wide-spread retroactive payout. On a side note, I have on more than one occasion had to double check my paystubs and request Human Services correct their mistakes. I have a number of colleagues who've had to do the same. I do not trust the college's ability to distribute the money correctly.

I am writing to ask you, the Board, to pressure the college to come to the bargaining table this summer. We have a well-thought-out plan that uses the sizable 8.9% COLAs to benefit faculty in important ways. It's my understanding that the response to the plan so far has been that the request is "difficult". Wouldn't it be refreshing if just once, the Board and college would listen to the faculty and say YES! We hear you, we see you, we want to pay you what you deserve. COLAs are a necessity. Yes it may be difficult. Yes we just survived a ransomware attack and are down a number of leadership positions at the college. But yes we value you the faculty and trust that you have a equitable and worthy plan. Let's do it, get it off the table, and get on with other business. Let's come to the table now!

Please, I've been writing letters and "begging" the board for so many things for so many years. I honestly don't have much faith you'll comply, but I won't stop asking. It's never to late to start demonstrating respect and value for your employees. The clock is ticking.

Hello members of the board, my name is Tirzah Williamson, and I am the newly elected WFSE Assistant Chief Shop Steward for the classified staff. I am here on behalf of Chief Shop Steward, Norah Peters, who was unable to attend today's meeting. As Norah and I start our two-year term, we want first to recognize the hard work and dedication of our predecessor, Ric Doike-Foreman, who served his term starting during the depth of Covid remote work and ending with the ransomware incident. Thank you, Ric, for all you have done, and continue to do on behalf of the classified staff.

Norah and I discussed that we want to take time to acknowledge the positive changes we've seen in the last year. We truly appreciate the commitment from President Kahn to meet with classified staff and union leadership on a regular basis. He has been very open to our concerns, and we've seen steps being taken towards better communication and transparency between administration and staff. Both continue to be a work in progress, and honestly always will be, but we know that where we are today is better than where we've been in the last few years.

That said, classified staff are facing some true challenges and we are losing long-enduring employees, who take decades of institutional knowledge with them when they go. The positions they leave behind are also very hard to fill, which continues to put stress on those of us that remain.

Why do good employees leave? There are many personal factors, of course, but common themes of exhaustion, frustration, and poor pay come up time and time again. We've been told retention is high on the list of priorities, but words alone mean little. We need action. We need the administration, the board, and by extension the state, to truly understand that without a strong base of well-trained staff, our schools cannot function.

To that end, I want to ask the board and administration to be among our most vocal supporters. When we go to the state and bargain for better wages, it should be backed up by you. Even before we get back to the table, please start speaking up about the need for a livable wage. If you want to retain trained staff or attract new staff, this cannot be ignored. When we ask for improved working conditions, we need to be heard.

I do not see the need to be adversarial when we all have, in theory, the same desire - to serve our students and help them achieve their academic goals. To do so, you need a strong and supported group of employees. You need offices that are fully staffed so that we can accomplish our tasks without the constant threat of burn out. We welcome your active support and participation in bettering the lives of the classified staff so that we can continue to actively support and better the lives of our students. Thank you for your time.



SCCFT President Eric Hamako
Statement to the SCC Board of Trustees
2023.07.19
Permalink: <https://bit.ly/SCCFTtoBOT2023-07>

I ask that my comments be read into the record.

Trustees of the Board:

My name is Eric Hamako. I am the President of the faculty's union, the Shoreline Community College Federation of Teachers (SCCFT), Local 1950 of the American Federation of Teachers (AFT).

This evening, I'll provide brief updates about our faculty union's collective bargaining with the College.

First, regarding the Unfair Labor Practice (ULP) charge that the Federation filed against the College: We continue to be concerned about and negatively affected by the College's unilateral decision to discontinue counting faculty members' collective bargaining work as service to the College. That unilateral decision has undercut our faculty union's ability to collectively bargain. Recently, the Public Employment Relations Commission (PERC) has deferred our charge to arbitration. So, our faculty union will continue to pursue this issue into the next venue.

Second, regarding our negotiations to redress impacts of the Spring 2023 ransomware attack and the College's ransomware response: Over the course of the past two and a half months, the Federation and the College have moved closer and closer to agreeing on a Memo of Understanding (MOU) to redress some of the ransomware impacts. That's good. And, that shows that the College *can* bargain over financial matters, even in the

absence of a single, permanent Vice President of Business and Administrative Services (VP-BAS). That said, we also observe that, over the past few years, our financial negotiations with the College appear to go more smoothly when we're bargaining over money that comes from outside sources, whether legislative dollars earmarked for particular salary increases, Federal COVID pandemic response dollars, or insurance claim dollars.

Third, regarding our negotiations over the decisions and impacts of the delayed opening of the HSAMCC building: Approximately two weeks ago, the College announced that its new HSAMCC building's opening will be delayed until at least mid-Fall 2023. The HSAMCC building is intended to replace five other buildings (2400, 2500, 2600, 2700, & 2800), which are slated for demolition. The College has also recently announced that the 2600 Building will be permanently closed until demolition, due to a recent fire. And, in the past weeks, the College has announced that another of the five buildings, the 2700 building, will also be unavailable for use Fall 2023. Together, these situations threaten to leave many faculty displaced for Fall 2023 and, at the moment, without a clear sense of the locations in which they'll be working during Fall 2023. Further, the prospect of having to work in interim spaces for some or all of Fall 2023 poses potential challenges both for commuting to remote sites and for faculty workload, with faculty members potentially having to design Fall classroom and lab curricula for at least two different sets of locations and their facilities.

So, our union is again taking steps to advocate for faculty. Our union has filed a demand to bargain with the College over both the decisions it will be making – that is, how the College plans to address the problems the displacement causes for faculty – and the impacts of those changes to our working conditions – this, as we have over other such changes, such as the COVID pandemic impacts and the ransomware impacts. Our union has filed an initial information request, so that we can identify the affected faculty and the College's current plans (if any) for mitigating the impacts of this situation. The College has said it doesn't yet have concrete plans for addressing many aspects of the situation. We, as a faculty union, want to be part of developing those plans, via our bargaining. We are glad that the College has agreed to bargain this issue via our Joint Union Management Committee (JUMC). We look forward to receiving responses to our information requests and to beginning to bargain this issue, which affects many faculty.

And, fourth, regarding our ongoing bargaining over our next Collective Bargaining Agreement (CBA): The College has not been sufficiently prioritizing bargaining with our union. This is a problem for our faculty.

To be sure, the College has been dealing with a lot of big problems of late. For example, the ongoing accreditation crisis, the ransomware attack and its ongoing aftermath, a fire in the 2600 building, a delay in opening the HSAMCC building, understaffing of Classified Staff positions, and continuing vacancies and churn in administration leadership positions. All of these problems are important to address.

We, as faculty, are *also* important. We need the College to make us a higher priority. We need the College to get a bargaining team together again, to return to the bargaining table, and to finish bargaining our new contract.

The College has been absent from the bargaining table since June 2, more than six weeks ago. The College has canceled no fewer than six scheduled bargaining meetings (June 15, 16, 22, 23, July 13, 20). We've been waiting for weeks to hear the College's counterproposals to many of our proposals. Now the College is saying maybe it'll be back at the table on July 27 – *if* it can get a team together again.

The College's team has been in disarray for months, with departures and absences. The College's finance expert, now-former Interim Vice President of Business & Administrative Services (VP-BAS) Holly Woodmansee, went on leave in late-April and subsequently separated from the College without returning to its bargaining team. The College has yet to hire a new VP of Business & Administrative Services or to appoint someone with comparable financial expertise to its team. The College's Human Resources (HR) expert, Executive Director Veronica Zura, has been on leave since late-May and her leave has now been extended twice so far. The College has informed us that now-VP of Student Services Derek Levy is also off the College's team now. The College's former Lead, Executive Dean Guy Hamilton, is also off its team, as he's separating from the College to take a job elsewhere. The College is now saying that it's looking into hiring an external consultant to lead its bargaining team – but, it's yet to confirm anyone for that role. At present, the College's team apparently consists of two members: Associate Dean Stephanie Sareeram and a new addition, VP of Instruction Lucas Rucks.

And, the College continues to deflect and blame the Federation for the College's absence. The College has been asserting that there was some agreement that compensation proposals would be made by a particular date or some agreement that bargaining would finish by a particular date. The Federation disputes both of those assertions as, at best, mischaracterizations. And, in our correspondences, the College has repeatedly supposed that, "If only the Federation had..." done this or that, then the College would have already presented counterproposals or that we would have already reached a new collective bargaining agreement.

The Federation might, likewise, make suppositions of our own. For example, "If only the College had not unilaterally decided that serving on the Federation bargaining team no longer counts as part of faculty's service work, we would have recruited and retained more team members." Or, "If only the College had responded to our information requests in a more timely and complete manner, we would have had more compensation proposals prepared and presented sooner." Or, "If only the College had presented *any* counterproposals to the Federation's compensation proposals in the past five months since we began issuing them, months before its VP of BAS went on indefinite leave..." But, such suppositions do not actually move us toward reaching a new collective bargaining agreement.

Rather than exchanging "If only..."s, our faculty union needs the College to prioritize sufficient personnel to field a bargaining team, to return to the bargaining table, and to make our contract bargaining enough of a priority that we keep moving forward. Without the College's participation, our faculty cannot secure bargained agreements about our work. And, without our faculty, the College cannot work.

Good night.



President's Report

From the desk of Dr. Jack Kahn

It has been a relatively short time since our last board meeting, so I will be brief. Our summer term has started, and it is great to see students on campus (and on-line)! I am also happy to report that our summer term is trending up in enrollments from last year. Given all the constraints this community has gone through this year, it certainly is a testament to all the excellent work the staff and faculty are doing at Shoreline.

