

9.	Action: Potential Reduction in Force of a Faculty Position	<i>Cheryl Roberts</i>	2
10.	Constituent Report: Shoreline Faculty	<i>Eric Hamako</i>	
11.	Constituent Report: Shoreline Classified Staff	<i>Paul Fernandez</i>	
12.	Constituent Report: Shoreline Associated Student Government	<i>Isaac Tchao</i>	
13.	Report: Closing Remarks – Board of Trustees	<i>Trustees</i>	
14.	Executive Session, if necessary	<i>Tom Lux</i>	
15.	Action: Adjournment	<i>Tom Lux</i>	
	Next Regular Meeting: Wednesday, February 26, 2020		

MINUTES

STUDY SESSION

The study session of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Tom Lux at 3:05 PM in room 9208 (the “Quiet Dining Room”), located in building 9000 (the “PUB”) at Shoreline Community College. A quorum of the Board was present.

Introduction of the new Organizational Change & Project Manager for ctcLink • Overview of ctcLink Project

Executive Director Ann Garnsey-Harter introduced Organizational Change & Project Manager Joe Chiappa. Executive Director Garnsey-Harter and Project Manager Chiappa provided an overview of the ctcLink project, including the project’s:

- Critical components;
- Pilot colleges, technical snags, and lessons learned;
- Deployment groups and timelines (Shoreline Community College is in the last deployment group—#6); and
- Budget and resources.

The ctcLink project involves/will involve many changes and Project Manager Chiappa spoke about *change management*—“the process, tools, and techniques to manage the people side of change.” He added that *change management* “mitigates negative consequences.”

The study session concluded at 4:21 PM.

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 Tom Lux at 4:31 PM in room 9208 (the “Quiet Dining Room”), located in building 9000 (the “PUB”) at Shoreline Community College. A quorum of the Board was present.

MEMBERS PRESENT

Trustees Catherine D’Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee were present.

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

REPORT: CHAIR, BOARD OF TRUSTEES

Chair Lux welcomed attendees to the meeting.

CONSENT AGENDA

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

- Minutes from the regular meeting of October 23, 2019.

Motion 19:49: Motion made by Trustee D'Ambrosio to approve the consent agenda.

Motion seconded by Trustee Jackson, followed by all Trustees in favor of the motion.

COMMUNICATION FROM THE PUBLIC

Dental Hygiene Director Rosie Bellert read statement. (Statement attached.)

Dental Hygiene Faculty Lori Simicich spoke of the lack of transparency related to the plans to relocate the Dental Hygiene Program and clinic, learning in the fall, that the Dental Hygiene Program was not included in the plans for the Health, Science & Advanced Manufacturing Classroom Complex (HSAMCC), and relocation to the PUB, no longer an option. "We are scrambling to mobilize support. At this time, there are no plans to relocate the program and the college continues to suggest a mystery partnership."

Dental Hygiene class of 2021 students Leah Royal and Michelle Davidson, joined by students in the Dental Hygiene Program, read a statement on behalf of the class of 2021. (Statement attached.)

Washington Dental Hygienists' Association President Jennifer Zbaraschuk read statement. (Statement attached.)

Victor Barry, DDS, read statement. (Statement attached.)

Maintenance Mechanic Tommy Harvey read statement. (Statement attached.)

Instructional Tech Amy Easton shared that she was "giving my piece of support to this whole," noted that "decisions seem to be made behind closed doors," and asked about the feasibility (and costs) to retrofit certain buildings.

IT System Administrator Ric Doike-Foreman spoke of being a “proud member of the Classified Staff.” “We are treated as second class citizens and need not be treated as such. Talks of budget cuts are top of mind. Many positions are filled by temporary workers. The 19,000 square foot loss in the plans for the building...how can this be about supporting the students?”

Dr. Sharon Golightly read statement. (Statement attached.)

Evelyn Hobbs, community member and active member of the Washington Dental Hygienists’ Association, shared that she worked at Shoreline and that “Shoreline has always been a stellar program.” She urged, “to do everything in your power to ensure the continuation of the program.”

Faculty and member of Local 1950, DuValle Daniel, read statement. (Statement attached.)

Parent Education Faculty Denise Ghilarducci spoke of the seven cooperative preschools—“a community of diverse learning and learners—providing leadership opportunities for our students.” She added, “Parents are very involved and we value the fifty-plus year relationship with Shoreline Community College.”

COLLEGE UPDATE(S)

#YouAreWelcomeHere Scholarships • Top U.S. Community Colleges Enrolling International Students

Executive Director Samira Pardanani shared information on the #YouAreWelcomeHere Scholarship Campaign. Maral Atayeva of Turkmenistan and Yara Musad of Sudan were each granted the competitive scholarships from the College’s Foundation, covering 50% of their tuition.

Executive Director Pardanani noted that in its *Open Doors 2019* report, the Department of State’s *Institute of International Education* ranked Shoreline Community College at number 19 among all two-year institutions hosting international students—a significant jump from last year, where the College was ranked at number 24.

Regarding the national trend in the downturn of international enrollment, Executive Director Pardanani stated that the downturn in international enrollment at the College, is modest in comparison to other colleges and universities and noted that the current downturn is the worst she has seen in her twenty-plus career in international education.

Just Biotherapeutics – Training Partner

Executive Dean Guy Hamilton spoke about the College’s new training partner, *Just Biotherapeutics*, a company that will work with the College in providing internships for students,

as well as training opportunities for employees. Executive Dean Hamilton recognized the work of the Biotechnology Faculty and Program Chair Dina Kovarik.

Honda PACT – Top Training Program Award (Honda Power of Dreams Award 2019 Co-Winner)

Executive Dean Guy Hamilton shared that the College's Honda PACT Program is the 2019 Co-Winner of the national Honda PACT *Power of Dreams* award which recognizes colleges based on their individual merits.

REPORT: SHORELINE PRESIDENT

President Roberts distributed the *President's College & Community Engagement* report (October 24 – November 26, 2019) and read the *President's Board Report*. (Report attached.)

REPORT: BUSINESS OPERATIONS, BUDGET & REVENUE STATUS

Interim Chief Financial Officer (CFO) Bill Saraceno provided an overview of the following:

- State Auditor's Update
- Food Service Update
- Student Housing 12-2-19 Update
- Winter Enrollment 12-1-19
- Scenarios for the Operating Budget for FY2019-2020
- Board Approved Budget FY2019-2020
- Expense by Program (3-Year Comparison)
- Expense by Category (3-Year Comparison)
- Balance Remaining (3-Year Comparison)
- Cash Balance Report

(Slide presentation attached.)

