

**SHORELINE COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR MEETING OF SEPTEMBER 17, 2014  
4:00 PM Regular Session – Board Room, Administration Building (1000)**

**A G E N D A**

<b>4:00 PM – REGULAR SESSION (BLDG. 1000; BOARD ROOM )</b>			
<b>No.</b>	<b>AGENDA ITEM</b>	<b>RESPONSIBILITY</b>	<b>TAB</b>
1.	<b>Convene Meeting</b>	<i>Tom Lux</i>	
2.	<b>Consent Agenda</b> <b>a. Approval of Previous Meeting Minutes</b> ▪ Regular Meeting of June 25, 2014 ▪ Special Meetings of July 7 & 11, 2014 ▪ Special Meetings of August 5, 2014; August 14 & 15, 2014	<i>Tom Lux &amp; Trustees</i>	
3.	<b>Report:</b> Board of Trustees Chair	<i>Tom Lux</i>	
4.	<b>Open Comment Period</b> Share a compliment or concern. All comments are welcome.	<i>Tom Lux</i>	
5.	<b>Report:</b> FY 2013 – 2014 Year End Status	<i>Holly Woodmansee</i>	<b>1</b>
6.	<b>Action: Building Capacity:</b> ▪ <b>Adjustment for Designated Reserve Accounts</b> ▪ <b>Request for Use of 2013-14 Carry Forward Funds</b>	<i>Holly Woodmansee</i>	<b>2</b>
7.	<b>Action: Approve Revisions to Board Governance Manual</b>	<i>Tom Lux &amp; Trustees</i>	<b>3</b>
8.	<b>First Reading: Board of Trustees: 2014 – 2015 Goals</b>	<i>Tom Lux &amp; Trustees</i> <i>Cheryl Roberts</i>	<b>4</b>
9.	<b>Report:</b> SCC Faculty	<i>Amy Kinsel</i>	
10.	<b>Report:</b> SCC Classified	<i>Jerry Owens</i>	
11.	<b>Report:</b> SCC Student Body Association	<i>Ashley Cowan</i>	
12.	<b>Report:</b> SCC President	<i>Cheryl Roberts</i>	
13.	<b>Report:</b> Closing Remarks – Board of Trustees	<i>Trustees</i>	
14.	<b>Executive Session, if necessary</b>	<i>Tom Lux</i>	
15.	<b>Next Regular Meeting: Wednesday, October 29, 2014</b>		
16.	<b>Adjournment</b>		

-The time and order of agenda items are estimations and are subject to change.-

## MINUTES

### STUDY SESSION

#### 2014 – 2015 General Fund Operating Budget

Information related to the 2014 – 2015 General Fund Operating Budget was presented to the Board by Interim President Daryl Campbell, Executive Director Holly Woodmansee, Acting Dean Robert Francis and Executive Director Stuart Trippel. To support revenue and expenditure data, information on the decline in state support, tuition projections, the Strategic Action Plan (SAP) process, reserves, enrollment trends and fees, were presented to the Board.

In closing, Interim President Campbell noted what was not included in the budget (salary increases, for example) and that the College continues to budget conservatively, and with vigilance.

### CONVENE IN REGULAR SESSION:

The Regular Meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Shoubee Liaw at 4:09 PM in the Board Room of the Administration Building at Shoreline Community College.

### MEMBERS PRESENT:

Trustees Phil Barrett, Catherine D'Ambrosio, Shoubee Liaw and Tayloe Washburn were present.

Assistant Attorney General (AAG) Derek Edwards represented the Office of the Attorney General.

### CONSENT AGENDA

Chair Liaw asked the Board to consider approval of the Consent Agenda. On the agenda for approval:

- a) One set of minutes from the Regular Meeting of May 28, 2014
- b) Exceptional Faculty Award

Motion 14:20:           A motion was made by Trustee D'Ambrosio to approve the Consent Agenda.

Trustee Barrett seconded the motion, which was then unanimously approved by the Board.

REPORT: BOARD OF TRUSTEES CHAIR

Chair Liaw expressed her appreciation to and for all members of the campus community.

OPEN COMMENT PERIOD

Dean of Students Kim Thompson and two Student Veterans presented longtime and recently retired employee Tony Costa with a Shoreline Veterans coin.

Special Assistant Don Schultz provided an overview of the Automotive Programs and a recap of the challenges the area faced in 2013 – 2014 and, the subsequent resolutions. He thanked individuals who supported the Automotive Programs in a variety of ways.

Program Manager Jamie Ardeña shared that he had the opportunity to have students participate in the April 2014 Students of Color Conference. He added that the conference involved over 800 participants and that several students from Shoreline Community College served as conference presenters.

Student Leadership Center Assistant Rebekah Thorne stated that she participated in two Students of Color Conferences and described how the conferences have been the “biggest and most wonderful experiences, to date” and how the conference experiences have transformed her life.

Incoming Student Body Association (SBA) President Ashley Cowan thanked outgoing SBA President Nick Begley for his work. She also expressed appreciation for having the opportunity to attend the Students of Color Conference which she noted, was “life changing.”

REPORT: RECRUITMENT & HIRING

Vice President Stephen Smith spoke of the record number of recruitments occurring. He added that the plan is to restore training for those serving on screening committees.