The big event that occurred in the last three weeks was the amazing dedication ceremony for our Benefits Hub with United Way of King County, Seattle Mariners, Major League Baseball (MLB) and the Seattle Foundation to launch the newly renovated Benefits Hub which is part of the "Bridge to Finish Program." This revamped space will (continue to) support students who face financial, food, and clothing insecurity in a whole new way. We have the MLB All-Stars Legacy Program to thank for this generous grant and symbol of integrating our shared missions, values, and purpose. Thank you to Savena Garrett and team for applying for this opportunity, to our student Kiara Romba who gave such a great speech at the event, and to Cat Chiappa, Savena and Kim Clark for organizing this event. We can't wait to see all the folks who will be served by the new space. (See next page for some great images of the event!)

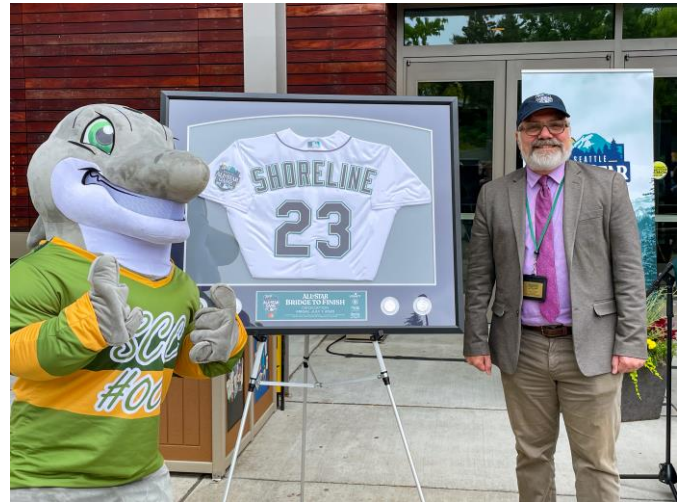
This past month Aisha Hauser and I have had some great conversations with new colleagues in the Muckleshoot and Suquamish tribes pertaining to the naming of our new building(s) and landscape features. We are so excited to meet these folks and learn ways of working together on this and future projects to serve our native students and communities.

Finally, I have a couple exciting meetings coming up in the next week or so (which will have taken place by the time you read this). After attending the lovely 100-year anniversary celebration for Goodwill, I was introduced to some folks I will be chatting with to see if there are any possible collaborations we can foster to support our students. In addition, we have a meeting later this month with the Shoreline Senior Center. This is also an area with a lot of possibilities for partnering. Looking forward to updating the Board this month.

What's Happening on Campus

President's Report

From the desk of Dr. Jack Kahn



What's Happening on Campus

Basketball Camps at Shoreline Community College



The All-Skills camps are for learning the fundamentals of basketball for younger players of all skill levels. Advanced camps are designed for high school players who are competitive and want to get ready to play for a varsity team. Campers will work with Shoreline's Coaches, Aaron Mackey and Rodney Walker. These camps are very popular so early registration is recommended.

Basketball All-Skills
7/10 - 7/13 | Mon-Thur | 9:00 am - 3:00 pm | Grades: 4th - 8th | \$150
Basketball fundamentals for boys and girls grades 4-8. This camp is designed for all levels of players: beginners, intermediate, and advanced. Players will be divided by level of play. Coaches will demonstrate, explain basketball techniques and fundamentals, as well as run drills to simulate game situations with coach Rodney Walker.

Basketball All-Skills
7/17 - 7/20 | Mon-Thur | 9:00 am - 3:00 pm | Grades: 9th - 12th | \$175
Basketball fundamentals for boys and girls grades 9-12. This camp is designed for all levels of players: beginners, intermediate, and advanced. Players will be divided by level of play. Coaches will demonstrate, explain basketball techniques and fundamentals, as well as run drills to simulate game situations with coach Rodney Walker.

Advanced High School Basketball Skills
7/10 - 7/13 | Mon-Thur | 3:00 pm - 6:00 pm | Grades: 9th - 12th | \$175
Designed for varsity player's grades 9-12 who are competitive and want to get ready to play for JV and varsity boys and girls teams. Camp focuses on individual skills and team work. Players will work on strategies and the mental game needed to win their games. Campers will work with Shoreline Coach Rodney Walker. This camp is very popular so early registration is recommended.

Advanced High School Basketball Skills
7/17 - 7/20 | Mon-Thur | 3:00 pm - 6:00 pm | Grades: 9th - 12th | \$175
Designed for varsity player's grades 9-12 who are competitive and want to get ready to play for JV and varsity boys and girls teams. Camp focuses on individual skills and team work. Players will work on strategies and the mental game needed to win their games. Campers will work with Shoreline Coach Rodney Walker. This camp is very popular so early registration is recommended.

View our Summer Camps!
www.campusce.net/shoreline/category/category.aspx

Register now!
tinyurl.com/sccyouthprograms

Shoreline Community College
Questions? Contact Steve Eskridge, Director of Athletics & Intramurals, seskridge@shoreline.edu | (206) 546-4533

Continuing Education
continuinged@shoreline.edu | 16101 Greenwood Avenue N, Shoreline, WA 98133 | (206) 546-6966

Shoreline Community College is committed to nondiscrimination. To request this information in an alternate format or for disability accommodation, contact Student Accessibility Services (206) 546-6245, (206) 546-4220 TTY: saas@shoreline.edu or visit www.shoreline.edu/accessibility.

Selfie SCAVENGER HUNT

LOOK OUT FOR LAWN SIGNS AROUND CAMPUS, TAKE A SELFIE WITH THEM AND SEND IT TO IG @SCC_STUDENTLIFE FOR A CHANCE TO WIN A \$50 AMAZON GIFT CARD!

LIMIT 4 ENTRIES PER PERSON.
CONTEST RUNS FROM 7/3-7/14.

Shoreline
Community College

Continuing Education Summer 2023 Classes

Unlock Your Potential. Enrich Your Life.



Cultural Camps & Language Classes

Chinese Culture & Language: Level I
During this 8-week Level I Integrated Chinese course, students will be introduced to Pinyin, the official romanization system for Standard Mandarin Chinese in China. With Pinyin and tones, students can master pronouncing words properly and start building up vocabularies. Grammar will be taught in communicative approach with many interesting topics. A workbook will be provided. For students 15+ and adults of all ages.

Chinese Youth Camps
The Chinese Summer Camp Program (10- to 14-year-olds) for kids with no prior Chinese language experience. The instructor will pack every day of the program with Mandarin Chinese language teaching and activities that represent Chinese cultural elements.

BIO
PhD, BE is a senior lecturer with Sichuan University of China, she received a BA and MA in English from Sichuan University. Her first job was the College of Foreign Languages and Cultures since 2003, where she was involved in teaching several courses including Integrated English and Art of Public Speaking. For many years, she coached her students to win awards in National English Speaking Competition for College Students. Her next assignment was with The School of Overseas Education since 2010, where she has used her second language teaching expertise in International Chinese Language Education. Holding the Certificate for Teaching English as a Foreign Language, her teaching is well known in international communication product and marketing practice.

She is here at Shoreline Community College to teach on a part educational initiative, offering a non-credit Chinese language and I created outdoor course for the college and to support Chinese cultural activities for the International Education Department.

7/10 - 8/24 | 6:00 - 8:00 pm | Monday/Wednesday (4) | Fee: \$119 | Professor Ka | Location: 1500 Building, Room 1522 Monday, online on Wednesday

7/31 - 8/3 | 1:00 - 4:00 pm | Mon - Thurs (4) | Fee: \$59 | Professor Ka | Location: 1500 Building, Room 1522

Register now!
www.campusce.net/shoreline/category/category.aspx

Shoreline Community College
Dive into arts and culture, meet a wellness goal, or find your next passion project with our classes begin throughout the quarter. No application or previous experience is required.

206-546-6966
shoreline.edu/continuing-ed

GENDER EQUITY CENTER TABLETOP RPGs SUMMER QUARTER

VAMPIRE THE MASQUERADE
July 12th to August 16th
Wednesdays 12pm-3pm

DUNGEONS & DRAGONS
August 1st to September 5th
Tuesdays 12pm-3pm

Meetups in the GEC (Room 9202)
For questions, email genderequity@shoreline.edu

Continuing Education Summer 2023 Classes

Unlock Your Potential. Enrich Your Life.

Film-Making Summer Camp

Filmmaking with Rising Reels

This camp will introduce students to learning about how to create a short film with an introduction to professional film equipment. Students will learn to create concepts and characters, script writing and the elements inside producing and directing to shoot their own short film. Requires a cell phone with recording abilities, a tripod, and a mounted camera mic, water bottle and a snack. More information about Trina Griffin and Rising Reels: rising-reels.org

8/7 - 8/11 | Mon - Fri | 5 Sessions | Instructor Trina Griffin | 9:00 am - 12:00 pm | Ages 9 - 12 | \$189
8/7 - 8/11 | Mon - Fri | 5 Sessions | Instructor Trina Griffin | 1:00 - 5:00 pm | Ages 13 - 18 | \$229

Register now
www.campusce.net/shoreline

Shoreline Community College
206-546-6966
www.shoreline.edu/continuing-ed

Summer WELCOME WEEK

Lawn Games & Otter Pops
Weds. 7/5 | 12-2pm | PUB Courtyard

Tie Dye & Snacks
Thurs. 7/6 | 12-2pm | PUB Courtyard

IG Selfie Scavenger Hunt
Mon. 7/3 to Fri. 7/14 | Around Campus
Enter for a chance to win a \$50 Amazon gift card!
Check our IG @scc_studentlife for more info!