REPORT: BUSINESS TECHNOLOGY AAAS & CERTIFICATE OF PROFICIENCY

Vice President Phillip King provided an overview of tab 1 (Report: Business Technology AAAS & Certificate of Proficiency), noting that based on advisory committee feedback, the following two offerings, will be on temporary hiatus, effective winter quarter 2020: Business Technology, AAAS and Business Technology, Certificate.

REPORT: ACCREDITATION UPDATE & AFFIRMATION OF 2019-20 STRATEGIC PLAN WORK

Executive Director Bayta Maring provided an update on the College's accreditation process, noting that the College's self-study was based on over one-hundred standards.

In regard to the College's 2016-21 Strategic Plan, Executive Director Maring, shared the highlights in from the Strategic Planning Goals for 2019-20.

(Slide presentation, Strategic Plan 2016-21 & Strategic Planning Work Plan 2019-20 attached.)

REPORT: SHORELINE COMMUNITY COLLEGE FOUNDATION UPDATE

Foundation Board of Directors Treasurer Scott Saunders spoke about the Foundation's "passion for programs," the quadrupling of the dollars raised since 2015 from the annual Student Scholarship Breakfast, and the scholarships and emergency funds provided by the Foundation. He spoke of the grant applications submitted by Vice President/Executive Director Mary Brueggeman, the receipt of \$500,000 from an estate for scholarships, the College's partnership with the Seattle International Film Festival (SIFF), and that the Foundation's endowment is now over \$4 million.

In closing, Foundation Board of Directors Treasurer Saunders stated that staffing is "tough everywhere" and shared how understaffed the College's Foundation is in comparison to similar sized colleges.

REPORT: CAPITAL CAMPAIGN UPDATE

Vice President/Executive Director Mary Brueggeman shared that it has been a productive year for the capital campaign. "The Campaign Cabinet has been trained, raised \$500,000 thus far, and the campaign will be completed in 2021."

REPORT: CLERY ACT

Director Edwin Lucero provided an overview of the College's *2019 Annual Security Report* which is available online, as well as in hard copy form in the Safety & Security Office.

FIRST READING: COLLEGE POLICIES &/OR RULES

For Elimination – Policy 5031 (Loss of Eligibility-Student Athletic Participation); Policy 5090 (Student Housing); Policy 5222 (Student Club Advisors)

Executive Director Veronica Zura provided an overview of the policies recommended for elimination and contained in tab 2 (College Policies &/or Rules-Recommended for Elimination):

5031 (Loss of Eligibility—Student Athletic Participations); 5090 (Student Housing); and 5222 (Student Club Advisors).

ACTION: BOARD OF TRUSTEES 2019–2020 PROFESSIONAL LEARNING GOALS

Motion 19:50: Motion made by Trustee Jackson to approve the Board of Trustees 2019-2020 Professional Learning Goals.

Motion seconded by Trustee D’Ambrosio, followed by all Trustees in favor of the motion.

CONSTITUENT REPORT: SHORELINE FACULTY

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

CONSTITUENT REPORT: SHORELINE CLASSIFIED

Media Maintenance Tech 3 and WFSE Chief Shop Steward Paul Fernandez read statement. (Statement attached.)

CONSTITUENT REPORT: SHORELINE ASSOCIATED STUDENT GOVERNMENT

ASG President Isaac Tchao spoke of the recent ASG sponsored activities including an annual talent show, civic engagement workshop, Thanksgiving dinner and twice weekly grocery runs for residents of 7000 Campus Living. He added that the ASG has been contacted by students in the Dental Hygiene program and has been hearing from students about the College’s food service.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

Trustee D’Ambrosio stated the Trustees “serve the community and are listening.”

Chair Lux thanked everyone for staying for the duration of the meeting.

EXECUTIVE SESSION

None.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF DECEMBER 4, 2019

ADJOURNMENT

Motion 19:51: Motion made by Trustee Jackson to adjourn the regular meeting of December 4, 2019.
Motion seconded by Trustee D'Ambrosio, followed by all Trustees in favor of the motion.

Chair Lux adjourned the meeting at 7:15 PM.

Signed _____
Tom Lux, Chair

Attest: January 22, 2020

Lori Y. Yonemitsu, Secretary

Honorable Board of Trustees,

I am Rosie Bellert, the Director of the Shoreline Dental Hygiene Program.

I am a 1974 graduate from this program.

The Dental Hygiene Program is a foundational program at Shoreline, celebrating its 50th anniversary this year. It is a mature, developed program that provides educational opportunities and high quality, affordable dental services to patients from within and outside the local community.

We feel our program is woven into the fabric of the college, with our students taking 2 years of pre-requisite courses and 7 quarters in the program, and now, just steps away from offering a BAS Bachelor level program, which we have been working on the last 5 years.

Earlier this year the program received approval from the State Board of Community Colleges to offer the first Bachelor level program at Shoreline,... as well as the being the 40th Bachelor level program in a Community College in the State.

At this point, the process is on hold, the task force selected to work on this proposal have been occupied with other college distractions.

I am worried that a project that has taken so long has now been abandoned.

I am worried because after making plans to move our program to the PUB has now been abandoned.

I am worried because there is now a proposal to demolish our fully functioning 30 chair clinic by July 1, 2020 with no relocation plan for us.

One moment, we were sharing with our current students that we were waiting for a move to a new clinic.

The next moment, we heard that the college had decided to exclude us from the new building and were considering not continuing the program.

How are these strategic plans in any way reflective of a 20 to 50 year vision of the future of Shoreline.

We believe that the Board of Trustees has a chance to take the needed steps to correct this course and make things right.

First, we ask you to delay the demolition of the 2500 building and work on relocating the programs that are currently in that building.

Do not “rush to crush” programs and professional relationships that took decades to build.

Second, we ask you to support all the programs and jobs at the college by pledging from reserves and allowing for fiscal recovery.

We urge you to think about the next 50 years.