In response to questions from Trustees Barrett and D’Ambrosio, Professor and SCCFT President Amy Kinsel confirmed that there are challenges in recruiting and retaining Faculty members due to a number of factors, including salary concerns.

ACTION: APPROVE 2014 – 2015 FEES & RATES

The Trustees discussed and asked questions related to the information contained in TAB 2 (Approve 2014-15 Fees and Rates).

Motion 14:21:                    A motion was made by Trustee Barrett to approve the 2014 – 2015 Fees and Rates as presented.

Trustee Washburn seconded the motion, which was then unanimously approved by the Board.

ACTION: APPROVE 2014 – 2015 GENERAL FUND OPERATING BUDGET AND 2014 – 2015 STUDENT SERVICES & ACTIVITIES (SS&A) BUDGET

Motion 14:22: A motion was made by Trustee Washburn to approve the FY 2014 – 2015 Operating Budget and Student Services and Activities (SS&A) Budget as presented.

Trustee Barrett seconded the motion, which was then unanimously approved by the Board.

ACTION: APPROVE BOARD RESOLUTION NO. 131 (COMMENDING SERVICE OF STUDENT BODY ASSOCIATION PRESIDENT NICK BEGLEY)

Chair Liaw read Resolution No. 131 (Commending Service of Student Body Association President Nick Begley).

Motion 14:23: A motion was made by Trustee Barrett to approve Resolution No. 131 (Commending Service of Student Body Association President Nick Begley).

Trustee Washburn seconded the motion, which was then unanimously approved by the Board.

ACTION: CHANGING OCTOBER 2014 BOARD OF TRUSTEES REGULAR MEETING DATE(S)

Motion 14:24: A motion was made by Trustee Barrett to approve changing the October 2014 Regular Meeting of the Board of Trustees from Wednesday, October 22, 2014, to Wednesday, October 29, 2014.

Trustee D'Ambrosio seconded the motion, which was then unanimously approved by the Board.

ACTION: INTERIM PRESIDENTIAL CONTRACT/TRANSFER BOARD OF TRUSTEES RESERVE ACCOUNT FUNDS TO PRESIDENT'S OFFICE BUDGET

Chair Liaw read TAB 5 (Interim Presidential Contract ▪ Transfer Board of Trustees Reserve Account Funds to President's Office Budget).

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
REGULAR MEETING OF JUNE 25, 2014

Motion 14:25: A motion was made by Trustee Barrett to approve a 2014 addendum to the Interim Presidential Contract with Daryl J. Campbell including a modification “to provide that the term of the Interim President’s shall run through and including August 17, 2014,” and a “right to revert to the position of Executive Vice President for Administrative Services, International Education, and Business Partnerships at an annual salary amount of one-hundred eighty-nine thousand and seventy dollars (\$189,070).”

Trustee Washburn seconded the motion, which was then unanimously approved by the Board.

Motion 14:26: A motion was made by Trustee Barrett to approve transferring \$69,070.00 (Sixty-Nine Thousand Seventy Dollars and Zero Cents) from the Board of Trustees Reserve Account for Interim President transitional priorities and duties.

Trustee D’Ambrosio seconded the motion, which was then unanimously approved by the Board.

ACTION: ELECT BOARD OF TRUSTEES OFFICERS (2014 – 2015)

Motion 14:27: A motion was made by Trustee D’Ambrosio, nominating Trustee Tayloe Washburn to serve as the 2014 – 2015 Chair of the Board of Trustees.

No second was put forth.

Chair Liaw tabled the election of Board Officers for 2014 – 2015 until a Special Meeting of the full Board can be set.

REPORT: SCC FACULTY

Professor Amy Kinsel expressed appreciation for the Board’s concern related to the dearth in salary increases and spoke about the salary compression issues where a new Faculty hire is at step 6 in the salary schedule and a longtime Faculty member, remains at step 4. She placed an emphasis on Faculty retention and noted that there are things that can be done to support the retaining of Faculty.

REPORT: SCC CLASSIFIED

Information Technology Specialist 2 David Holmes noted that Chief Shop Steward Jerry Owens was participating in statewide contract negotiations with the Office of Financial Management (OFM). He shared that he has been at the College for thirty-five years and that his concentration is on service.

REPORT: SCC STUDENT BODY ASSOCIATION

Acting Student Body Association President (SBA President) Nick Begley expressed appreciation for the Resolution. He thanked campus personnel, spoke of the caliber of students at the College and the value of an education at/from Shoreline Community College.

REPORT: SCC PRESIDENT

Interim President Campbell and Executive Director Stuart Trippel provided information related to the construction of a cellular tower to provide AT&T service on the Shoreline Community College campus and noted that the Board's expressed support for the construction of the cell tower is required as the State Board for Community and Technical Colleges is party to the agreement.

Motion 14:28: A motion was made by Trustee Barrett to support the construction of a cellular telephone tower on campus to provide service from AT&T along with the request that the State Board for Community and Technical Colleges, enter into agreements to achieve this end.

Trustee Washburn seconded the motion, which was then unanimously approved by the Board.

Interim President Campbell provided an update on interim and acting administrative appointments for 2014 – 2015 and that his top priority, was to work with incoming President Dr. Cheryl Roberts in order to ensure a smooth transition.