Shoreline
Community College

<h3>The Burger Meat!</h3> <p>July 14th 6pm 3040 NE 45th St Seattle, WA 98105</p>	<h3>40th NW Vintage Meet</h3> <p>July 15th 2023 9AM Shoreline Community College Greenwood Ave N Shoreline, WA 98133</p>	<h3>Dubs & Brew</h3> <p>July 16th 12-4pm Sumerian Brewing 15510 Redmond-Woodinville Rd NE Woodinville WA 98072</p>
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ALL STAR WEEK 2023

LEGACY
INVITES YOU TO ATTEND

ALL STAR BRIDGE TO FINISH

AT SHORELINE COMMUNITY COLLEGE

DEDICATION
FRIDAY, JULY 7TH * 10AM
16101 Greenwood Ave N, Shoreline, WA 98133

Shoreline Community College
United Way
SEATTLE COLLEGES FOUNDATION

Cascade Kombis Seattle VW Weekend



Enrollment Updates Summer 2023

Good news! Summer enrollments are up slightly overall and International student enrollment is up 12%.

The report below shows current FTES (full-time equivalent students) enrolled to date in the selected registration quarter. One Full-Time Equivalent Student (FTES) is the equivalent of one student enrolled for 15 community college credits per quarter. Final FTES from the previous year quarter are provided for comparison.

The report was last updated Thursday, July 13th, 2023.

The first day of summer classes was Monday, July 3, 2023.

FTES per funding source	Thursday, July 13, 2023 ~ Current Qtr (SUMMER 2023)	Last Year Final (SUMMER 2022)	% of Last Year Final
State-Supported	1256	1204	104%
International Contract	316	282	112%
Running Start*	10	7	154%
Center for Education and Career Opportunities (CECO)	37	66	55%
Other	5	25	21%
Total	1624	1585	103%

*Running Start was not expected to enroll in Summer 2022. Due to student coding errors in Summer 2022, seven FTWs were incorrectly counted in this category.

DEPARTMENTAL UPDATES

Taking into account the difficulties inherent in the ransomware attack and the continued complexities of maneuvering around obstacles, the Outreach & Recruitment team has been diligently at work, engaging with our community as we gear up for the end of the current academic year and prepare for the next. The Outreach team has been instrumental in continuing our work to connect with our community members and help them achieve their academic goals and ambitions.

OUTREACH EFFORTS

With the continued leadership of Dean Chippi Bello and the new leadership of Director David Berner, we are continuing the development of the Outreach & Recruitment Strategic Plan, the Outreach Calendar, as well as the Outreach & Recruiting Tracking documents to ensure we are collecting data to examine the relevancy and efficacy of our efforts.

The tracking data will be used to continually cultivate our department's processes, procedures, and coordination of events, as well as further develop our ability to recruit future students. We will be able to identify areas of success and improvement through the extrapolated data to not only maintain our established social channels but to also build new ones throughout the community.

Our team has continued to work with other departments in their outreach efforts, including work with the International Education department, Enrollment Services, and Student Success Services by giving campus tours, assisting with students in the zoom room, and work with communication/marketing efforts. As we continue to develop the Strategic Plan for the Outreach & Recruitment department, we will identify areas where this team and the Enrollment Services team can combine efforts to seamlessly bridge the student experience from "interest-to-registration."

We are also working closely with Communications and Marketing to develop more current and up-to-date flyers and distributable for interested students for the upcoming academic year. Furthermore, we are also working with the Student Ambassadors and Peer Mentors department for developing opportunities towards collaboration with student tours, as well as possible participation at seminars and conventions – the latter is a long-term goal that we are starting to develop.

STAFF UPDATES

We are excited to be a sponsor of the Shoreline Farmers Market. This is the 12th year of the annual market. Shoreline Community College has had a sponsorship and presence at the market each season. This year's opening day on June 3 was amazing. We were able to reach out to so many community members, future students, and alumni. We will continue to have a booth at many of the markets from now through October. Stop by and say hi when you see our green SCC tent!

Amy Stapleton attended the Mariner High School Senior Decision Day on June 5. What an exciting time to celebrate students who have chosen Shoreline Community College, as well as many other four-year colleges and other pathways. Amy Stapleton also attended the "Schools Out Barbeque" at the Richmond Highlands Recreation Center on June 23. The youths were so excited for the school year to commence but were interested in hearing about next steps.

We're welcoming many potential students and families with campus tours. Experience Shoreline Virtual Information sessions continue to be offered every Monday and Thursday. Tours and information sessions are facilitated by **Amy Stapleton**.

Katie Rousso continues to facilitate communication with students she has been working with throughout the prior academic year. In the month of June 2023, she:

- Attended Shorecrest and Shorewood graduation ceremonies
- Wrapped up work for the 22/23 year in the high schools
- Assisted with Running Start sessions at Shorewood
- Participated in “signing day” at Shorecrest
- Tabled at Mary’s Place
- Assisted with set-up of graduation

Steve Marshall has been working with business analysts and other departmental leaders to develop queries and systems in conjunction with Salesforce. This is in effort to overcome the challenges with losing our shared drive and reports that had been built prior to the ransomware attack. Steven has been our main contact for emailing campaigns for multiple departments and has engaged in outreach with the following groups:

- Prospective students who have not completed an admissions application.
- Prospective students interested in Health Informatics programs.
- Students who have been awarded spring quarter financial aid but have not enrolled.
- Prospective students who have completed an admissions application but have not enrolled.
- Current students who were in danger of being dropped for non-payment (multiple reminders)

In the month of May, Steve:

- Emailed outreach to ~1,200 prospective students who have not yet applied to SCC.
- Emailed outreach to ~1,100 students who have applied to SCC but not yet enrolled.

Liam O’Connor, our Adult Learner Outreach Recruiter, has been active in the community, meeting regularly with various non-profit organizations and businesses to promote Worker Retraining funding for potential students. He has connected with local building guilds and contractors to share about our Clean Energy Technology program, in addition to coordinating with SCC faculty in our professional-technical programs to bridge gaps between current students and access to Workforce Education funding.

The HSAMCC project is nearing completion. Due to circumstances beyond the Contractor and College's control, the building will not be open Fall quarter. The project team, Student Learning, Staff, and Faculty are collaborating to determine spaces for classes to begin the quarter and then move into HSAMCC by November 2023. The building will have a soft opening before the end of the Fall quarter. We are still on track to decommission and demo out buildings 2600, 2700, and 2800. As for the STEAM project, we are nearing completion of design. We've been working diligently with the Architect, SSW, to meet with staff, faculty, and students to make sure we are capturing the needs for Math, Music, and Nursing. Tentatively we are scheduled to demo 2200 and start construction Winter 2024.

Minor capital projects underway include:

- 3000 fitness center remodel – the small gym and racquet ball courts in the 3000 building are being remodeled to accommodate the fitness center, creating greater ease access to the space. Expected completion has been extended to August 2023.
- 9000 Gender-Neutral restrooms - SCOF has generously provided funding for this project. The project consists of converting the existing gender specific restroom on the 2nd floor and the current non-compliant gender-neutral restroom on the 1st floor into code compliant gender-neutral restrooms. Expected completion is August 2023.

Additional minor improvement and facility improvement projects will be started with the allocation of project funds for the 23-25 biennium.

Foundation Updates

The Fall SCCF scholarship application are now open. The window to apply for Fall is 7/10 - 8/18. We have completed the scholarship demographic report, which was submitted as part of this month's Board packet.

Human Resources Updates

Last week our summer hours begin. The campus is now open M-Th from 8-5 and closed on Fridays until the week of September 4th.

COLA also went into effect July 1st for Admin and Classified Staff. It will not go into effect for Faculty until bargaining is complete.

Marketing and Communications Updates

We hired our new Web Communications Coordinator. His name is Damon Logan and he started July 3rd. We are also excited to announce that we had an ad featured in the Major League Baseball All-Star Game Program.



Department Updates

The graphic features the Shoreline Community College logo on the left. To its right, the text reads "Summer Quarter" in a teal font, followed by "IMPORTANT DATES" in a large, bold, black font. Below this, the graphic is divided into two columns: "July" and "August". The "July" column has a yellow background and contains two calendar icons: one for July 3 labeled "First Day of Instruction" and one for July 4 labeled "Campus Closed". The "August" column has a green background and contains three calendar icons: one for August 24 labeled "Last Day of Instruction", one for August 24 labeled "Final Exams", and one for August 30 labeled "Grades Available".

Important Dates:

[Employee Calendar](#)

[College Calendar](#)

[Academic Calendar](#)

Important College Updates (DAAG)

[Shoreline Welcomes Dr. Lucas Rucks- Acting VP of Instruction](#)

[Campus Updates 6/29/23](#)

[Shoreline Welcomes Derek Levy- Acting Vice President of Student Services](#)

[Campus Updates 7/7/23](#)

[Important: HSAMCC Building Update](#)

[System Outage Update 7/7/23](#)

[2600 Building Update: Restriction to Access](#)

[Campus Updates 7/14/23](#)

Important Dates & Updates



Goals and Outcomes for Shoreline Community College
President Jack Kahn
July 2022-July 2023



Improve communication & relationship building on campus

Create new structures for Administrators and the Campus for regular and consolidated communication & relationship building that focuses on (a) Trust (b) Transparency and (c) Includes follow-up and decision-making rationale.