Thank you

Good evening. We are Shoreline's Dental Hygiene class of 2021. We should be studying for finals right now, but instead we are fighting to save our dental hygiene program. We have repeatedly asked for a solution, for numbers, for answers to questions that we never get. As of right now we don't have a clinic for our senior year. New applicants are getting ready to apply next month. We needed a solution several months ago. There are several solutions to this problem, however only one is being looked at. Unfortunately the only one being looked at does not include keeping the dental hygiene program at Shoreline. This has added a large stress load and burden to our class as well as faculty. We have asked for open communication on this issue, however we are still being left out of the conversation. Closing the clinic would not only affect our education and futures, but would also create an access to care crisis, and would negatively affect the community. We see over 2500 patients every year, many of which don't have dental insurance.

Every single one of us fought incredibly hard to get into this *specific* program. We've moved to be closer to Shoreline and uprooted our families, over half of our class travels 1 hour or more each way to school every day. Ninety-two percent of our class gave up full time jobs and the majority of us lost health care as a result. We each took about 2 years of prerequisite courses, the majority of these at Shoreline, before we could even apply to this program.

Dental hygiene programs aren't like other technical programs where you complete one specific list of prerequisite courses and are immediately eligible to apply to any dental hygiene school. Each program has different requirements and you have to tailor your prerequisite courses to the specific program you want to apply to. Nine of the students in our class *only* applied to Shoreline's dental hygiene program, and out of the remaining 15 students who applied to multiple schools, 73% got into other programs but chose Shoreline.

This program should be celebrating its 50 year anniversary, but instead we are fighting to keep the program open at all. As you can see, we all want to be here and we are committed to keeping this program here for another 50 years. We all want to help save this program. Delta Dental wants to help, Washington state legislature wants to help, the dental community wants to help; please let us help you before it is too late! We're looking forward to our meeting with the vice president and dean of students tomorrow. Hopefully we can work towards a solution together. Thank you.



Washington

Dental Hygienists' Association

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December 4, 2019

Board of Trustees
Shoreline Community college
16101 Greenwood Ave N
Shoreline, WA 98133

Dear Board Members,

As the President of the Washington Dental Hygienists' Association, I ask you on behalf of our student members and professional members to reconsider the demolition of the #2500 building, which houses the Dental Hygiene Program, until a viable option has been secured. The haste in which the hygiene program has been excluded from the rebuild plans is alarming and does not seem to include any conversations with the many stakeholders involved who will be greatly impacted. This clinic is not only serving students for educational purposes but also a large number of uninsured patients from the surrounding area who have limited options for access to oral care. They rely on the Dental Hygiene Program clinic for their preventive and basic restorative needs.

This program is vital to the overall health of the community it serves. As you have seen in the new lately, oral health has been linked to many systemic health issues such as diabetes, atherosclerosis, rheumatoid arthritis, Alzheimer's, dementia, and certain cancers. The education these professionals receive here at Shoreline, ensures the knowledge needed to help screen for and educate patients on these oral systemic links, helping patients to improve not only their oral health, but their overall health. On a good day we save a smile. On a great day we save a life.

As one of the many stakeholders involved, the hygiene association is committed to access to care for all Washingtonians. We are also committed to the education of hygienists to help meet this need. I ask that further consideration and transparent communication be given to keeping the Dental Hygiene Program, and the access it provides, available to the Shoreline community.

Sincerely,

Jennifer Zbaraschuk

Jennifer Zbaraschuk, RDH, BSDH, EFDA, FAAOSH
President - Washington Dental Hygienists' Association

Dec. 4 2019

Shoreline CC Board of Trustees

Testimony on Dental Hygiene program

By Victor J. Barry DDS

Introduction/Bio...

As a member of the dental community, I've talked with a lot of dentists about this crisis, and no one is aware of it. They are certainly aware of:

--The current shortage of hygienists.

--The great reputation of Shoreline CC RDH program and the quality of the grads.

--The 20% increase in their B&O tax to address workforce development including RDH. We should be talking about opening programs, not closing.

--The consistently large applicant pool at Shoreline CC which should lead to a class size increase.

We are all frustrated to find ourselves struggling to save this program in the 11th hour. Why didn't the administration ask for help sooner? There would have been a groundswell of support from the whole dental community including WSDA, SKCDS, Delta Dental Ins., Dental Supply Cos. Etc. Why didn't they apply for grants from local Foundations?

When you shake these young students' hands on the graduation stage, you are sending them out as ambassadors to every corner of this state. Almost every patient will ask them where they went to school. And every dentist they work with will be grateful for the skills and values that Shoreline CC instilled in them. I can testify personally how talented

your dental hygienist graduates are, having worked with so many over the last 4 decades. The positive patient feedback was deafening!

If you let this program wither on the vine, you will be letting down the thousands of patients who directly depend on Shoreline CC for their oral health, IN ADDITION to all the patients your grads treat in dental offices across the state and the country, IN ADDITION to all future patients who cannot get a check- up appointment because of the shortage YOU created. And don't ignore all the family members of hygienists who depend on the \$50-60 an hour salary they bring home. The negative wave you would create by demolishing building 2500 prematurely has profound consequences.

Trading a long- established vital program for a shiny new building is a hollow victory. To paraphrase the Bible: "What good does it do someone to gain all the riches in the world, but lose their own soul?"

Great educational programs like this are the heart and soul of successful campuses. It's the people, not the buildings.

In closing, I implore you to reset the clock back to hour ONE, and figure out how to save the best dental hygiene program in the state before the wrecking ball swings. Then double its class size, and ask the dental community to fund all new equipment. They deserve it.

Everyone in this room knows it can be done.

Thank you.

Here are the remarks I made to the BOT last night. It is written in a form to be spoken from. If you want a version for editorial -type use, I would be happy to edit it.

My bio is owning a group practice on First Hill for 40 years, and having been active in organized dentistry including Past Pres. of Seattle-King County Dental Society, and Washington State Dental Assoc., and Past 11th District Trustee on ADA Board.

Thanks for the invitation to speak to an issue that I am very passionate about!

Vic Barry, DDS

My name is Tommy Harvey, I've worked as a maintenance mechanic here at shoreline community college for 17 years. Because I love the people I work with and I care about serving our students and community.

I'm also a proud union member and shop steward for our WFSE local 304. Our staff here work together to make it happen even when we are faced with challenges.

Our facilities crew provides critical services to our campus community. ~~We make sure that the building is heating so we have heat in the winter months. We make sure we have working plumbing and water filters so that we have clean drinking water here on campus.~~

While I am happy to see our campus grow, I have seen our maintenance crew go from 11 filled positions to 5. We are doing more than double the work for a larger community. We don't complain and we are happy to get it done. We know that we are not the only department that has seen such a reduction in classified staff. We CANNOT afford any more cuts to frontline staff here at shoreline.