The City of Shoreline did not receive appeals related to the College's Master Develop Plan (MDP) and as a result, the College will restart its negotiations with its partners from China. The College is also in the midst of exploring an offsite Student Housing Project proposal.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

There were no closing remarks from the Board of Trustees.

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
REGULAR MEETING OF JUNE 25, 2014

EXECUTIVE SESSION

At 5:32 PM, Chair Liaw announced that following a ten minute break, the Board would convene in Executive Session for ten minutes to review the performance of a public employee and would reconvene in Regular Session only to adjourn.

The Board convened in Executive Session at 5:42 PM.

At 5:52 PM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its Executive Session for ten minutes.

At 6:02 PM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its Executive Session for five minutes.

At 6:07 PM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its Executive Session for two minutes.

ADJOURNMENT

At 6:09 PM, the Trustees reconvened in Regular Session and Chair Liaw adjourned the meeting.

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

Attest: September 17, 2014

\_\_\_\_\_  
Lori Y. Yonemitsu, Secretary

## 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 4:00 PM in the Board Room (#1010M), located in the Administration Building (#1000) at Shoreline Community College, 16101 Greenwood Avenue North, Shoreline, Washington 98133.

## MEMBERS PRESENT

Trustees Phil Barrett, Catherine D'Ambrosio, Shoubee Liaw, Tom Lux and Tayloe Washburn were present.

Assistant Attorney General (AAG) John Clark represented the Office of the Attorney General.

Motion 14:29: A motion was made by Chair Lux to change the order of the July 7, 2014 Special Meeting agenda, with the Communication from the Public to precede the Election of Board of Trustees Officers.

Trustee Barrett seconded the motion, which was then unanimously approved by the Board.

## COMMUNICATION FROM THE PUBLIC

Interim President Daryl Campbell announced his resignation and shared that he will be moving onto become the President and CEO of Seattle Goodwill Industries. As a result, Dr. Cheryl Roberts is scheduled to begin her tenure as Shoreline Community College's President on August 1, 2014. Interim President Campbell noted that he and Dr. Roberts have intensified their transition efforts and thanked the Board and members of the campus community for a "magnificent six plus years."

Professor and SCCFT President Amy Kinsel congratulated Interim President Campbell and expressed appreciation for his work and service. She read a memorandum (Subject: Salary Increase for New Executive Vice President), addressed to the Board of Trustees, from the SCCFT Executive Board. (Memorandum attached.)

## ACTION: ELECT BOARD OF TRUSTEES OFFICERS (2014 – 2015) – CHAIR, VICE CHAIR, SECRETARY

Motion 14:30: A motion was made by Trustee D'Ambrosio, nominating Trustee Tayloe Washburn to serve as the 2014 – 2015 Chair of the Board of Trustees.

No second was put forth.



Motion 14:31: A motion was made by Trustee Barrett, nominating Trustee Tom Lux to serve as the 2014 – 2015 Chair of the Board of Trustees.

Chair Liaw seconded the motion.

Trustee D'Ambrosio conveyed that it was her understanding that the position of Chair, rotated by seniority. Chair Liaw and Trustee Barrett referred to the section on election of Board Officers contained in the Board's Governance Manual.

Trustee Washburn communicated his surprise after the last Board meeting and expressed disappointment in the way the Board has been managed over the course of the year, and announced his resignation from the Board of Trustees.

Trustees Barrett, Liaw and Lux voted aye on the motion set forth by Trustee Barrett. Trustee D'Ambrosio voted nay.

Motion carried.

Motion 14:32: A motion was made by Trustee Lux, nominating Trustee Catherine D'Ambrosio to serve as the 2014 – 2015 Vice Chair of the Board of Trustees.

Trustee Barrett seconded the motion.

Trustees Barrett, Liaw and Lux voted aye on the motion set forth by Trustee Lux.

Motion carried.

Action was not required for the Secretary to the Board position. Interim President Campbell delegated the 2014 – 2015 Secretary to the Board position to Lori Yonemitsu.

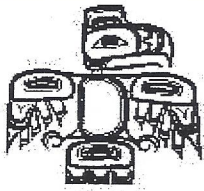
#### ADJOURNMENT

Chair Liaw adjourned the meeting at 4:18 PM.

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

Attest: September 17, 2014

\_\_\_\_\_  
Lori Y. Yonemitsu, Secretary




***Shoreline Community College***

## **Federation of Teachers**

**AFT Washington**

**Local 1950**

**Date:** July 7, 2014

**From:** Amy Kinsel, President SCCFT Local 1950, on behalf of SCCFT Executive Board 

**To:** Shoreline Community College District 7 Board of Trustees, Shoubee Liaw, Chair

**CC:** Daryl Campbell, SCC Interim President; Cheryl Roberts, SCC President Designate; Members of the SCCFT Executive Board; Jerry Owens, WFSE Chief Shop Steward; Kira Wennstrom, Faculty Senate Chair; Ashley Cowan, SBA President; Washington State Boards & Commissions Office

**Subject:** Salary Increase for New Executive Vice President

At its regular meeting on June 25, 2014, Shoreline Community College District 7's Board of Trustees allocated \$69,000 from Board Reserves toward a salary increase for a new Executive Vice President position. The Board offered this position to Interim President Daryl Campbell, to begin on August 18, 2014, at the conclusion of his term as Interim President.