There have been multiple mechanisms enacted this year to meet this objective. These include but are not limited to:

- Board agenda modifications were made to add representative voices and to emphasize positive contributions by staff, faculty, and administrators to the Campus
- A written board update was created to provide the Board with additional information on campus operations
- The President does monthly video updates to Campus
- The President invited the community to weigh-in on the “Presidents Goals for the Board” and included most of the given suggestions
- The Executive Team supported closing the campus for a period of time to allow classified staff to participate in Opening Week
- The President meets regularly with constituent groups
- The President meets with the community in monthly “Connections” meetings
- Ransomware ZOOM updates were done regularly during and after the ransomware which seems to be much appreciated by staff and faculty

Rebuild the Communication & Marketing team with emphasis on improving internal and external communications

- We hired the Executive Director for Strategic Communication & Marketing
- We hired a Web Communication Coordinator
- We posted Internal Communications Consultant/Social Media Position
- We provided robust and ongoing communication during the ransomware incident
- We started featuring diverse stories of Shoreline featuring students and faculty from different departments

Meet regularly with the union and senate leadership for ongoing understanding and problem-solving (not related to negotiation)

- The President has met regularly with the Classified Union all year, and solved multiple problems together
- The President met with the Faculty Union throughout the year but not as regularly
 - I hope to improve this in my second year
- The President has met regularly with Faculty Union (though somewhat less here), Classified Union & the Faculty Senate

Gather input from campus on building trust and implement actions to support approved recommendations

- The President created trust building exercises and sent memos to campus with accomplishments listed based on recommendations from campus partners We made major progress on multiple trust building goals. Those can be found [here](#)
- The President supported and improved functionality of the Faculty Senate
- For the first time in years, a regular Faculty Senate report is shared with the Curriculum Committee, Faculty Senate reviews communication to faculty, supports professional development efforts on campus, and contributes to BOT presentations
- Faculty Senate Council requested membership on the Accreditation Committee and actively participated spring 2023

Attend at least five faculty and student focused events on campus

The President has attended far more than five throughout the year. Some of these include:

- Theatre Productions
- Multicultural Center Mushroom Event
- Summer Biotech Camps
- Veterans Center Grand Opening
- Men's & Women's Basketball Games
- Many ASG Sponsored Events
- Advisory Committee Check-ins
- Nursing Graduations
- Dental Grand Opening
- College Orientation
- PRIDE Event
- AAPI Month Event
- Various IE Events including International Orientation

Create and support at least three new events that bring the Shoreline community together

- The President worked with Instruction and the Faculty to support Gallery Receptions in the 1000 building
- The President worked with campus partners to bring the Buffalo Soldiers film event to the campus
- The President worked with campus partners to bring 9000 Hours of siege event for Holocaust Remembrance to the campus
- Early in the President's tenure he did a "Coffee with the President" event
- The President often visits departmental units, and conducts friendly staff check-ins

Expand social media strategy for community building that includes at least two pieces of User Generated Content per month and one poll/quiz/contest per quarter

We have had multiple examples of new content on Facebook & Instagram and have focused specifically on expanding our video offerings to keep up with the growing trend of more reels over photos

- We have resurrected stories of alumni that were never used and repackaged them for social media like:
 - Jake Powell Veteran student artist posted on April 25th or CECO Alum Lisa Yang posted on June 8th
- We have also created new stories like:
 - Shoreline Jazz Ensemble goes to Alaska posted on May 5th or DECA at the International Career Development Conference in Orlando posted on June 29th

Use data from Climate Survey (which assesses students, faculty and staff needs) and additional data points to determine progress on concerns identified in the results.

This goal was partially realized. We did complete a climate survey and relaunched another climate survey this year

- There does seem to be evidence that climate has improved this year however the survey itself is still not representative of the campus (particularly with people of color)
- Here are the results [DEI Climate Survey 2022 and 2023. \(Appendix A\)](#) for a brief summary
- Climate is a challenge overall in the work environment and steps are needed to improve as we move forward

Introduce participatory governance models to highlight value and utility to the college

- Invited three Colleges (one from CA, WA and OR) to present to College Council
- Proposed plan and timeline to bring models to campus via College Council.

Plan for October Meeting:

- Schedule monthly meetings with new Faculty Union President
- Bring a plan to campus and the board for next steps with our climate survey for 2023-2024
- Bring Updates to Internal Communication strategies
- Invite Constituent group leaders to present at ET meetings quarterly to share updates on how things are going around campus and highlight challenges they are facing
- Attend NWCCU workshop on governance
- Begin work with sub team on college governance

Increase Shoreline's presence in the broader community

Meet with the City of Shoreline, K-12, and Community representatives in regularly scheduled planning meetings and/or community partnership advisories (monthly, quarterly TBD)

- The President has had regular meetings with Police Chief, and SCC has supported multiple shared events with Shoreline Police Department
- The President has met with City Reps several times
- The President has had several meetings with the Shoreline K-12 Superintendent
- We hired an Executive Director of Advancement and Foundation

Attend and support at least five community events on and off campus.

The President has attended multiple events off campus including:

- | | | |
|---|---|--|
| • Rotary events | • Chamber of Commerce Events for Shoreline and Lake Forest Park | • Opening for Shoreline Historical Society |
| • Arirang 55 th Year Anniversary Event | • 100 th Anniversary Event for Goodwill | • League of Women Voters Event |
| • Governor Inslee's Equity Summit | • Latino International Film Festival | • Shoreline State of the City Event |
| • Innovative Practices in Dual Credit via WACTC | • Seattle International Film Festival | • State of Technology- Tech Alliance |

Work with partners to bring at least five new community events to campus

- Tibetan Author Tenzin Tsundue presents Nowhere to Call Home
- Oasis Foundation's Iftar Dinner
- Government to Government Indigenous summit
- **Executive Director**, Washington State Board for Community and Technical Colleges Paul Francis invited to campus
- MLB Legacy Project Initiative and Dedication Event

Advocate for and introduce new opportunities to increase use of rentals

- There have been several please see *Appendix B*

Advocate for and introduce new opportunities to increase attendance in Continuing Education and other mechanisms that target community inclusion

We have had several CE opportunities including:

- Drawing classes and art workshops with various teaching artists and Shorelake Arts
- Voiceover recording classes which have proven to be very popular
- Dandylyon Drama partnered drama productions for youth in Fall and Spring
- Youth class offerings such as KIMSeattle Forensics workshops and [summer camps](#)
- Ed2go online career and professional development courses and short certificates ([see page 6 of Summer Continuing Education Brochure](#))
- Language classes with Edmonds CC
- Chinese language classes and workshops with our Chinese Scholar Fei Ke (added kids summer camp in July)
- CE partnered with college departments to offer non-credit classes and camps including:
- STEM/Science division for the Girl Scout STEM Badge – 96 middle school girls! And Project Biotech camps (3 weeks)
- Visual Arts department for the Girl Scout Ceramics Badge (sadly cancelled)

- Athletics department camps: volleyball (1 week, 2 sections) and basketball (2 weeks, 4 sections)
- Workforce and Automotive department for Intro to Automotive program for 9 students in the spring (4 signed up after for our credit GST and Training programs!). We are setting up a new Fall course

The President has participated in other significant community building activities beyond the original scope of this plan that included:

- Annual participation in lobbying in Olympia and Washington through attendance, letter writing, and/or developing relationships with State Representatives and Senators
- Developed relationships with the Mexican, Spanish & Guatemalan consulates of Seattle which have led to multiple other connections
- Expanded multiple partnerships throughout the region including Immigration & Refugee Services, Shoreline Historical Museum, North Urban Human Services Alliance, Shoreline Senior Center

Plan for October Meeting:

- Develop a more concrete plan and structure for supporting the City's goals through SCC
- State Representatives have been invited and our hope is that they will visit the campus
- Meet regularly with Shoreline K-12 district
- Host all CTE Advisory Boards (comprised of industry leaders) on Campus for a "working dinner"
- Offer Job Skill trainings through Continuing Education paired with traditional academic programs
- Explore badges and micro credentials for noncredit students via Continuing Education

Work collaboratively with all campus groups to create a systemic and integrated plan (pre-strategic plan) to realize improved targeted enrollments in 2022-2024

Invite Ruffalo Noel Levitz (RNL) to work with staff and faculty to identify and prioritize gaps that affect recruitment, enrollment, and retention and determine action items to address, and collaborate with staff to prioritize and bring to action

- We completed the RNL assessment

Create and begin to implement year-long comprehensive retention plan

- Decide on how 3Cs, Message Center, Starfish, and Salesforce will be used to communicate with applicants and students
- Begin to determine best option and develop texting protocol for students

Develop new Workforce & community partnerships in line with DEI goals

There have been several developed & developing partnerships this year. A few examples include:

- Black Coffee Northwest
- Small Business Development Center on campus
- Fred Hutch Partnership
- Tribal council representatives from Muckleshoot, Suquamish & Tulalip tribes
- Latino Research Center
- Immigrant & Refugee Services

Fund faculty ingenuity and creativity in pedagogy in line with DEI goals

- This is incomplete. We will work with new leadership in the Faculty Senate to explore next steps

Create Strategic Enrollment Committee reporting to Strategic Planning Budget Council (SPBC) to set data-informed targets and coordinated plans with DEI focus

- The Committee has begun its work. First recommendations for planning were presented in the summer of 2023
- Did outreach campaign to continuing students not registered for winter, spring, and planning for fall

Ensure that Guided Pathways goals are integrated into the DEI Strategic Plan and integrated into all Institutional plans to improve outcomes at graduation

- Guided Pathways conversations have been Integrated into Strategic planning process

Support strategies to facilitate and demonstrate robust international enrollment in a competitive environment

- There has been much progress and success in international enrollment. Please see [International Enrollment Plan summary \(Appendix C\)](#)

Plan for October Meeting:

- Present concrete Retention Plan incorporating appropriate suggestions from Ruffalo- Noel Levitz assessment
- Texting protocol decided
- Progress and plan on Decide on how 3Cs, Message Center, Starfish, and Salesforce will be used to communicate with applicants and students
- SEM recommendations and next steps presented to the board
- Hold auto forum this summer to determine needs for expanding auto program
- Bring plan to Fund faculty ingenuity and creativity in pedagogy in line with DEI goals and provide evidence of beginning

Create professional development opportunities for me (the President) and for the campus

Attend WACTC meetings to better understand the role of the college president, form relationships with other presidents, and bring best practices to SCC

