

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
SPECIAL MEETING OF AUGUST 22, 2013

MINUTES:

The Special Meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Shoubee Liaw at 8:30 AM in Room 303 at Shoreline City Hall, located at 17500 Midvale Avenue North, Shoreline, Washington 98133-4905.

Chair Liaw opened the meeting by recognizing the initiatives that former President Lambert put forth and stating she would like to explore new ways in which the College “could innovate.”

MEMBERS PRESENT:

Trustees Phil Barrett, Shoubee Liaw and Tayloe Washburn were present.

Former Trustee Roger Olstad was also present.

OPEN COMMENT PERIOD

Trustee Barrett spoke of the importance of recognizing the College’s history, the opportunities to seize new initiatives and executing on the mission of the College in the best way possible.

“STATE OF THE COLLEGE AND THE YEAR AHEAD”

A slide presentation by Interim President Daryl Campbell covered State of the College topics related to Finances; Enrollment; Strategic Initiatives; the Strategic Plan; the Presidential Transition; Accreditation; and Culture.

Interim President Campbell spoke of the contributing factors to a little over a three-million dollar surplus that “came out of the year”—tuition collections due to the resounding success of international enrollment; lapsed salaries (many of which are in the Full-Time Faculty ranks); and extraordinary budget managers (Deans, Directors, for example). After adding that \$500,000.00 “will go into reserves,” Trustee Barrett indicated that he “would like to see this go in the Innovation Fund.”

In response to a question from Chair Liaw, Interim President Campbell noted that there are funds available for salary increases for Faculty and Administrative/Exempt staff and stated that he was working on tiered approach to applying the increases for Administrative/Exempt personnel.

Based on each Trustee having a different idea of where surplus dollars should go, Trustee Washburn suggested that the Board engage in ranking and prioritizing where monies are directed. Discussion ensued related to the College’s program mix, resources ↔ planning and “where our students are five, six years after graduation.”

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Trustee Barrett spoke to the importance of data and that the College needs to be “more systemic about these measures. We’ve done the metrics for the short term programs. We need to see the long term successes of our graduates. If our graduates have a higher rate of employment, there needs to be data that is available to back this up.”

In regard to the “Year Ahead,” Interim President Campbell spoke of the two things that everything the College does relate to—Student Achievement and/or Resource Development. He referred to and spoke to the 5 Forces Shaping the Future of Higher Education:

1. Changing Curricular Needs
2. Stretching Campus Boundaries
3. Global Challenges
4. Public Perception
5. Changing Demographics

Interim President Campbell stated and asked, “We are being scrutinized by prospective students, the community and industry. What is our value?” He spoke of the need to “enhance our advising” and bring back orientation sessions. This led to a discussion amongst the Trustees and College personnel in attendance about the statistics related to program completers, those who drop out and the range and disparities among data sets tied to student retention and degree and/or program attainment.

Chair Liaw asked, “How do we shift the culture? We talked about multiculturalism and feminism twenty years ago. We are talking about globalization now. There is a shift of what it means to be culturally competent.” She wondered if it is important to have an “x” amount of credits in “x” if a student is/students are coming to the College to obtain a degree or certificate in “x.”

Interim President Campbell communicated that building a culture of understanding, honesty and trust was a high priority of him. “It’s more than speaking with people. It’s about where you take it—not only talking and listening, but understanding. We have a lot of brilliant people working at SCC. We have to be willing to have courageous dialogue and this entails multiple perspectives.” He shared with the Board his commitment to “growing people” and the degree to which personal values align with institutional values.

### Updates

#### From James Jansen, Vice President for Academic & Student Affairs

Vice President Jansen stated that in alignment with the Strategic Plan, he and the Deans are focusing on the enrollment, retention and completion. He added that he will work with Interim Executive Director Ann Garnsey-Harter in terms of new curriculum for the Virtual College and shared his hopes for SCC to eventually offer Applied Baccalaureate Degrees in Music Technology and Film Technology.