The Federation Executive Board agrees that Mr. Campbell has performed admirably in the role of Interim President, and further agrees that he deserves to be recognized for his services. The Federation Executive Board also acknowledges that the College would benefit from Mr. Campbell's continued service as a senior administrator. However, the Federation has significant concerns about the unusually large salary increase granted to Mr. Campbell, and the mixed signals it sends to all of the other employees of the College.

To explain, \$69,000 represents a 57.5 percent increase over the \$120,000 annual salary Mr. Campbell previously earned as Vice President of Administrative Services. By assuming the new Executive VP position, Mr. Campbell will receive the same \$189,000 annual salary he earned while serving as Interim President.

The Federation Executive Board is deeply troubled by the size of the financial incentive the Board authorized for Mr. Campbell. This incentive is greater than the annual salaries of most of the faculty and staff employed by the College. Faculty have received neither Cost of Living Adjustments (COLAs) nor step increases (increments) since 2007. As a result, the highest salary level currently available to Shoreline's full-time tenured faculty is \$66,202, while the highest salary level available to Shoreline's associate faculty is \$46,242, with most faculty earning far less.

Although the Board assigned some additional duties to the new Executive Vice President, and may believe that these additional duties justify a 57.5 percent salary increase, this salary award ignores the fact that every faculty member working at this College has of necessity taken on additional duties without any additional compensation in order to make up for the tenure lines lost during the recent Great Recession. Similarly, the College's other administrators and its staff have across the board been expected, without additional compensation, to assume additional duties to make up for the support they lost from colleagues who were lost to budget cuts.

So, without any intention of diminishing Mr. Campbell's accomplishments, I must reiterate the Federation Executive Board's opposition to such a large compensation increase for the new Executive Vice President position because of the unintended but significant negative impact it will have on the morale of other employees of this College.

## MINUTES

The Special Meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Tom Lux at 4:30 PM in the Board Room (#1010M), located in the Administration Building (#1000) at Shoreline Community College, 16101 Greenwood Avenue North, Shoreline, Washington 98133.

## MEMBERS PRESENT

Trustees Phil Barrett, Catherine D'Ambrosio, Shoubee Liaw and Tom Lux were present.

## ACTION: 2014 ADDENDUM TO THE PRESIDENT'S CONTRACT

Chair Lux read the 2014 Addendum to the President's Contract, entered into between the Shoreline Community College Board of Trustees and its incoming President, Cheryl L. Roberts.

Motion 14:33: A motion was made by Trustee Liaw to approve the 2014 Addendum to the President's Contract as written and presented.

Trustee Barrett seconded the motion, which was then unanimously approved by the Board.

## COMMUNICATION FROM THE PUBLIC

None.

## ADJOURNMENT

Chair Lux adjourned the meeting at 4:32 PM.

Signed \_\_\_\_\_  
Tom Lux, Chair

Attest: September 17, 2014

\_\_\_\_\_  
Lori Y. Yonemitsu, Secretary

## MINUTES

The Special Meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Tom Lux at 12:00 PM in the Board Room (#1010M), located in the Administration Building (#1000) at Shoreline Community College, 16101 Greenwood Avenue North, Shoreline, Washington 98133.

## MEMBERS PRESENT

Trustees Phil Barrett, Catherine D'Ambrosio, Shoubee Liaw and Tom Lux were present.

Chair Lux introduced Thomas (Tom) Mesaros from The Alford Group.

## COMMUNICATION FROM THE PUBLIC

Instructional Support Technician and Classified Staff Union (WFSE-HEd) Chief Shop Steward Jerry Owens presented a petition—signed by one hundred and twenty-three Classified Staff.

In response to Chief Shop Steward Owens' request for assistance from the Board, the Trustees discussed ways in which the Board could show its support for Classified Staff.

Based on a recommendation from Trustee Barrett, Chair Lux and Vice Chair D'Ambrosio agreed to write a letter to the Governor, reflecting the Board's support of Classified Staff. In addition, Chair Lux stated that he would place a call to Marty Brown, the Executive Director of the State Board for Community and Technical Colleges.

## AUGUST 14-15, 2014 BOARD RETREAT PLANNING WITH THOMAS W. MESAROS, CFRE – THE ALFORD GROUP

Chair Lux went over the areas contained in the Board of Trustees Governance Manual that the Board should consider reviewing, discussing and changing during its August 14-15, 2014 Retreat.

Tom Mesaros:

- Provided an overview of The Alford Group's work and shared his experiences of working with community colleges.
- Had an opportunity to review the Board of Trustees Governance Manual.
- Mentioned that the Board look for and address, duplications contained in its Governance Manual.
- Facilitated the Board's discussion related to the Board's goals for the Retreat.
- Facilitated the Board's discussion on its role related to governance.
- Recommended that the Board consider revolving goals.

- Stated that the Board sets priorities and the Board's goals, set the tone.

Input from the Board included:

- A recommendation that objectives are generated alongside the Board's goals.
- A recommendation that if the Board were to develop a five-year revolving plan, that it include a vision "that will set the College apart, thirty-fifty years from now."
- Thinking about how to measure the success rate of the College's graduates, program completers, etc.
- An opportunity to discuss the Foundation, Accreditation and Staffing at the Board Retreat.