- The President attended several of these throughout the year

Attend ACT meetings to better understand and advocate for legislative needs of the college

- The President attended several of these throughout the year

Invite and host at least one legislative representee on campus

- We have invited all State Representatives to the Campus in 2023

Attend monthly meetings with college presidents to learn and revisit best practices and plan regionally for improved impact

- The President has met regularly with Dr. Singh (Edmonds), Eric Murray (Cascadia) and Rich Cummins (previous president)

Create and implement at least one shared project with another institution in the region

- We hosted the Government-to-Government Summit with the Five-Star Consortium
- We have a partnership with Cascadia in progress

Attend at least two DEI leadership training sessions and other Professional Development (Pro-D) as appropriate throughout the year

- Attended Culture Competence training for executives by Stefani Coverson
- Attended Equity Based Decision Making for Racial Equity. Shoreline, Washington
- Attended Healing-Centered Leadership. Shoreline, Washington

Create Professional Development Committee to report to College Council

- This was created this year

Ensure development of Pro-D annual calendar for the campus that is public, searchable, and meets the needs of faculty and staff per staff and faculty recommendations as well as recommendations of supervisors

- This is in progress

Develop method for employees to track their own Pro-D

- This was not accomplished

Develop DEI Retention of Employees plan and implement three new Retention initiatives. which includes how to support Pro-D for staff

- This was not accomplished

Several Professional Development Opportunities were offered throughout the year for faculty and staff including:

- Opportunities for folks to attend DEI conferences
- Trainings offered throughout the year on important topics (Title IX, safety etc.), ctcLink trainings in our Admin meetings
- Budget trainings for the campus

Plan for October Meeting:

- Provide concrete example of Cascadia project
- Create a regular structure for the Professional Development Committee to report to College Council
- Ensure development of Pro-D annual calendar for the campus that is public, searchable, and meets the needs of faculty and staff per staff and faculty recommendations as well as recommendations of supervisors
- Develop method for employees to track their own Pro-D
- Develop DEI Retention of Employees plan and implement three new Retention initiatives. which includes how to support Pro-D for staff.
- Find methods for participating in Pro-D – college hour etc.

Demonstrate Shoreline’s continuing dedication to diversity, equity, and inclusion

Hire VP for DEI

- Position was hired and while the incumbent made several significant contributions to campus, she did not stay in the position

Hold Indigenous Summit on Campus

- This event was held, and it was a great success

Offer all institutional messages in the top three languages spoken within our community

- This was completed this year

Expand engagement of International Education to connect with local communities with global ties, domestic BIPOC communities, and create new opportunities for engagement and global presence throughout campus

- We have made multiple connections this year in this regard. This included connections with consulates of Mexico, Guatemala, and Spain, Cervantes institute of Mexico, Korean Seattle society, local Ethiopian colleagues, Refugee & Immigrant Services Northwest, Nepalese school of Seattle, Julietta Crosby, Lynwood etc.
- The College will offer its first “Study Away” program that builds on its successful study abroad programs, but with a strong DEI focus. Faculty members received mini-grants and will take students to Mississippi and Alabama on segment of the Civil Rights / Freedom Rider Trail
- The College received a competitive Dept. Of State IDEAS grant for diversification of study abroad opportunities. The funds will be used to develop a study abroad program in Bolivia for the College’s Nursing students
- Campus global engagement: Offered following events: International Beverage Reception, Global Showcase, Lunar New Year event, Prom. Excellent participation from campus and community

Launch DEI Strategic Plan process

- This was launched

Use results of Climate Survey to set DEI goals for the year

- This was not accomplished

Demonstrate positive change in Climate based on quantitative and qualitative data

- This was not accomplished

Review and provide feedback on DEI Advisory Groups Antiracism policy recommendations for board adoption

- Anti-racist Framework adopted
- Antiracist policy framework adopted
- Studied and reviewed scholarship demographics. Created goals around revamping application and review process with DEI lens.
 - This was presented and adopted

Communicate to campus how DEI is prioritized in the hiring process and address hiring practices through DEI lens including training, role of committees, etc.

- This was not accomplished

Develop process of DEI goal setting in individual units and create spaces to move those goals into action with student input

- This was accomplished through integrating with Area Reviews as part of our accreditation work. All areas across the college--both instructional and service areas--completed Area Reviews (116 in total) in which each unit articulated the equity considerations they made when setting goals for their area

There were numerous other DEIA projects this year including:

- Offered support to relaunch Ethnic Studies Program
- Nametag support & Gender Identity presentation brought to the Board

- Co-location PEACE project (in progress)
- ESL Anti-Racist Community of Practice

Plan for October Meeting:

- Present plan to re-hire VP DEI with needed support
- Progress on co-location PEACE project
- Meet with the Education Latino Center and plan
- Use results of Climate Survey to set DEI goals for the year.
- Communicate to campus how DEI is prioritized in the hiring process and address hiring practices through DEI lens including training, role of committees, etc.
- Launch new scholarship application and evaluation process with DEI lens

Assess basic infrastructure throughout the college, bring a compliance plan, and demonstrate progress throughout the year

Stabilize ctcLink operations, improve user knowledge, and summary communications of progress

- Major progress was made with coordination and training
- Improvements in support and problem-solving
- People are getting more of the information they need
- Some areas are developing ctcLink super-users
- Infrastructure of communication and collaboration among ctcLink support network is functioning: ctcLink Strategic Group – Pillar Leads and subject matter experts (SMEs) meets weekly; Business Analysts and Resource Area Analysts meets weekly
- Training is happening locally as people become experts in their own work and from college and SBCTC workshops/meetings

Demonstrate compliance with Accreditation standards by timeline given

- We have made great strides with accreditation organization and training. Day of Learning in the spring focused on accreditation work
- Major progress has been made in the two areas in which the College is out of compliance: on use of data in planning (via Area Reviews) and use of data in assessing student learning outcomes (integrated into Area Reviews). Updates on progress are given at each Board of Trustees meeting
- Improved data review among faculty groups – considering interventions needed based on success rates in “gatekeeper courses” among student subgroups

Ensure Financial Aid team has support needed to timely and efficiently serve students

- Considerable progress has been made with Financial Aid Staffing and organization, including hiring of the Financial Aid Director

Provide transparent and clear budget information on the financial position of the college

- The college created Fiscal Stewardship and Accountability [SharePoint site](#)
- Budget trainings were provided throughout the year
- Created new Budget Development process involving all constituents
- Provided Budget updates to the College Council
- Provided Budget Updates to the Campus

Identify, prioritize, and move forward in improving systems that impact overall student access

- Prioritization of multiple projects has begun
- New Drop for Nonpayment Process Implemented

Fill vacant leadership and identify and implement necessary work/assistance to the campus operational units

- Hired ED for Strategic Communication & Marketing
- Hired ED for Foundation/Advancement
- Hired Director of Planning & Institutional Effectiveness
- Hired VP of DEAI position
 - Will need to rehire this role this fall as our staff member left in June
- Hired Acting VP of Instruction

Create Institutional Effectiveness team, comply with accreditation requirements, and create a structure to support a culture of accreditation for Shoreline Community College

- Reorganized to create Planning & Institutional Effectiveness (PIE) unit that includes Accreditation, Institutional Research, Grants, ctcLink/data management system; reports directly to the President. Hired Associate VP-Planning, Institutional Effectiveness, & Project Management 12/1/2022 to lead PIE

<ul style="list-style-type: none"> Created Accreditation & Institutional Effectiveness Committee. This committee meets every other week to create a culture of continuous improvement and to coordinate and support the College's accreditation efforts in attaining and maintaining compliance with the Northwest Commission on Colleges & Universities (NWCCU) standards. Reports to College Council, the relevant participatory governance group Major progress has been made on the two areas in which the College is out of accreditation compliance: on use of data in planning and use of data in assessing student learning outcomes. Updates on progress are given at each Board of Trustees meeting
<p>Evaluate functional needs that may have been lost previously that are needed to move the institution forward in achieving DEI And strategic goals</p> <ul style="list-style-type: none"> This will be addressed by our new strategic plan which is in progress.
<p>Organize campus structures to work efficiently and in unison rather than in silos</p> <ul style="list-style-type: none"> This is in progress. One area of improvement was creating a VP of Student Instruction to work alongside the VP of Student Services allowing for better, more streamlined communication for faculty and students
<p>We also achieved several other operational milestones including:</p> <ul style="list-style-type: none"> We reduced the President's Office institutional memberships by \$15,000 We reduced President's Office overall budget by \$115,000 We led vaccine requirements conversations and worked with the College to comply with changes We led the College through ransomware process Capital Campaign progress on both buildings including: <ul style="list-style-type: none"> \$1.5 million in funding from ASG for the HSAMCC building Legislative advocacy to continue funding for the STEAM building. We improved "returning to work" last fall, by building out an approved hybrid schedule (for students and employees) We signed a contract with Black Coffee Northwest to bring hot coffee back to SCC We saw the first increase in terms for enrollment after a five-year decline
<p>Plan for October Meeting:</p> <ul style="list-style-type: none"> Review CTC link operations and trainings Stabilize Business & Admin Services <ul style="list-style-type: none"> Hire VP BAS Get an assessment done of HR general practices in lieu of emphasis on Retention & DEI Prioritize systems improvement for students Budget process review & memo sent to campus explaining result Progress on improved budgeting processes report Budget web page creation Hire VP for Instruction Update on VP for Student Services Evaluate functional needs that may have been lost previously that are needed to move the institution forward in achieving DEI And strategic goals. Update on College Governance Plan Update on Strategic Plan