Amidst tough budgetary times we are asking for responsibility, transparency and for our leadership to please listen to and prioritize your staff who are on campus every day serving the students and community we all care so much about. Thank you

TESTIMONY REGARDING THE CONTINUATION OF THE
SHORELINE DENTAL HYGIENE PROGRAM

DR. SHARON S. GOLIGHTLY R.D.H., Ed. D. – Currently Dental and Dental Hygiene Curriculum and Facilities Consultant, Retired Dental Hygiene Program Director and Professor Emerita-Pierce College Dental Hygiene Program, Lakewood, WA

As a Dental Hygienist of fifty-five years, a Dental Hygiene Program Director for 35 years and an ADA Curriculum and Facilities Consultant to numerous Dental and Dental Hygiene Programs I believe I have an important prospective to share with you today. As a consultant, I have been instrumental in establishing the facilities in the following programs; Lake Washington DH, Bellingham Technical College, DH, South Seattle Community College DH, Tri-Cities Community College DH, Le Grand Community College DH. Internationally; Smiles Forever DH, Cochabamba, Bolivia, Qassim University School of Dentistry DH, Buraydah S.A.

Shoreline Community College Dental Hygiene Program's Impact Economically and Socially.

- 1. The Dental Hygiene Program is a “Force Multiplier”. Each new job created by this program and its graduates (24+or-) has the potential each year to earn annually \$74,840.00 per year**

which is equal to \$1,795,580.00 that goes into the local economy. These graduates with this earning power are consumers who buy cars, homes and invest in their families and their futures. Growth in Dental Hygiene future positions is predicted to increase by 11% for the next 7+ years. Currently, there are more positions available than graduates to fill them.

2. Pre-Dental Hygiene students at Shoreline Community College fill several sections of Pre-Dental Hygiene Courses, English, Psychology, Sociology, Speech, Algebra, Microbiology, Anatomy & Physiology and Chemistry to identify a few. This would leave a hole in enrollment for the college.

3. College representation and reputation. Shoreline Community College Dental Hygiene has carried out numerous community efforts here in the Greater Seattle area and Internationally. Faculty and students have help with numerous .Dental Health Care projects for: Veterans, Homeless, Head Start, public schools, nursing homes all the while proudly wearing the uniform of Shoreline Community College. Furthermore, I have worked with these same students, program faculty and Shoreline graduates in Villa Tunari in with a dental decay prevention program for over 300+ school aged children with Silver Diamine

Fluoride with the Smiles Forever Foundation Program in Bolivia for the last 4 years.

4. Dental Hygiene besides Nursing is a job that gives the Community College graduate the ability to earn a living wage and provide for a family. Many of the students enrolled in a Community College are single parents (mostly female) and have children to support. Some are males, about 15-20% (wish there were more), needless to say, this position gives anyone graduating from such a program the ability to support a family. Now days, it takes two salaries frequently to support a family and this is one of the few professions that make that possible. The education these graduates receive at Shoreline Community College gives them the educational foundation to be able to continue their education if they so choose, thereby giving them more career choices for their future in fields of teaching, sales and public health opportunities.

I would be happy to discuss with you how Shoreline Community College can fund a new facility for the current Dental Hygiene Program in order to grow the footprint of Shoreline Community College and one of its Flagship Programs.

Presented at the BOT Dec. 4, 2019.

I want to start by making sure everyone understands the difference between certain terms that are applicable to the situation we find ourselves in now.

Malfeasance is any act that is illegal or wrongful, which is what this Administration did a couple of years ago that resulted in a ULP decided in the favor of SCCFT Local 1950. **Misfeasance** is an act that is legal but improperly performed, which applies to the budgetary practices performed by this Administration over the last 4 years. And **Nonfeasance**, is a failure to act that results in harm, which is what you, the BOT practiced when presented with the fact that the administration was acting with misfeasance and you did not act soon enough or effectively enough to avoid **harm**, which is what SCC employees are currently experiencing due to this administration's Misfeasance, in the past in currently.

I'm here tonight because this is another pivotal moment in which you as a Board can make a decision that can change the trajectory of this College, and I am hoping that this time, unlike the last time you were given the opportunity to stem the tide of a financial crises, that you will listen to me.

The budgetary process being implemented by the college is short-sighted and has not be developed through sound accounting principles that I've been assured should be applied in order to make short and long term decisions to solve the problems that the school faces.

I would recommend that you contact Brad Fader, or some other expert with his knowledge, skills, and abilities that you trust to be objective, to get an understanding of why the department assessment process is

ineffective in solving our financial issues and you rethink approving the cuts that the College intends to recommend to you in January.

Do not put yourself in a position of practicing Nonfeasance again because this time, the finger will no longer be pointed at Dr. Roberts; it will be pointed directly at you.

DuValle Daniel

English Professor, Shoreline Community College

**PRESIDENT'S BOARD REPORT
DECEMBER 4, 2019**

Thank you, Board Chair Lux, Board of Trustees, Union and Student Leadership, faculty, staff, and guests.

I typically have a short report, however, today, I feel the need to provide more detailed information, as well as, context given the questions raised and facts asserted by our union leadership last Board meeting.

I also want to share an update on the dental hygiene program regarding on and off campus location options, as well, as our budget process going forward and the work we're doing in support of our students. So let me start with that update:

Normally I don't respond fact by fact, but it's important to share the College's viewpoint on some of the statements made.

Paul Fernandez, Chief Shop Steward of WFSE had several questions.

The classified report mentioned the high number of vacant classified positions.

This number of vacant positions is higher than we would like, and we are working to lower it. As of November 2019, there are 24 vacant classified positions of which 17 are in the process of being recruited.

The classified report mentioned the feel their members have not been included in budget discussions.

Bill Saraceno has informed the Classified Union leadership every month about the budget and expenditures. They also have classified members participating in the SPBC process. Bill is always open to answering any questions.

The report also asked if administrative positions were being reviewed for potential reductions.

While many of our administrators are responsible for staff supervision, there are multiple that do not supervise but rather serve as individual contributors with specific technical assignments and scope of authority. With regard to potential cuts to administration, we are reviewing all areas of college operations for budget improvements, including administration.

The faculty report presented by SCCFT President Eric Hamako, had multiple questions. I'm highlighting only a few to address this evening:

The faculty report received by the Board last month shared that in the last ten years, the College has cut approximately twenty Full-Time Tenure Track positions – more than ten percent of the Full-Time Faculty jobs.