In response to a question from Tom Mesaros as to what should occur at the Retreat that would provide a sense of accomplishment for the Board, the Trustees indicated that the Retreat should:

- Allow for good discussions and an agreement on plans for the year and beyond.
- Provide the time and space to articulate and prioritize goals and measurable objectives.
- Include a conversation on programs that can be "taken to the next level" with the resources that are available.
- Give the Board an opportunity to develop camaraderie.

#### ADJOURNMENT

Chair Lux adjourned the meeting at 1:35 PM.

Signed \_\_\_\_\_  
Tom Lux, Chair

Attest: September 17, 2014

\_\_\_\_\_  
Lori Y. Yonemitsu, Secretary

## MINUTES

The Special Meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Tom Lux at 9:48 AM in the Meeting Room at the North City Water District, 1519 NE 177<sup>th</sup> Street, Shoreline, Washington 98155.

## MEMBERS PRESENT

Trustees Phil Barrett, Catherine D'Ambrosio, Shoubee Liaw and Tom Lux were present.

President Cheryl Roberts and Tom Mesaros of The Alford Group were also present.

## COMMUNICATION FROM THE PUBLIC

None.

## OVERVIEW OF AUGUST 14, 2014 AGENDA & AUGUST 15, 2014 AGENDA

Chair Lux provided an overview of the agenda for Day 1 (August 14, 2014) and Day 2 (August 15, 2014) of the Board of Trustees Retreat.

## REVIEW & DISCUSSION: BOARD OF TRUSTEES GOVERNANCE MANUAL

The Board had an opportunity to review and discuss the Board of Trustees Governance Manual.

### Section 1: Core Themes

#### Vision and Mission Statement – Vision

Discussion related to terms contained in the vision statement related to world-class, student success, community engagement and revolved around:

- The continuing trend to turn community colleges into colleges offering four-year degrees.
- Meeting the needs that are not being met by traditional four-year institutions.
- Striving to do the best possible job in the country or world.
- Working toward becoming a global leader.
- Being more systemic about industry partnerships, and having a plan.
- Dualism of leadership – Board leadership and Presidential leadership.
- Student Success
  - What do we mean when we say student success?
  - The need for a college-wide definition of student success.
  - How student success is measured.

- Community Engagement
  - Defining who the community is, determining the needs of the community and understanding that it is okay to have multiple definitions.
  - Relevance and responsiveness to community and industry needs.
  - Reaching out to community leaders.
  - Determining which industries are expanding and the programs that the College can enhance to support the expansions.

Tom Mesaros summarized the discussion, from the lens of what the Trustees identified as areas of focus for the Board:

- Determining Community Needs ↔ College Programs
  - Are the College's programs being responsive to community needs?
  - What facilities and equipment are needed?
  - Do we have the right staffing components?
- Governance
- Marketing and Communications
- Finances (Income and Expenses)

#### Section 1: Core Themes

##### Vision and Mission Statement – Mission

The Board agreed with Tom Mesaros' recommendation to:

- **Change:** We are dedicated to serving the educational, workforce and cultural needs of our diverse community.
- **To:** We ~~are dedicated to serving~~ **serve** the educational, workforce and cultural needs of our diverse community.

The Board agreed to retain the Core Values: Excellence; Quality; Respect; Diversity; Community; Agility; Entrepreneurial.

The Board, President Roberts and Tom Mesaros discussed the College's Core Themes as activating the Mission. Tom Mesaros asked the Board to consider how the elements of the Strategic Plan will activate the Core Themes over the course of the next four years.

## Section 2: Executive Limitations

The Board discussed whether to change the section's heading from Executive Limitations to Executive Responsibilities, Parameters and Expectations and decided to have Tom Mesaros work on recommendations for the renaming of the section.

## Section 3: Governance Process

After discussing Section 3, the Board agreed to have Tom Mesaros draft recommended changes for the section, including a statement or statements related to the Board's fiduciary responsibility, as well as, the addition of a description for the Vice Chair position. In addition, the Board requested that Tom Mesaros recommend changes, that align with the Board's Bylaws, for GP-4 (Board Structure and Elections).

The Board discussed and recommended:

- **Removing GP-4 (Board Structure and Elections), 4.9:** ~~The Vice Chair will serve as the Board liaison to the Shoreline Community College Foundation. A substitute will be designated if the Vice Chair is unable to attend the meetings of the Foundation's Board of Directors.~~

## DISCUSSION: BOARD OF TRUSTEES 2013 – 2014 SELF-EVALUATION

The Trustees reviewed and discussed the cumulative results (and individual Trustee comments) related to the Board of Trustees Self-Evaluation tool tied to Section 3 (Governance Process) of the Board's Governance Manual.

The Trustees discussed the need to review and possibly revise 8.1.c. which relates to the Board developing subjects at its annual planning retreat, for discussion and action during the following year.

## DISCUSSION: BOARD & PRESIDENT RELATIONSHIP

The Board and President Roberts discussed a draft, prepared by President Roberts, entitled *Discussion of Expectations, Roles, and Responsibilities between the President and the Board of Trustees*.

## ADJOURNMENT

Chair Lux adjourned the meeting at 3:57 PM.



SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
SPECIAL MEETING OF AUGUST 14, 2014  
Page 4 of 4 – Modified by L. Yonemitsu, 09/15/14

Signed \_\_\_\_\_  
Tom Lux, Chair

Attest: September 17, 2014

\_\_\_\_\_  
Lori Y. Yonemitsu, Secretary

## MINUTES

The Special Meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Tom Lux at 8:33 AM in the Meeting Room at the North City Water District, 1519 NE 177<sup>th</sup> Street, Shoreline, Washington 98155.