Appendix A: Summary of DEI Climate Survey 2022 & 2023



ACTIONS TO DATE: TRUST MEMOS

Trust Memo Highlights

- We noted that several items requested are already happening, such as:
 - Ongoing open office hours with the President and Executive Team (ET) members.
 - Communications & Marketing (C&M) is being reorganized and will be housed on campus.
 - Staffing levels have improved some and additional attention is being paid to areas that are disproportionately struggling.
 - There are many new additional support structures being launched for diversity, equity, and inclusion (DEI) at the College, and many more to come (we have a lot to do, of course).
- I directed all administrators to hold regular meetings (in Outlook) that update staff and faculty on campus initiatives, prioritize changes needed in their area, and support their staff and teams. Our next steps will be discussing how action steps are ensured to move forward and how we work together as requested by campus, faculty, and staff.
- Another great way to be involved in shaping the future of the college is to join the DEI Strategic Plan Task Force! According to our great chair of SPBC Sarah Swanberg, "We are seeking people with various expertise, experience, networks, and unique perspectives to sit on the Task Force for the duration of the project, roughly from February through October.
- We did one training with administrators and classified staff supervisors on best practices in "including staff and faculty in planning." This is an item I need to pay more attention to and likely develop a more structured/intensive training for all of us.
- Professional Development (Pro-D) Update: Highlights from the past year include:
 - Opportunities for folks to attend DEI conferences.
 - Trainings offered throughout the year on important topics (Title IX, safety etc.).
 - CTC link trainings in our Admin meetings.
 - Budget trainings for the campus.
 - A new foundation for the Professional Development committee to organize and publicize future opportunities
 - The Executive Team underwent a Cultural Competence training
- We are now planning to hold two summer trainings via Crystal Hess:
 - Session 1: Healing-Centered Leadership
 - Session 2: Decision-Making for Racial Equity



KEY FINDINGS – FACULTY, STAFF, AND STUDENT SURVEYS

Survey Distributions and Listening Sessions Conducted

- Survey Initial Distribution: June-July 2022 - 307 students, faculty, and staff members
- Survey Follow-up Distributions: October 2022 - 278 students, January - 2023 - 80 faculty and staff members
- Listening Sessions: March 2023 - One focus group and four in-depth interviews with classified staff members

Findings

- More than three-quarters (79%) of respondents indicate that they feel welcome at Shoreline. However, students are significantly more likely than faculty and staff members to report feeling a sense of community, like they belong, respected, valued, and welcome.
- In summer 2022, relatively few (18%) faculty members indicated that Shoreline ensures equitable distribution of faculty service work while nearly a quarter (23%) agree that Shoreline provides adequate resources to support faculty mental health. In spring 2023, faculty were generally less likely to agree with the statements, with significant differences noted in support of practices that address issues of equity, work to eliminate bias and discrimination, and treating faculty from all backgrounds with respect.
- In summer 2022, about half (51%) of staff members agreed that Shoreline works to eliminate implicit biases and systemic discrimination. Notably, in spring 2023, both categories of staff members indicated an increase in agreement in this area. However, other areas show a decrease in agreement, particularly in relation to providing professional development both generally and around equity related topics as well as providing adequate resources to support staff mental health.
- Classified staff want to participate in DEI trainings; however, they are so overworked it is hard for them to find the time to do so. Staff members need either designated times for DEI trainings or support in prioritizing their time. Additionally, participants find DEI trainings inadequate. They note that some in-person sessions needed more effective facilitation to ensure that all attendees feel heard and goals of the session are accomplished.
- Classified staff face barriers in communication from executive level staff. Participants are unsure or unaware of the changes taking place on campus, including DEI initiatives. This leads to a sense of feeling excluded and unheard. Classified staff recommend that the college revisit policies, rules, and regulations "through a DEI lens." They also want to be "included in the conversation." This would provide a leadership with a broader perspective when establishing practices and increase the staff's sense of belonging.
- Classified staff perceive minimal recognition of their accomplishments at work, which contributes to retention issues. Participants believe there are few professional development and promotion opportunities in their positions. Adding to their concerns is the viewpoint that they are underpaid and overworked.
- Participants observe a lack of diversity on campus, particularly in leadership positions. They see diversity among classified staff but describe the rest of the college "mostly White."



PROGRESS AND NEXT STEPS

Changes Noted from First to Second Survey Distribution

- When polled for a second time in the spring of 2023, faculty perceptions of the importance of DEI and support provided were largely unchanged with a slight decrease in both importance and support level. However, both classified staff and administrative exempt employees indicated an increase in the importance shown to DEI initiatives while classified staff are more likely to find Shoreline supportive of creating an inclusive culture.
- When polled for a second time in the spring of 2023, faculty perceptions were similar to those from summer 2022, however, they indicated a notable decrease in sense of community. Conversely, both categories of staff indicated significantly more positive results across most categories, particularly in relation to respect and belonging as well as feeling welcome among classified staff.
- In summer 2022, around one-third or less of faculty respondents believed that Shoreline hires faculty members from diverse backgrounds (36%) and promotes faculty members from diverse backgrounds (30%), however in spring 2023, levels of agreement jumped to 50% for hiring and 36% for promoting.
- In spring 2023, classified staff perceptions of hiring and promoting staff from diverse backgrounds decreased while administrative exempt employee perceptions slightly increased.
- In spring 2023, faculty were generally less likely to agree with statements related to faculty support, with significant differences noted in support of practices that address issues of equity, work to eliminate bias and discrimination, and treating faculty from all backgrounds with respect.
- In spring 2023, both categories of staff members indicated an increase in agreement in work to eliminate implicit biases and systemic discrimination. However, in spring 2023, other areas show a decrease in agreement among staff members, particularly related to providing professional development generally and around equity related topics and providing adequate resources to support staff mental health.

Recommendations for Future Research

- Continue to engage faculty and staff of color to build trust and encourage future participation. The Spring 2023 survey of faculty and staff included nearly three-quarters white respondents, indicating that the sentiments of faculty and staff of color may not be accurately represented.
- Explore perceptions among faculty regarding the need (or lack thereof) for differing viewpoints in the classroom to determine if this perception is prevalent among a particularly type of faculty/subject area or if this is sentiment is widespread and why.
- Further examine professional development needs among faculty and staff - both related to and outside of DEI-related topics - to address the decline in perception of their availability and ensure the creation and dissemination of relevant and timely opportunities.
- Conduct a new and returning student survey in the fall to ensure previous positive sentiment remains strong across student populations, including based on demographic characteristics such as race, ethnicity, gender identity, and age.



Appendix B: Rentals

Excel Facility Rentals Event Calendar - to date												
Search (Option + Q)												
File Home Insert Draw Page Layout Formulas Data Review View Automate Help												
Comments Catch up Viewing Share												
fx 7/22/2023												
Date	Day	25LIVE	Event Name	Type Rental, Colleg. Dept. Sponsor	Locations	Type	Time	# Guests	Alcohol	College Sponsored dept & contact	Contact	Media tec Supervision
ON-GOING EVENTS												
All year - every Wednesday	Wed 2x month avg	multiple	Shoreline Rotary Club	R	1504	Breakfast Meeting	7-8:30 a.m.	25	NO	NO	Bill MacCully	NO
B-monthly Jan, Mar, May, July, Sept, Nov	TH	AADTSN	IBEW	R	1724	Meeting	4:30-8:30 p.m.	40	NO	NO	Nancy Greenup	NO
Feb 19-April 16, 2023 (9)	Sun	AADSSR	Nepal Seattle Society classes	R	1803,1805,1811, 1813	language classes	11-1 pm..	150	NO	NO	Saurav Kakshapati	TK to check in 2
On going	Sun		Borderlife Church	R	1726	language classes	2-3 p.m.	50	NO	NO	Chris Gatata	NO
As needed during the quarter	varies	varies	SCC Student Filming	C	varies	filming for class projects	varies	5-10.	NO	SCC Film - Tony Doupe	Kris Boustedt and Tony Doupe SCC	scheduled as room locations as needed
2023 Events												
January 6, 2023	FRI	Booked by MB	Film Screening for Bryar G, SCC	C	1600	screening	6-8? Set up 5 p.m.	75	NO	YES - film	Bryar Golden SCC	Anna Larsen
Jan 10- March 16, 2023	TUES	AADSRS	CAPE Drama w/Dandylyon	R	1504	Adapted drama for youth	3-7 p.m.	15	NO	NO	Jill Sismaet and Melani Lyons	NO
January 20, 2023	FRI	AADRWD	Shoreline Coop Preschool Winter Event	C	9215	Winter Celebration	5-9 p.m.	100	NO	YES - Coop	Chris Blacktone, Preschool	Andres Barriga Me
January 21, 2023	SAT	AADPQS	PSE Future City Fair	DS	9215	fair	6 a.m. - 4 p.m. - Event 730-4 pm..	100	NO	YES - C/M	Carina Phan - PSE	Andres Barriga Me
January 21, 2023	SAT	AADTKJ	Body and Brain Yoga Health Center	R	1508 and 1504	workshop, meeting	2- 5p.m. ,set up 12-7 p.m.	85	NO	NO	Danielle Gaudette	Andres Barriga Me
January 24, 2023	TUES	AADTLD	Services Winterfest Awards	R	9215	awards/meeting	1-3 pm..	200	NO	NO	James Wong	Clark Roberts
< > ≡ January - Dec 2023 Jan-April 2022 July - December 2022 May- July 2022 List with \$ +												