Using unduplicated headcounts from the payroll system, in October 2009 the College had 5,895 annual student FTEs and employed a total of 129 tenured faculty positions. As of October 2019, there were a total of 124 tenured faculty position supporting 5,263 in annual student FTEs. The tenured faculty loss over the decade was not 24 positions, it was 5 positions, which represents a 3.9% decrease in tenured faculty positions. The drop in FTEs over that same period was 10.7%.

The faculty report also claimed that the college committed an unfair labor practice last year by improperly paying a new salary increase.

The College did not commit an unfair labor practice last year. The ULP the faculty report is referring to was filed with PERC more than two years ago in 2017. It relates to our prior faculty contract. The College believes that it properly paid the salary increase, and we are still waiting for the PERC Commission to issue a final decision on whether there was a ULP.

The faculty report also stated that in the last five years, the College has approximately doubled the number of Admin-Exempt jobs

We did not double exempt positions in the last five years, and the total increase in exempt positions need to be described in context. In 2014, the College had a headcount of 61 administrators, but 9 of those positions were outside grant/contract-funded positions. In 2019, the College has a headcount of 92 administrators, 19 of those jobs are funded by outside grants/contracts. I should add that coaches for our seven athletic teams moved from faculty to administrative positions in 2017, and that change accounts for a third of the increase. Also, each of those years can include unfilled/vacant line exempt positions, which are not included in the raw total exempt position numbers. If you exclude the positions funded by outside grants/contract, exempt positions increased by 21 additional administrators between 2014-2019. While a few of the new administrative positions were created to address unmet needs (such as the creation of an Associate Dean of Nursing), many of these positions were specifically created to support the strategic goals of the College with funds approved through the annual aSAP process.

The faculty report also shared that the College lost too much money on its bookstore contract with the University of Washington Bookstore.

Bookstores are necessary and desired by our students, but operating them without expense is a challenge for colleges in our CTC system. Our Bookstore was losing money before the University of Washington Bookstore entered into a contract to operate the bookstore. It was an effort to get our Bookstore back to a break-even point or a small profit. When that didn't happen, we cancelled the contract and entered into a new contract with a profit-sharing arrangement, with Follett. In the long run, we should be able to maintain lower book costs for our students, as well as obtaining a small profit to help with college operations.

The faculty report also mentioned that the College spent thousands of dollars on private consultants for branding and image projects that produce results, such as "Engage. Achieve." and such pedagogical advice as "Learn your students' names"?

Enrollments are down, there is a budget deficit, and one of the solutions to the challenge is to successfully brand and market the college. College growth is needed, and the marketing is a necessity.

Also, there was mention of a best practice learning strategy called the Four Commitments where one of the strategies is to "learn your students' names." Colleges including those in our Five Star Consortium have used these practices with increases in student retention.

The faculty report also shared "the College found more than a million dollars per year to pay for doubling the number of Admin-Exempt jobs in the past five years?"

We don't know what data is being used for this claim. Administrators did not double over the last five years, and administrative compensation did not increase by more than a million dollars each of those years.

The faculty report also stated that the College spent several million dollars in a public-private partnership residence hall.

The residence is not a public/private partnership. We received a Certificate of Participation from the State to finance and construct the building. The monthly payments for living in the residence hall pay for the debt service. Also, the residence hall is extending the living/learning experience at Shoreline and contributes to student development and their success.

The City of Shoreline, due to the Master Development Plan, required the College to spend \$1.7 million for traffic mitigation by the entrance to the College.

The faculty report also said the College announced that it will spend even more millions of dollars, should its several-times “wrong-sized” STEM building end up costing more than the College currently projects?

The state’s rate of escalation for constructions costs is not in alignment with actual escalation rates in the Puget Sound region. Therefore, the scope of the building, where possible, was decreased to be in alignment the funds available.

In fact, Cascadia College recently completed their predesign of their new science building and it was reduced in size from 67,000 gsf to 54,000 gsf due to the construction market. The project is on a 20 year old campus that doesn’t have any of the civil or electrical infrastructure deficiencies of Shoreline’s campus. Everyone in the SBCTC system is dealing with the same issue; Shoreline is not alone.

There were several comments shared about Faculty Compensation and Contract Issues

The faculty report also made several comments about faculty compensation and other faculty issues covered by the faculty collective bargaining agreement. The faculty and the college are not bargaining a new contract right now. We reached agreement with them on a new faculty contract this summer. That three-year contract includes faculty salary increases that were agreed to by both faculty and the College. [That contract expires June 30, 2022.]

CLOSING

These are unsettled times with external forces: High employment, declining enrollments, federal policies around issuance of VISAs and the continuing status of DACA the College is facing directly and openly with the College regarding our financial and enrollment position.

We have engaged our campus with our budget development process. We will be evaluating all options including reduction in force to ensure we expenditures are in alignment with our revenue so we can meet all our financial obligations.

As part of our budget development process for 2020-21, the Executive Team will be sharing recommendation with the Board of Trustees in mid-to-late January.

The challenges we face will require everyone to work together. As difficult as these are times are, I’m grateful that everyone at the College is focused on supporting each other, our students and their success.

Thank you.

Bill Saraceno

Interim Chief Financial Officer (CFO)

Board Update



State Auditor Update

- Meet every Wednesday for general discussion
- Everyday...Satoko, Jennifer and I are supporting the auditors multiple requests for data and information
- Risk Assessments
- Recommendation:
 - Asset Loss needs to be reported to the Auditor's Office
 - Missing FY2016 Management Discussion & Analysis

Food Service Update

- Avanti did two Market Place presentations on November 18th with sample tasting with a:
 - Student Group
 - Employee Group (Classified, Faculty & Exempt)
- Avanti was selected as our Food Services provider and will start in January
- Lancer's last day will be December 12th
- Food trucks on campus will be a hot food option
- FOODA may be another hot food option

Student Housing 12-2-19 Update

- **Weekly Statistics:**
- **Current Occupancy:** 90.8%
- **Leased % (current):** 94.8%
- **Leased % for Winter Qtr.:** 99.6%

- **Net to rent current:** 13 beds (5.2%)
- **Net to rent previous week:** 23 beds (9.2%)
- **Net to rent Winter Qtr.:** 1 bed (0.4%)

- **Demographics**
- 49% Domestic Applicants
- 51% International Applicants

- **Traffic:**
- 4 Interest List Additions
- 2 New Winter Quarter Applications

• This week we received two more applications for winter quarter move ins! We currently have 22 applications for winter quarter, this week we have seen our first round of applicants come back approved through admissions/enrollment, 10 have been approved so far and those 10 have been added to our current percentage leased above. They will be sent their agreements to sign this week and we will hopefully see more students enrolled and admitted next week as well.