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From Mary Kelemen, Interim Executive Director – Auxiliary & Logistical Support Services

Interim Executive Director Kelemen spoke of the changes in the Bookstore in relation to the dynamics of the marketplace. “We have increasing enrollment yet declining business and are moving to more of a convenience store model.”

In addition to rentals of College facilities, Interim Executive Director Kelemen stated another potential source of revenue generation tied to printing services.

The College has ended its five-year association with food service provider Chartwells and is in the midst of negotiations with Lancer Hospitality.

Interim Executive Director Kelemen noted that as of July 1, she has oversight for the Security and Emergency Management area.

From Diana Sampson, Executive Director – International Education

Executive Director Sampson thanked the Trustees for making internationalization a key initiative and that her update on International Education would follow during the Strategic Initiatives: Progress Review and Future Plans section of the agenda.

From Stuart Trippel, Interim Executive Director – Business & Student Support Services

Interim Executive Director Trippel spoke of the constraints under which the areas operate noting that approximately one-third of the College’s students receive financial aid and that financial aid pays millions of dollars for students’ tuition and living expenses. He spoke of wanting to change the mindset to one of serving students, not wanting to lose sight of face-to-face students and utilizing technology with financial aid processes and delivery.

From Brandon Rogers, Special Assistant to the President – Grants & Contracts

Special Assistant Rogers expressed his excitement with the new Resource Development Team. He shared that he and Interim Executive Director Garnsey-Harter have begun an analysis of the College’s percentage of its non-state dollars against its allocation. “In relation to grants, we are at 8% and the state average is 18%.”

In response to a statement from Trustee Washburn about figuring out how SCC gets from 8% to 18%, Interim Executive Director Garnsey-Harter shared that she, Executive Associate McKinzie Strait and Special Assistant Rogers will be writing a Strategic Action Plan.

Trustee Liaw noted the connections the College has with the middle and high schools, yet “we never see the results of our interface with the middle schools and high schools.”

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From Ann Garnsey-Harter, Interim Executive Director – Virtual College & Resource Development

Interim Executive Director Garnsey-Harter updated the Board about the new Resource Development Team and that her update on the Virtual College would follow during the Strategic Initiatives: Progress Review and Future Plans section of the agenda.

Interim Executive Director Garnsey-Harter shared that she is in the 2013 WELA (Washington Executive Leadership Academy) cohort and that her mentors include Edmonds Community College President Jean Hernandez and Highline Community College Vice President of Advancement Lisa Skari.

From Jim Hills, Special Assistant to the President – Communications & Marketing

Special Assistant Hills provided an overview of the OmniUpdate®—the provider of content management that the College has been using for the past two years and noted, “We are spending a lot of time making sure that our what is on our website is available on mobile devices.”

In regard to marketing, Special Assistant Hills stated that efforts are made to aligning marketing with the Strategic Plan. He spoke about the Facebook campaign in five Asian countries that has garnered a half billion views, an ad campaign in Saudi Arabia and trying to establish an ROI culture. “Did we achieve the exposure we purchased? What have we achieved in terms of enrollment?”

Trustee Washburn inquired about the lead conversion rate and thinks it would be a wise investment to analyze what percentage of the half billion hits actually converted to enrollment.

Trustee Liaw expressed her frustrations with the College’s website and Trustee Washburn remarked on the website as a college’s #1 ambassador and that if a consultant is needed to assist with the website, it would be worth it to expend the dollars for such an expense.

From McKinzie Strait, Executive Associate to the President – External Affairs & Resource Development

Executive Associate Strait is now a part of the Resource Development Team and communicated her enthusiasm for now being able to work with the Foundation and its Board. She shared that it is her plan to get the top 100 performing businesses (based on collections) in Shoreline connected to the College and noted, “This is a rebuilding year for the Foundation Board.”

In regard to her the External Affairs role, Executive Associate Strait shared that a staff member from Governor Inslee’s office visited the campus, outreach will commence in the fall and that she would like to work on incorporating the House and Senate’s Ten-Year Roadmap, into the College’s planning.