Appendix C: International Enrollment Plan Summary

International Education
High Level Summary of 2022-23 Enrollment Roadmap
SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> Mature IE program, high functioning team with expertise IE academic and transfer advising. Out of state and in state transfer success, TAG (Transfer Admission Guarantee) agreements Innovative and responsive dept. culture Extensive worldwide network of agencies and partners Affordable tuition (compared to 4-year schools) Location! Seattle and suburban (safety) Wraparound student services; accessible and responsive Fast admissions processing State CRM with powerful capabilities On-campus housing Engagement; clubs, student gov't, intl students active IE reporting to president – brings stability High School Completion Strong relationships with EdUSA advisors Finally have Flywire on board to help streamline student tuition payments and agent commissions 	<p>Weaknesses</p> <ul style="list-style-type: none"> Shoreline agent commission lower than area competitors Still recovering from Covid setbacks Major delays and challenges due to dcsLink Fewer scholarships compared to other schools Staffing shortage impacting operations: Lost 5 staff members in last cuts. Additionally, several key staff on FML which is impacting operations. Making do with patchwork of hourly staff Lack of awareness re: community colleges/bias Visa issuance challenges Lack of on-campus food service/hot food Financial services; slow payments Enrollment Services – instability and staff turnover impacts services. Slow response times Limited on-campus housing opportunities Low on activities Shoreline one of few schools that asks applicants to pay for credential evaluations (through external company)
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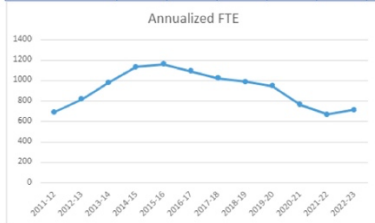
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<p>Opportunities</p> <ul style="list-style-type: none"> Increase commission to grow back faster Increase digital marketing Increase outreach staffing. We are short one position due to cuts. Contract with third-party vendor for quality digital and paper brochures Make State use more robust Expand in-country outreach Expand activities for students Engagement with local community with global ties Re- envision how we're handling ISC evaluations Expanding opportunities for online students; certificate programs and partnerships with overseas universities Offer more short-term programs to help fund scholarships Offer gap year programs (1 or 2 quarter) ESL program for non-credit; geared to students that just want language Improve retention services for developing markets J1 programs (sabbaticals) 	<p>Threats</p> <ul style="list-style-type: none"> Aggressive recruiting from other countries; More favorable national policies for post-graduation work options Other area colleges are becoming much more aggressive in outreach and recruitment Not being able to keep up with commission increases Perceptions of U.S. violence; guns, Asian hate Large scholarships from universities Visa denials (Thailand, Vietnam, Jordan, +) Strained US/China relationship Lack of inclusion/co-creation/voice of subject-matter experts in advising reform. Changes in advising of international students without involving IE could severely impact international enrollments at the College
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DATA
Enrollment Charts (2011-12 to present)
 After years of challenging factors (Trump administration policies and Covid), market conditions are improving. We have seen an encouraging increase in enrollment this past year.

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INTERNATIONAL STUDENT FTEs												
Quarter	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Summer	322	344	395	468	515	457	431	403	369	433	286	284
Fall	564	702	829	971	1023	932	897	896	844	685	619	597
Winter	588	724	847	968	989	911	873	836	821	597	567	634
Spring	606	683	872	994	954	914	872	835	812	577	534	632
Annualized	693	818	981	1133	1160	1093	1024	990	949	764	669	716
% Difference		18%	20%	15%	2%	-6%	-6%	-3%	-4%	-19%	-12%	7%



ENROLLMENT TARGET

1100 Annualized FTE within 5 years (currently at 716 annualized FTEs)

MARKET CATEGORIES

Core	Developing	Opportunity	Potentials
China	Thailand	Brazil	Pakistan – ICEF or NAFSA
Indonesia	Madagascar	Colombia	Philippines - EdUSA
Hong Kong	Morocco	Ethiopia	Peru
Taiwan	India	Myanmar	Tanzania
Korea	UAE	Nepal	Algeria
Japan	Singapore	Mongolia	Turkey
Vietnam		Cambodia	
		Cote d'Ivoire	
		Laos	
		Ecuador	
		Kenya	
		Malaysia	
		Canada	
		US int'l high schools	

Inbound overseas transactions	families to transfer funds to the College for tuition payments, and for the College to make commission payments to agent partners	2. Work with various stakeholders on campus to implement Flywire and Trolley system 3. Communicate to students, partners, and families		
Pursue government-sponsored student avenues	Government sponsored students are a great way of bringing newer populations to our college. Typically, these are competitive programs.	Connect with government officials to explore sponsored student opportunities	2022-23	1. Lisa Maroni connected with UAE officials 2. Welcomed UAE sponsored students 3. Visited UAE government officials at embassy in D.C. with President Kahn 4. Welcomed CBIX students from Germany (sponsored by German government and US Dept. of State)
Strengthen developing and emerging markets	Diversification of portfolio is important given the many factors that can impact international enrollments and student mobility	1. Work closely with agent partners, EducationUSA, and partner institutions to strengthen relationships and promote Shoreline, and help student adjust 2. Work on different strategies to recruit students from core, developing, and emerging markets 3. Work closely with campus to help students from newer markets adjust to campus 4. Work closely with students to orient them to the College, help them understand rules, and set	2022-23	Growth in India market Growth in Morocco, UAE, Sub-Saharan Africa With the departure of Lisa Maroni (key outreach staff responsible for working with developing and emerging markets), we are in the process of recruiting for the position. Our hope is to hire someone who has strengths in developing new markets.

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Stabilize IE staffing	Although we were able to grow enrollments this past year, we are not set up to maintain or grow steadily at current IE staffing levels due to significant reductions in 2020.	Present soft-money funded positions to ET as emergent hires.	Before Fall 2023	ET has approved the following due to emergent nature and to accommodate enrollment growth in IE: 1. Admin Assistant 2. Faculty advisor 3. Addition of duties to manager position (Adjustment to assistant director)
Evaluate and coordinate digital media strategy/products	Using multiple products. Need to streamline to avoid redundancies and effectively leverage features	Outreach team reviews and researches each product and discusses how they can work together better	Prior to new fiscal year (2023-24)	Evaluation done. Reviewed performance of products, adjusted subscriptions as appropriate.
Resume overseas travel to core, developing, and emerging markets post-pandemic	With negligible travel for three years, enrollments throughout the country have been impacted. Overseas recruitment travel is the most effective recruitment tactic and as such needs to happen asap.	Outreach team visits partner agents, universities, high schools, and participates in fairs	2023-24	Outreach team visited: China, Korea, Taiwan, Japan, UAE, Brazil, Sub-Saharan Africa, and Indonesia
Generate revenue to offer incentive scholarships to new students	With the sunset of TJHC program, funding for scholarships and hosting no longer available. Scholarships and hosting are necessary recruitment tools	Explore and implement short term programs	2023-24	3 Short-Term programs: 1. Danish high school students in Feb. 2023 2. Two separate Japanese short-term programs in Summer 2023 3. Danish short-term program will be offered again in 2023-24
Implement payment system for outbound and	Create a more reliable and convenient payment system for wire transfer transactions to allow	1. Research products	2022-23	Flywire and Trolley implemented in 2022-23

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ACTION PLANS (This is not a comprehensive list. Further details and actions included in Enrollment Roadmap)

STRATEGY	RATIONALE	ACTIONS	TIMELINE	PROGRESS MADE
Stabilize IE's Outreach Support area	This is crucial for agent referred students. In the past year, there have been a series of events that have led to significant delays in commission payments and contract issuance (ctLink disruption and time-consuming new processes, FS staff turnover, IE staff shortage, ransomware). This has resulted in unhappy partners which impacts enrollments. Delays and missed payments also compliance concern	1. Hire new administrative assistant to cope with significant workload 2. Adjust tasks and train admissions staff to take on outreach support work due to admin assistant's FML 3. Explore options to streamline travel paperwork	ASAP, before fall 2023	1. Admissions staff member has been trained and her role adjusted temporarily to take on commission payment work. 2. student hourly employees hired to assist with contracts. 2. Administrative assistant position open and accepting applications 3. Outreach staff have received training in doing a portion of data entry related to their trips in ctLink
Increase agent commissions to stay competitive and increase enrollments	Area competitors have been offering higher commissions to agents which are eating into Shoreline's market share. Additionally, universities have increased their recruitment activities and pose severe competition due to higher commissions. A commission adjustment is overdue now that the market is recovering (post-pandemic)	1. Present new commission proposal to ET 2. Update SEM committee (SEMC) 3. Communicate with partners	To be announced by Spring and implemented in Fall 2023	1. A proposal was made by Samira to ET for a moderate commission increase with corresponding growth targets. Proposal was approved 2. Extensive communication has been conducted to partners 3. Samira presented growth strategy and plan to SEMC

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Pursue partnerships with overseas high schools	Such partnerships are more effective than agent partners in some markets	them up with an academic plan and other support 1. Connect with high schools 2. Attend IACAC fair to meet high school counselors	2023-24	1. Chinese high school vice principal visited Shoreline in June 2023. Plans for an upcoming MOU are being made. 2. Connected with Shoreline alum with connection to Indonesian high school. Bo is pursuing opportunity 3. Lianne, Bo, and Cynthia are attending IACAC conference in July 2023. Will connect with high school counselors and explore opportunities (As well as connecting with 4-year universities for TAG agreements and transfer information)
Establish new partner agents in core markets	We need to focus on re-strengthening core markets such as Japan, Korea, and Hong Kong. While these markets tend to be saturated, Shoreline has potential to do better based on our location, offerings, and past successes.	Soo Park travels to Korea, Japan, and HK to establish new partnerships	2022-2024	Soo traveled to core markets. Approx. 20 new agents added in Korea, Japan, Hong Kong, and Taiwan in 2023-24

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SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 23, 2023

The August 23, 2023 special meeting was held via hybrid modality.

- In-person: Board Room (#1010M)-Building 1000
 - Remotely:
 - Via **link**: <https://us02web.zoom.us/j/88349708605>
 - Via telephone: (253) 215-8782 • Meeting ID: 883 4970 8605
-

MINUTES – SPECIAL MEETING

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Rebecca Chan at 4:30 PM. A quorum of the Board was present.

Chair Chan read a section of Shoreline Community College’s [Land Acknowledgement](#).