## MEMBERS PRESENT

Trustees Phil Barrett, Catherine D'Ambrosio, Shoubee Liaw and Tom Lux were present.

President Cheryl Roberts and Tom Mesaros of The Alford Group were also present.

## COMMUNICATION FROM THE PUBLIC

Special Assistant Jim Hills provided an overview of upcoming 50<sup>th</sup> Anniversary events.

## REPORTS: PROGRESS & FUTURE PLANS

### International Education

Executive Director Diana Sampson provided an overview of a slide presentation entitled *Global Education and Engagement – Who are we? Where are we going? How will we get there?*

Based on questions from the Trustees, Executive Director Sampson addressed:

- What the College is doing to support engagement between domestic and international students.
- How the International Education area has been able to achieve its goals two years ahead of schedule.
- The correlation between “investment and return.”
- The trend of students from the United States going overseas to obtain degrees.
- The challenges in entering some markets.

### Enrollment (Domestic)

Interim Vice President Robert Francis and Director Bayta Maring provided an overview of a slide presentation entitled *Domestic Enrollment > > Progress Report*.

Director Maring spoke to the increases in international enrollment and the decreases in domestic enrollment, and the work transpiring to understand and counteract, the decline in domestic enrollment. She noted that the vast majority in the Community and Technical College system are experiencing a steady decrease in domestic enrollment.

Director Maring also shared that there has been a change related to age demographics in the state of Washington. She spoke of the numbers of High School graduates peaking in 2010 and that

the numbers of High School graduates is not expected to return to the “2010 numbers,” until 2027.

The Trustees indicated that it would be helpful to have information on community colleges that are facing the same demographic changes as Shoreline Community College and yet, are not experiencing a decrease in domestic enrollment.

#### Virtual Campus

Executive Director Ann Garnsey-Harter distributed and provided an overview of several documents, including a document entitled *Virtual Campus Initiative – DRAFT*.

Executive Director Garnsey-Harter spoke of:

- The Virtual Campus Initiative as a way to integrate the initiative deeper into the College.
- Geography still mattering. (“34% of our online only students, are from out of the state. Most of our domestic online students are from the King and Snohomish counties.”)
- The growth in hybrid classes. (“Hybrids are 15% of our FTEs.”)
- 1,500 signing up for the College’s Philosophy and Film MOOC (Massive Open Online Course).

#### Automotive Programs

Dean Dan Fey and Director Michael Boehm provided a past, present and future report to the Board on the Automotive Programs and included information on:

- The three levels of training, all intended to work together in an articulated fashion: General Services Technician (GST); Manufacturer Led Training; Corporate Training.
- Challenges from the previous year and re-stabilization efforts.
- Plans to reestablish and enhance partnerships with the K-12 and reinvigorating some Continuing Education classes.

#### Allied Health & Science Building

##### Status

Executive Director Holly Woodmansee distributed and provided an overview of a document entitled *Anticipated Funding Sources* from the Allied Health, Science & Manufacturing Replacement Building Project Request Report (PRR) that was submitted to the Washington State Board for Community & Technical Colleges in February 2014. In addition, Executive Director Woodmansee spoke about the project and noted that the PRR “scored 10<sup>th</sup> and is in the queue.”

### Capital Campaign

Executive Director Ann Garnsey-Harter referred to the Fundraising Goals and Fundraising Schedule contained in the document *Anticipated Funding Sources* from the Allied Health, Science & Manufacturing Replacement Building Project Request Report (PRR). She stated that Interim President Campbell went to the Foundation to ask for its support in raising funds for the project. As the Foundation Board is still building its capacity, sentiments to support, but not lead a capital campaign, were expressed.

Executive Director Garnsey-Harter recommended scheduling a strategy meeting related to a capital campaign that would include President Roberts, the Foundation Board Chair and herself.

### DISCUSSION: BOARD GOAL DEVELOPMENT

Tom Mesaros facilitated the Board's discussion in generating recommended goals for the Board's review at its September 17, 2014 Regular Meeting. The Board agreed to the following topic areas:

- Enrollment (including retention and completion)
- Strategic Plan (including Human Resources goals; Philanthropic goals)
- Community Engagement (including Internal; External; Legislative; Branding)
- Talent Development (including Executive Leadership positions)

It was determined that Tom Mesaros and President Roberts would work on developing the goals and directions for the President, resulting from the discussions that transpired during the Retreat.

### ADJOURNMENT

Chair Lux adjourned the meeting at 2:01 PM.