From James Wagner, Director – Student Life

Director Wagner communicated that students are most likely to succeed if they are connected to an institution and that he wants to provide opportunities for students to develop critical thinking skills. Director Wagner's plans also include offering a Safe Zone Training on LGBT issues and concerns, bringing a Student Blogger onboard, having students engage readers via the Ebbitide and the offering of a Leadership certificate. He also shared his experiences with residence life and the concept of a living – learning community.

STRATEGIC INITIATIVES: PROGRESS REVIEW AND FUTURE PLANS

International Education

A slide presentation by Executive Director Diana Sampson led to discussions about what draws international students to Shoreline Community College and colleges in the United States, the impact a Residence Hall will have on enrollment, how data informs the decisions made in the International Education area and new and emerging markets (countries) for the College to pursue.

Executive Director Sampson identified relationship building and follow-up as the key factors in the unprecedented growth in enrollment.

The discussion generated the following responses:

- It seems that we should pick three substantive issues related to how we provide the best international student services—this seems to be the key to our future success.
- Word of mouth is still a very critical recruiting tool.
- Shoreline Community College is #5 in the state of Washington and #32 in the nation for attracting international students.
- The International Education area earned \$1,163,803.86 over the course of four quarters.
- We think we can expand short term programs to be revenue generating.
- Study Abroad Programs are critical to internationalizing the campus and the budget for the Programs, has been restored.
- One in three jobs has an international connection. Global competence—this is why we are doing this.
- We will not experience further growth until we have a resolution to the housing situation.
- The classroom needs to be a driver for intentional integration between domestic and international students.

Chair Liaw stated that in addition to a Study Session on International Education (including ESL Faculty), she would like to have 2013 – 2014 Study Sessions related to Campus Operations (Grounds; Safety and Security) and the Veterans Program.

### Virtual College

Along with a slide presentation, Interim Executive Director Ann Garnsey-Harter pointed out the highlights related to the Virtual College:

- All classes are now on the Canvas Learning Management System (LMS).
- An innovative adaptive learning environment (“customized to the learner”) will soon be integrated into the Canvas LMS.
- Quality Matters (QM) is a nationally recognized organization dedicated to improving online course design. Two courses (Geology; Physics) received QM certification over the summer. The goal: for all online courses to be QM approved.
- After years of growth, there was only a 2% growth in hybrid courses, system wide. “Except for the Summer Quarter enrollment, which was flat, the overall trend for online enrollment at SCC continues to go upward.”
- Projections
  - Increased enrollments
  - Increased quality
  - More innovation

In response to a question from Trustee Washburn about whether the Virtual College was or was not profitable, Interim President Campbell responded, “The investments are higher than the returns right now.”

### Computer Science & Computer Information Systems

Vice President for Academic and Student Affairs James Jansen went over a slide presentation related to curriculum updates in Computer Science (CS) and Computer Information Systems (CIS). He added that the most popular online degrees are: 1. Business Administration; 2. Liberal Arts (Psychology emphasis); Computer Information Systems; and Criminal Justice.

Vice President Jansen went over the next steps related to the structure and approval for Computer Science and Computer Information Systems Programs.

Trustee Washburn stated that SCC should find out if the community colleges with CS and CIS Programs are meeting market demands and whether unmet demand is occurring for lower level CS and CIS positions.

### DISCUSSION: “SHAPING THE FUTURE – NEW DEVELOPMENTS AND OPPORTUNITIES”

The agenda item was moved to Day 2 (August 23, 2013) of the Board Retreat.

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“THE NEW PRESIDENT”  
RFP Update

Interim Executive Director Stuart Trippel distributed the three “finalist” proposals to the Board and provided an update on the RFP process.

ADJOURNMENT:

Chair Liaw adjourned the meeting 4:00 PM.

Signed \_\_\_\_\_  
Shoubee Liaw, Chair

Attest: \_\_\_\_\_, 2013

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Lori Y. Yonemitsu, Secretary