• It has been brought to light that we have two international students who have, without warning, left their apartments and returned to their home country. This is not uncommon, and we are currently working with international education and enrollment services to help determine if these students plan on returning for winter quarter. One student has never made any monthly payments, but the other has. Both students picked up their keys for move in but neither has returned their keys to our office at this point.

• We have also been in conversation with 8 current residents who have said that they do not plan on attending Shoreline for winter quarter and are looking to end their agreements at the end of fall quarter if possible. These students are either transferring to different colleges or universities, or they are dropping out for personal reasons. We have verified with enrollment services that 7 of these students are currently not enrolled for winter quarter. We are wanting to accommodate their requests to terminate and use our current traffic to fill the potentially empty beds. If we were to end their agreements by the end of fall quarter, we would be looking at 11 beds left to rent for winter quarter and sitting at 95.6% leased.

Winter Enrollment 12-1-19

Winter (B903) Tuition Collection

Enrollment

	Wtr 2020 (B903) Today	Wtr 2019 (B893) Today	Wtr 2019 (B893) Final	Wtr 2018 (B783) Final	Wtr 2017 (B673) Final	+ / (-)
Domestic	1713	1795	3155	3500	3439	(82)
International	612	624	833	872	910	(12)
Running Start	173	163	259	244	237	10
CEO	98	100	243	260	287	(2)
Totals	2596	2682	4490	4876	4873	(86)

Revenue Projection

	Wtr 2020 (B903) Rev. Projection	% up / (down)	Wtr 2019 (B893) Final	Wtr 2018 (B783) Final	Wtr 2017 (B673) Final
Domestic	2,854,771.77	-4.57%	2,921,315.93	3,118,595.18	2,950,969.07
International	2,612,878.85	-1.92%	2,601,671.65	2,741,072.90	2,801,226.92
Running Start	500,591.94	3.86%	472,531.94	382,954.26	443,418.25
CEO	437,884.63	-0.82%	432,861.30	306,146.27	327,046.78
Totals	6,406,127.20		6,428,380.82	6,548,768.61	6,522,661.02
(Compare to B893)	-0.35%	(22,253.62)	Calculated: 6,406,127.20 - 6,428,380.82		
(Compare to B783)	-2.18%	(142,641.41)	Calculated: 6,406,127.20 - 6,548,768.61		
(Compare to B673)	-1.79%	(116,533.82)	Calculated: 6,406,127.20 - 6,522,661.02		

Total Revenue Projection (B901, B902 and B903)

	FY1920 (so far)	FY1819	FY1718	FY1617
	15,781,756.47	16,072,046.94	16,396,762.30	16,219,548.60
(Compare to 1819)	-1.81%	(290,290.47)	Calculated: 15,781,756.47 - 16,072,046.94	
(Compare to 1718)	-3.75%	(615,005.83)	Calculated: 15,781,756.47 - 16,396,762.30	
(Compare to 1617)	-2.70%	(437,792.13)	Calculated: 15,781,756.47 - 16,219,548.60	

Scenarios for the Operating Budget for FY2019-2020

Revenue Source	No Change	Scenario 1 Minus 3%	Scenario 2 Minus 5%	Scenario 3 Minus 7%	Scenario 4 Plus 3%
State Allocation	27,499,624	27,499,624	27,499,624	27,499,624	27,499,624
Other State Reimbursement	165,000	165,000	165,000	165,000	165,000
Tuition	11,099,439	10,774,260	10,557,474	10,340,688	11,424,618
From Int'l	5,426,903	5,177,345	5,010,974	4,844,602	5,676,461
From Running Start (RS)	1,430,413	1,430,413	1,358,892	1,330,284	1,473,325
From Career Education Options (CEO)	718,589	718,589	682,660	668,288	740,147
Minor Repair Reimbursement	368,200	368,200	368,200	368,200	368,200
Total	46,708,168	46,133,431	45,642,824	45,216,686	47,347,375

Numbers has been updated from the first reading at May BOT meetings

Board Approved Budget FY2019-2020

Items	Amount
Estimated Expenditure	\$47,362,876
Revenues:	
State Allocation	27,499,624
Domestic Tuition*	10,774,260
International Education*	5,010,974
Running Start	1,430,413
Career Education Options	718,589
Total Revenues	\$45,433,860
Budgeted Over-expenditure	(1,929,016)
Cash Balance	1,929,016
Balance Budget	- 0 -

3% reduction for Domestic and 5% reduction for International are applied.

Expense by Program

3-Year Comparison

	October 31, 2019		October 31, 2018		October 31, 2017	
Instruction (01x)	6,976,857.50	51%	6,855,046.15	52%	7,413,848.94	53%
Budget Planning Reserve (02x)	0.00	0%	0.00	0%	0.00	0%
IT / Instructional Support (04x)	790,101.51	6%	843,531.07	6%	776,193.72	6%
Library / Media (05x)	455,025.71	3%	443,566.49	3%	484,107.07	3%
Student Services (06x)	1,893,524.88	14%	1,619,541.81	12%	1,588,574.56	11%
Institutional Support (08x)	2,278,057.17	17%	2,058,693.61	16%	2,521,107.04	18%
Plant Operations (09x)	1,266,242.17	9%	1,331,851.85	10%	1,169,437.77	8%
Total	13,659,808.94	100%	13,152,230.98	100%	13,953,269.10	100%