Signed \_\_\_\_\_  
Tom Lux, Chair

Attest: September 17, 2014

\_\_\_\_\_  
Lori Y. Yonemitsu, Secretary

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
REGULAR MEETING OF SEPTEMBER 17, 2014**

**TAB 1**

**REPORT**

**Subject: FY 2013 – 2014 Year End Status**

**Attachment**

Shoreline Community College Budget Status Report (As of June 30, 2014)

Prepared by: Holly Woodmansee  
Interim Executive Director for Budget, Capital Financing, and  
Physical Plant  
Shoreline Community College  
September 11, 2014

Shoreline Community College  
Budget Status Report  
As of June 30, 2014

Revenues	Budget	Actual Revenue	Balance	% Uncollected
State Appropriation	\$ 20,139,050	\$ 20,138,830	\$ (221)	0%
ABE/ESL	\$ 170,536	\$ 170,536	\$ -	0%
Tuition	\$ 17,640,022	\$ 18,355,087	\$ 715,065	4%
Local Dedicated Fees	\$ 3,544,464	\$ 3,602,753	\$ 58,289	2%
148 Carry Forward	\$ 43,848	\$ 43,848	\$ -	0%
Innovation Funding	\$ 150,811	\$ 150,811	\$ -	0%
Local Revenue	\$ -	\$ 59,673	\$ 59,673	
Transfers				
Bookstore	\$ 175,000	\$ 175,000	\$ -	0%
Career Education Options	\$ 314,591	\$ 314,591	\$ -	0%
Grants and contract Overhead	\$ 55,000	\$ 55,000	\$ -	0%
Running Start	\$ 460,140	\$ 460,140	\$ -	0%
Total	\$ 42,693,462	\$ 43,526,269	\$ 832,807	2%

Expenditures	Budget	Actual Expenditures	Balance Remaining	% Remaining
01 Instruction				
Salaries and Benefits	\$ 18,810,482	\$ 18,571,306	\$ 239,176	1%
Goods/Services	\$ 1,332,909	\$ 1,297,580	\$ 35,329	3%
	\$ 20,143,391	\$ 19,868,886	\$ 274,505	
02 Reserves				
Salaries and Benefits	\$ 630,499	\$ -	\$ 630,499	
Goods/Services	\$ 430,378	\$ -	\$ 430,378	
	\$ 1,060,877	\$ -	\$ 1,060,877	
04 Academic Support Services				
Salaries and Benefits	\$ 2,423,366	\$ 2,374,097	\$ 49,269	2%
Goods/Services	\$ 1,491,898	\$ 990,245	\$ 501,653	34%
	\$ 3,915,264	\$ 3,364,342	\$ 550,922	
05 Instructional Resource Center				
Salaries and Benefits	\$ 1,107,460	\$ 1,007,721	\$ 99,739	9%
Goods/Services	\$ 227,190	\$ 233,364	\$ (6,174)	-3%
	\$ 1,334,650	\$ 1,241,085	\$ 93,565	
06 Student Services				
Salaries and Benefits	\$ 5,042,004	\$ 4,638,802	\$ 403,202	8%
Goods/Services	\$ 2,444,359	\$ 2,361,740	\$ 82,619	3%
	\$ 7,486,363	\$ 7,000,542	\$ 485,821	
08 Institutional Support				
Salaries and Benefits	\$ 3,529,890	\$ 3,239,633	\$ 290,257	8%
Goods/Services	\$ 1,877,528	\$ 1,855,460	\$ 22,068	1%
	\$ 5,407,418	\$ 5,095,093	\$ 312,325	
09 Plant Operations and Maintenance				
Salaries and Benefits	\$ 1,401,780	\$ 1,412,258	\$ (10,478)	-1%
Goods/Services	\$ 1,943,719	\$ 1,943,376	\$ 343	0%
	\$ 3,345,499	\$ 3,355,634	\$ (10,135)	
GRAND TOTAL				
Salaries and Benefits	\$ 32,945,481	\$ 31,243,817	\$ 1,701,664	5%
Goods/Services	\$ 9,747,981	\$ 8,681,765	\$ 1,066,216	11%
Total	\$ 42,693,462	\$ 39,925,582	\$ 2,767,880	6%

\$

2013-14 FISCAL YEAR END  
Fund 148  
Fund 149

\$ 3,600,687  
\$ 515,720  
\$ 3,084,967

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
REGULAR MEETING OF SEPTEMBER 17, 2014**

**TAB 2**

**ACTION**

**Subject: Building Capacity:**  
▪ **Adjustment for Designated Reserve Accounts  
(Based upon Resolution No 124)**  
▪ **And Request for Use of 2013-14 Carry Forward Funds**

**Background**

On September 26, 2012 the Board of Trustees approved Resolution No. 124, Establishment of Financial Reserves Policies and Executive limitations. Some of the reserves approved in the resolution require annual review at the close of the fiscal year.

The following Reserves have been reviewed by the administration at the close of fiscal year 2013-14:

“General Fund Balance will be 10%-12% of the most recent completed fiscal year actual operating expenditures unless a different level is necessary.”

“Tuition contingency will be 10% of the previous year’s collection.”

“Board of Trustees Reserve will be between 5-8% of the most recent completed fiscal years operating budget surplus.”

“Innovation and Opportunities Reserve to facilitate college investment in initiatives that demonstrate the potential for substantial return on investment, and that are deemed by the President as vital to the college’s future.

“Local Capital Fund Reserves to manage facilities needs that are not funded or are underfunded by the state.”

**Recommended**

It is hereby recommended that the Board of Trustees approve the following adjustments for the designated reserve accounts based upon Resolution No. 124.