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pabee, Rebecca Ringer, and Kim Wells were present either in-person or remotely.

Assistant Attorney General Tricia Boerger represented the Office of the Attorney General.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the August 23, 2023 special meeting of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

-For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room (#1010M) between 4:15 PM–4:30 PM on August 23, 2023.

-For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 4:15 PM–4:30 PM on August 23, 2023.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the August 23, 2023 meeting will be no more than six (6) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than three (3) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the August 23, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the August 23, 2023 meeting.)

No one signed up to provide public comment(s).

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 23, 2023

STUDY SESSION: 2023-2024 COLLEGE OPERATING BUDGET

President Kahn, Budget Consultant Becca Chen, and Associate Vice President Ann Garnsey-Harter led the [study session on the 2023-2024 College Operating Budget](#). The Budget Presentation included:

- Budgets – “What do we want to accomplish?”
 - Accreditation
 - President’s Goals and Outcomes
 - Guiding Principles
- Common Theme
- Understanding Operational Budgets
 - Funds
 - Capital
 - Other Funds: Insurance
- Baseline Assumptions for FY23-24
- FY 2022-2023: Where did we Land?
- Closing the Gap FY22-23
- Tools, Resources, Assumptions-Budget Process
 - BEROP Tool
- FY 2023-2024 Assumptions
- Budget Process – Prioritization List
- Innovation Grant
- Summary
- Timeline
- Thanks and Acknowledgement

ACTION: FEE PROPOSALS FOR FY 2023-2024

The Board conducted a first reading at its July 19, 2023 meeting of the fee proposals for FY 2023-2024. Executive Dean Nancy Dick, on behalf of Acting Vice President Lucas Rucks, provided an overview of [tab 1 \(Action: Fee Proposals for FY 2023-2024\)](#).

Motion 23:40: Motion made by Trustee Ringer to approve the fee proposals for FY 2023-2024 as presented in tab 1.

Motion seconded by Trustee Wells.

Trustee Wells noted that due to her being ill during the July 19, 2023 Board meeting, she missed the part about the “Director Fee” under the proposed reallocation of fees in the Dental Hygiene Program. Health Occupations & Nursing Dean Mary Burroughs explained the reason for the “Director Fee.”

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 23, 2023

Motion passed with four (4) *aye* votes from Trustees Chan, Lux, Pobee, and Ringer and one (1) abstention from Trustee Wells

ACTION: AMENDMENTS TO 100.E50 COLLEGE DEBT: FINANCIAL PLANNING & ACTIVITIES IN THE SHORELINE COMMUNITY COLLEGE BOARD OF TRUSTEES POLICIES MANUAL

The Board of Trustees conducted a first reading (at its June 28, 2023 meeting), followed by a second reading (at its July 19, 2023 meeting) of the proposed amendments to the 100.E50 College Debt: Financial Planning & Activities section in the Shoreline Community College Board of Trustees Manual. President Kahn provided an overview of [tab 2 \(Amendments to 100.E50 College Debt: Financial Planning & Activities section in the Shoreline Community College Board of Trustees Policies Manual\)](#).

Motion 23:41: Motion made by Trustee Wells to approve the proposed amendments to 100.E50 College Debt: Financial Planning & Activities section in the Shoreline Community College Board of Trustees Policies Manual.

Motion seconded by Trustee Pobee. All Trustees present for the action voted *aye* to approve the motion.

REPORT: MEMORANDUM OF UNDERSTANDING BY AND BETWEEN SHORELINE COMMUNITY COLLEGE AND THE SHORELINE COMMUNITY COLLEGE FEDERATION OF TEACHERS—REGARDING THE EFFECTS OF RANSOMWARE AND RANSOMWARE - RELATED DECISIONS

President Kahn noted that the item was pulled from the agenda.

EXECUTIVE SESSION

At 5:49 PM, Chair Chan announced that “The Board will now convene in executive session for 15 minutes or as extended by the Board to review the performance of a public employee pursuant to RCW 42.30.110(1)(g). Upon reconvening in open session following the executive session, the Board will proceed with an action item, followed by the adjournment of the meeting.”

The executive session began at 5:54 PM.

The Board reconvened in open session at 6:09 PM.

ACTION: PRESIDENT’S COLA AMENDMENT

Motion 23:42: Motion made by Trustee Lux to grant the 4% cost of living adjustment that was dictated by the Legislature to exempt administrative personnel effective July 30, 2023, to the president.

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Motion seconded by Trustee Pobee. All Trustees present for the action voted *aye* to approve the motion.

ADJOURNMENT

Motion 23:43: Motion made by Trustee Wells to adjourn the meeting.

Motion seconded by Trustee Ringer. All Trustees present for the action item voted *aye* to approve the motion.

Chair Chan adjourned the meeting at 6:11 PM.

Signed _____
Rebecca Chan, Chair

Attest: October 25, 2023

Lori Y. Yonemitsu, Secretary

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF SEPTEMBER 27, 2023

The September 27, 2023 special meeting was held via hybrid modality.

- In-person: Board Room (#1010M)-Building 1000
 - Remotely:
 - Via **link**: <https://us02web.zoom.us/j/88349708605>
 - Via telephone: (253) 215-8782 • Meeting ID: 883 4970 8605
-

MINUTES – SPECIAL MEETING

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Rebecca Chan at 4:31 PM. A quorum of the Board was present.

Chair Chan read a section of Shoreline Community College’s [Land Acknowledgement](#).

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pabee, Rebecca Ringer, and Kim Wells were present either in-person or remotely.

Assistant Attorney General Tricia Boerger represented the Office of the Attorney General.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the September 27, 2023 special meeting of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

-For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room (#1010M) between 4:15 PM–4:30 PM on September 27, 2023.

-For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 4:15 PM–4:30 PM on September 27, 2023.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the September 27, 2023 meeting will be no more than ten (10) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than five (5) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the September 27, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the September 27, 2023 meeting.)

Biology Faculty member Ben Wiggins spoke on behalf:

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Of my colleagues and students in Biotech. Dr. Kahn told us about a program that has the potential to link to Biotech, which is one of our great strengths with communities of students from families who are immigrants or who have refugee status. It is truly one of the more transformative things that we might do in my lifetime. It just has the potential to be really beautiful in making relationships that just can't be made in other ways.

In parallel, we are reworking some of our navigator positions for totally reasonable reasons. The upshot of that combination is that we have a moment of a month or two or maybe three, where the person who is most core to building those relationships is probably going to be in flux of applying for the new positions. What I'm here to bring up is the possibility of bridge funding to keep that person for a few months, to really cement the relationships that we have the potential to make this program, go.

This is unusual for a college to do that kind of thing. It's the kind of thing that a Fortune 500 company could just do. But we can't always do everything that we want to do, adhere to. I bring this up to you as one of the venues where we're trying to look for little pockets of money that might keep that relationship. Thanks for listening.

ACTION: BUILDINGS NAMING PROPOSAL

President Kahn started off the presentation on the action item contained in [tab 1 \(Action: Buildings Naming Proposal\)](#) and was joined by Walter Schacht and Carl Dominguez from MITHŪN, Brian Boram from RMB Vivid Inc., Acting Vice President Aisha Hauser, and Executive Director Wendy Coates.

Motion 23:44: Trustee Wells: "I move that we approve the building naming proposal that we, by motion, approve the recommendation to name the HSAMCC building, Cedar, and to use this naming scheme throughout the time for the STEAM building and other existing buildings."

Motion seconded by Trustee Lux. All Trustees present for the action voted *aye* to approve the motion.

ACTION: 2023-2024 COLLEGE OPERATING BUDGET

President Kahn introduced Joe Mazur, the College's new Business & Administrative Services Vice President. Budget Consultant Becca Chen led the [Budget FY23-24 presentation](#) consisting of the following:

- Budget Process
- Revenues and Natural Classification Expenditures
- Total Innovation Funded
- Total Approved Resource Requests

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- Budget Continuation

Motion 23:45: Motion made by Trustee Ringer to approve the operating budget as presented for fiscal year 2023-2024 in the amount of \$53,881,617 and further, that the College President may adjust the operating budget up or down by one (1) percent of estimated operating revenues.

Motion seconded by Trustee Pobee.

Trustee Pobee stated, “Great presentation. What really impressed me most is it is important to tie the numbers to our goals.”

President Kahn responded to Trustee Pobee’s question about how the resource asks will be assessed.

Budget Consultant Chen and President Kahn responded to Trustee Pobee’s question about the “1%, up or down, based on cash inflow or outflow. Why 1%?”

In response to a question from Trustee Wells, President Kahn and Budget Consultant Chen spoke about the way in which the Innovation Funds were categorized and the guiding principles in the prioritization of the funds.

All Trustees present for the action voted *aye* to approve the motion.

ACTION: RESOLUTION NO. 168—COMMENDING SERVICE OF TRUSTEE TOM LUX

Chair Chan read tab 3 (Resolution No. 168—Commending Service of Trustee Tom Lux).

Motion 23:46: Motion made by Trustee Wells to approve Resolution No. 168—Commending Service of Trustee Tom Lux.

Motion seconded by Trustees Pobee (and Chair Chan and Trustee Ringer).

All Trustees present for the action voted *aye* to approve the motion.

Trustee Lux [thanked everyone and noted how he enjoyed his time as a Trustee.](#)

[The Trustees and President Kahn expressed their appreciation to/for Trustee Lux.](#)

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ADJOURNMENT

Motion 23:47: Motion made by Trustee Lux to adjourn the meeting.

Motion seconded by Trustee Wells. All Trustees present for the action item voted *aye* to approve the motion.

Chair Chan adjourned the meeting at 5:58 PM.

Signed _____
Rebecca Chan, Chair

Attest: October 25, 2023

Lori Y. Yonemitsu, Secretary