2019 includes an 8% salary increase + 17% benefits plus Nursing Allocation

Expense by Category

3-Year Comparison

	Oct 31, 2019		Oct 31, 2018		Oct 31, 2017	
FT Faculty	1,983,585.33	15%	1,758,523.75	13%	1,721,067.38	12%
PT Faculty, Pro-Rata, Stipend	3,011,762.41	22%	3,008,901.54	23%	3,740,143.86	27%
Classified	2,001,472.95	15%	1,799,157.67	14%	1,742,470.20	12%
Exempt	1,459,682.56	11%	1,393,892.74	11%	1,184,145.38	8%
Overtime, Sick & Terminal Leave	85,069.38	1%	98,588.39	1%	46,507.18	0%
Hourly, Student, Others	217,602.86	2%	171,970.09	1%	143,931.22	1%
Benefit	3,079,989.43	23%	2,994,487.84	23%	3,011,693.14	22%
Subtotal – Labor Cost	11,839,164.92	87%	11,225,522.02	85%	11,589,958.36	83%
Goods & Services	1,289,766.07	9%	1,295,929.32	10%	1,163,133.86	8%
Travel	41,769.34	0%	73,749.66	1%	44,566.84	0%
Furniture & Equipment	38,696.50	0%	23,792.17	0%	41,204.03	0%
Client Services/Financial Aid	284,108.34	2%	265,846.86	2%	394,123.36	3%
Debt Finance	0.00	0%	0.00	0%	0.00	0%
Personal Services	166,303.77	1%	267,390.95	2%	720,282.65	5%
Subtotal – Non-Labor Cost	1,820,644.02	13%	1,926,708.96	15%	2,363,310.74	17%
Grand Total	13,659,808.94	100%	13,152,230.98	100%	13,953,269.10	100%

Balance Remaining

3-Year Comparison

	October 31, 2019	October 31, 2018	October 31 2017
State Allocation (#4)	27,485,999	23,888,880	23,235,667
SBCTC Reimbursement	258,218	258,218	305,217
Tuition – Domestic Enrollment	10,774,260	10,861,538	11,290,874
International Student Contract	5,010,974	5,731,418	6,047,145
Running Start	1,430,413	460,140	460,140
CEO	728,589	514,591	514,591
Total Revenue	45,688,453	41,714,785	41,853,634
Cumulative Expense at Month-End	13,659,809	13,152,231	13,953,269
Balance	32,028,644	28,562,554	27,900,365

Cash Balance Report

Account Summary for 11/29/2019

Account Search

[Search](#)



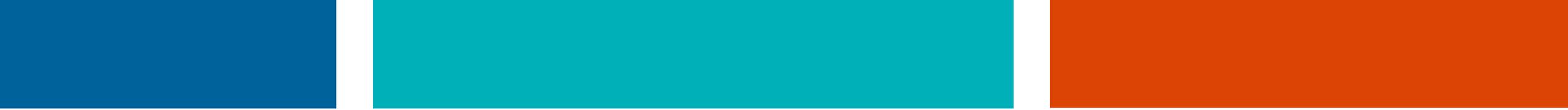
[Printable Format](#)

<u>Account Name / Account Number</u>	<u>Bank Name</u> ▲	<u>CCY</u>	<u>Ledger Balance</u> ?	<u>Collected Balance</u> ?	<u>Opening</u> ? <u>Available Balance</u>
SHORELINE C C GENERAL <input type="text"/>	US Bank Washington	USD	\$20,787,495.23	\$20,755,957.12	\$20,783,828.71
MUNICIPAL INVESTMENT ACCT <input type="text"/>	US Bank Washington	USD	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00

Strategic Planning (2016-21)

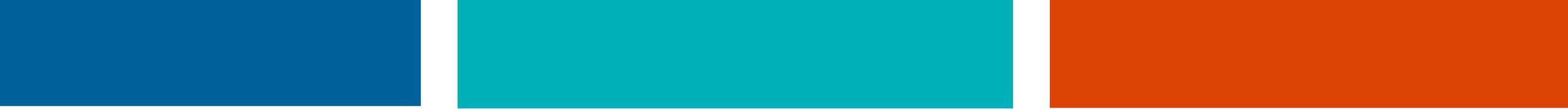
Goals 2019-20





Highlights from the Strategic Planning Goals 2019-20

- Executive Team (ET) accepted the recommendations from the following Steering Committees: Communications, Marketing & Community Engagement, Disciplined Excellence, and Ecological Integrity. The workplan for Inclusive Excellence Steering Committee was presented to ET.
 - Disciplined Excellence Steering Committee's (DESC) work has concluded. DESC's work has been folded into ctcLink.
 - Adjustments may be made to the work plan for this year given our focus on the budget review process for 2020-21.
 - Based on recommendations, ET is creating a timeline for work to be accomplished through the remainder of the of the Strategic Plan – 2021.
- 

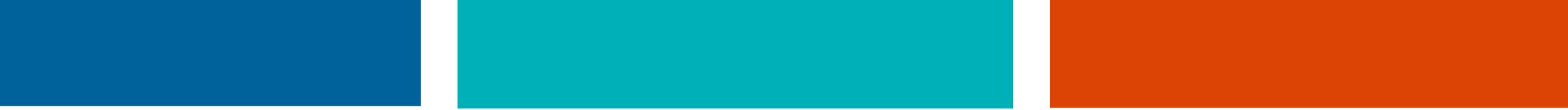


Student Learning Experience Goal

Learning Outcomes Assessment

Student Learning Experience Coordinating Committee (SLECC)



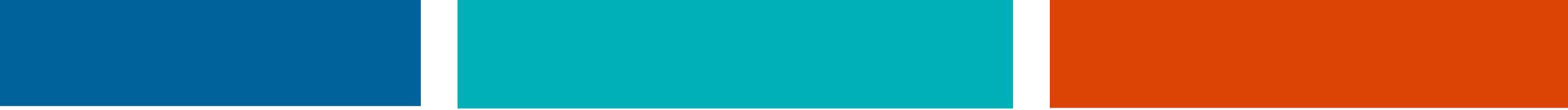


Disciplined Excellence Goal

Communications, Marketing & Community Engagement (CMCE)

Disciplined Excellence Steering Committee (DESC)





Three 3's (Ecological Integrity, Social Equity & Economic Viability)

Ecological Integrity Steering Committee (EISC)

Inclusive Excellence Steering Committee (IESC)

Strategic Planning & Budget Council (SPBC)

- **Review strategic plan as it aligns with the budget development process for 2020-21**
- 



Strategic Plan 2016–21

Goal 1. We attract students and community learners and ensure successful attainment of their goals through our programs, services, and teaching and learning environments.

Strategies

- A. Develop a robust method for ongoing student learning outcomes assessment at the College.
- B. Engage in comprehensive strategic enrollment management, encompassing the entire student experience, from the moment students aspire to attend college to the moment they attain their educational goals.
- C. Create physical spaces and employ technologies that enhance student learning.
- D. Cultivate intellectual and cultural vitality to invigorate and engage our College and communities.
- E. Clearly communicate to internal and external communities the educational experience that they can expect from Shoreline Community College.