General Fund Balance	+\$122,113
Tuition Contingency	+\$ 47,978
Board of Trustees Reserve	+\$246,797
Innovation Fund Reserve	+ \$150,811
Capital Funds Reserve	+\$585,000

In addition it is requested the Board of Trustees approve the use of the 2013-14 balance to fund:

Strategic Action Plan Requests	\$ 540,161
Capacity Building	\$1,006,722

Prepared by: Holly Woodmansee, Interim Executive Director  
Budget, Capital Financing, and Physical Plant  
Shoreline Community College  
September 17, 2014



**Resolution No. 124**  
**ESTABLISHMENT OF FINANCIAL RESERVES POLICIES AND EXECUTIVE**  
**LIMITATIONS**

WHEREAS, adequate fund balance and reserve levels are necessary components of the college's overall financial management strategy and key factors in assessing the college's financial strength and fiduciary integrity; and,

WHEREAS, maintenance of adequate fund balances and reserves assures adequate resources for cash flow and mitigation of short-term revenue shortages, and enables multi-year planning for self-support program improvements; and,

WHEREAS, the Government Finance Officers Association recommends as a best practice that a reserve of no less than two months of regular general fund operating revenues or regular general fund operating expenditures be maintained; and,

WHEREAS, the Board of Trustees has thoroughly vetted the policy and executive limitations as proposed by the President's Senior Executive Team;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Shoreline Community College that it adopt the following reserve policies and related additions to the Community College District 7 Board of Trustees Policy Manual:

Under "Executive Limitations, Financial Planning/Budget, Policy No. EL-3," the following executive limitation:

3.6 Allocate a minimum of \$200,000 annually, to be included as a contingency account in the College's annual budget under the President's authority, to cover unanticipated expenses during the annual fiscal period.

Under "Executive Limitations, Financial Condition and Activities, Policy No. EL-4," the following executive limitations:

4.8 Maintain a general fund balance reserve to provide for such items as adequate cash flow, emergencies, budget contingencies, multi-year planning, revenue shortfalls, unplanned but necessary expenditures, or operating changes that occur outside of the planned annual budget. The general fund balance reserves will be 10-12% of the



college's most recently completed fiscal year's actual operating expenditures, unless a different level is necessary to sustain operations.

4.9 Maintain, as necessary, local capital fund reserves to manage facilities needs that are not funded, or are underfunded, by the state. The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval by the Board of Trustees.

4.10 Maintain a tuition contingency reserve of 10% of the previous year's tuition collections, to provide financial cover in the event of unforeseen fluctuations in enrollment.

4.11 Maintain an innovation and opportunities reserve fund to facilitate college investment in initiatives that demonstrate the potential for substantial return on investment, and that are deemed by the President as vital to the college's future. The President will approve all distributions, and will recommend future designations based on the college's overall financial performance. The President will provide the Board of Trustees with at least semi-annual financial reports. The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval by the Board of Trustees.

4.12 Maintain, as necessary, a reserve for designated programs, including auxiliary services and self-support programs, to provide for adequate cash flow, multi-year planning, and operating contingencies. The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval by the Board of Trustees.

4.13 Maintain a reserve for all funds required by law, regulations and/or agreement that are restricted as to type of use complying with federal, state, grantor, and office of financial management rules.

4.14 Designate between 5-8% of the most recently completed fiscal year's operating budget surplus to the Board of Trustees Reserve Fund. Under the sole authority of the Board of Trustees, funds may be used for special board initiatives, and/or to ensure that sufficient funds are available in the event of an unbudgeted emergency.

BE IT FURTHER RESOLVED that, the Board of Trustees approves the following initial allocations and designations to the created reserve accounts:

<b>Reserve Fund</b>	<b>Initial Designation (\$)</b>
General Fund Balance Reserve	\$4,100,000
Capital Funds Reserve	\$1,500,000
Tuition Contingency Reserve	\$1,588,937
Innovation and Opportunities	\$2,000,000

Reserve	
Designated Programs Reserve	\$4,740,346
Restricted Reserve	\$7,058,346
Board of Trustees Reserve	\$ 159,207

The Board hereby approves Resolution No. 124.

Done in Open Public Meeting by the Board of Trustees this 26<sup>th</sup> Day of September, 2012.

Board of Trustees  
Shoreline Community College  
District Number Seven

By: \_\_\_\_\_  
Phillip L. Barrett, Chair

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
REGULAR MEETING OF SEPTEMBER 17, 2014**

**TAB 3**

**ACTION**

**Subject: Approve Revisions to Board Governance Manual**

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**Background**

During Day 1 (August 14, 2014) of the Board of Trustees Retreat, the Board discussed and recommended the following changes to the Board of Trustees Governance Manual (aka Board Policy Manual):

- **Section 1: Core Themes – Introduction: Vision and Mission Statement:**
  - **Change:**  
MISSION – We are dedicated to serving the educational, workforce and cultural needs of our diverse community.
  - **To:**  
MISSION – We ~~are dedicated to serving~~ **serve** the educational, workforce and cultural needs of our diverse community.
- **Section 3: Governance Process – GP-4 Board Structure and Elections; 4.9:**
  - **Remove:**  
~~The Vice Chair will serve as the Board liaison to the Shoreline Community College Foundation. A substitute will be designated if the Vice Chair is unable to attend the meetings of the Foundation's Board of Directors.~~

**Recommendation**

That the Board of Trustees take action on the changes identified on August 14, 2014 to its Governance Manual (Policy Manual).

Prepared by: Lori Yonemitsu  
Executive Assistant to the President & Secretary to the Board of Trustees  
Shoreline Community College  
September 15, 2014