Goal 2. We continually strive for disciplined excellence and focused improvement in all that we do.

Strategies

- A. Engage in an ongoing, data-informed cycle of academic program review that allows for agile changes in program offerings with a focused, creative mindset.
- B. Streamline all processes throughout the College with a focus on standardizing routine processes and innovating around processes that add value to the student experience.
- C. Invest in professional learning for faculty and staff to support continuous improvement and implementation of this strategic plan.
- D. Invest in high-impact teaching practices for student learning.
- E. Implement consistent, effective engagement and communications practices.
- F. Develop and support innovation that serves our students and communities.

Goal 3. We ensure that a climate of intentional inclusion permeates our decisions and practices, which demonstrate principles of ecological integrity, social equity, and economic viability.

Strategies

- A. Engage in ongoing, deliberate conversation and mindful discovery about our shared purpose and differences as we conduct our daily work.
- B. Develop and maintain a framework to ensure that ecological integrity guides our practices.
- C. Develop multicultural and global competencies to help us live the principles of social equity in an increasingly interdependent world.
- D. Pursue and obtain sufficient resources to fulfill the College's mission, and allocate those resources effectively in order to ensure economic viability in the implementation of this strategic plan.



Vision

We are recognized for inclusive excellence in teaching and learning, student success, and community engagement.

Mission

We serve the educational, workforce, and cultural needs of our diverse students and communities.

Strategic Planning Goals 2016-2021

College-wide Strategic Planning work for 2019-20

The Executive Team accepted the recommendations from the following Steering Committees: Communications, Marketing & Community Engagement, Disciplined Excellence, and Ecological Integrity, and accepted the workplan for the Inclusive Excellence. ET is currently creating a timeline for what can be accomplished this year given our focus on the budget review process for 2020-21. Based on the Steering Committee's recommendations, ET is creating a timeline for work to be accomplished during the remaining years of the Strategic Plan – 2021.

Student Learning Experience

Student Learning Experience Coordinating Committee (SLECC)

The Student Learning Experience Coordinating Committee (SLECC) originated as a means to communicate across multiple different projects working toward Strategic Enrollment Management. As of this year, all of these original eight work groups have either (a) completed their strategic work and become operationalized or (b) evolved into alternative initiatives. Below is a brief summary of those groups' work:

Group	Work Accomplished	2019-2020
Marketing & Enrollment	Identified targeted marketing areas	Operationalized as collaborative work between Communications & Marketing and Student Learning Leadership Team
Program Navigation	Developed and launched taxonomy-driven web content about instructional offerings	Operationalized within Communications & Marketing
Scheduling & Enrollment	Regularized 12:30pm block scheduled	Continued as annual scheduling work group, now part of Guided Pathways work
Orientation	Significantly improved and strengthened New Student Orientation, introduced ongoing assessment	Operationalized within Student Life
Placement	Developed leading-edge placement practices for math and English placement	Operationalized as collaborative work between Student Learning and Students, Equity & Success
Academic Credit for Prior Learning (ACPL)	Developed and implemented new policy & procedures in according with state law and accreditation standards	Operationalized as collaborative work between Student Learning and Students, Equity & Success
First Year Experience Seminar	Piloted multiple version of First Year Experience Seminar for different populations	Will continue exploring FYE as part of Guided Pathways work
High-Engagement Teaching Practices	Developed plan for ongoing professional learning for faculty & staff	Operationalized as the work of the Associate Dean of Teaching, Learning, and Assessment

Because of this operationalization of this strategic work, SLECC is not necessary as an entity unto itself, but will branch into three primary work areas:

- Goal 1. Student Learning Experience.
- Goal 2. Disciplined Excellence
- Goal 3. Three (3) E's: Ecological Integrity, Economic Viability & Social Equity

Strategic Enrollment Management committee: This standing committee meets regularly to strategize and troubleshoot particular issues around enrollment management, primarily related to recruitment.

Guided Pathways committee: Three faculty leads, working collaboratively with the Office of Student Learning will identify the essential work ahead in a five-year plan for Guided Pathways at Shoreline. Many of the topics from SLECC will be incorporated into this work, including orientation, program navigation, scheduling, placement, and FYE.

Opportunity Gaps Workgroup: This workgroup will be examining data and, working collaboratively with Guided Pathways, identify key initiatives to close opportunity gaps.

Learning Outcomes Assessment Steering Committee

This year, the Learning Outcomes Assessment Steering Committee will be gearing up for the Year 7 Accreditation Self-Study, by reviewing and broadly sharing work-to-date related course, program, and general education outcomes:

- **Course:** Over 70 Shoreline faculty have participated in course outcomes assessment projects. This year, the Steering Committee will be inviting all faculty to reflect upon course learning outcomes and identify how they know students are learning.
- **Program:** This year the committee will be wrapping up a cycle of program-level assessments, engaging faculty in reviewing and assessing capstone-level student work
- **General education:** This summer, a group of librarians reviewed student work to assess one of the Information Literacy learning outcomes. With Guided Pathways on the horizon, the goal for this year will be reviewing assessment work to date and beginning conversations with Faculty Senate Council on possible outcome revision.

Disciplined Excellence

Communications & Marketing Steering Committee (CMSC):

1. Establish a culture of communication among employees

- A. Encourage transparency and break down “silos” across all employee levels. (Overarching set of communication principles employees would like ET to model and facilitate.)**
 - I. Increase opportunities for employees to provide feedback to leadership, both written and in-person
 - II. Encourage all employees to think about how they will communicate significant decisions and changes made at the unit- (or campus-wide) level
 - III. Provide communication-related professional development training for employees, such as workshops and online learning opportunities.
- B. Implement clear communication standards for email groups and listservs.**
 - I. Create consistent communication practices across the campus
 - II. Clarify purpose, audiences, roles, governance, and appropriate messaging for All Staff email messages and Faculty, Classified, and Admin Team listserv lists

C. Provide consistent onboarding and training about campus communication tools throughout the lifecycle of all employees.

(Note: this recommendation reiterates one of CMCE's spring 2018 recommendations to ET)

- I. Trainings on communication tools such as Outlook, DAAG, calendars, listservs
 - i. The CMCE Committee has drafted a handout to insert in all new hire packets that will be finalized and shared with HR in February 2019
- II. Training for electronic document management tool(s), such as Microsoft Office 365 and intranet/portal.
- III. Evaluate what content is included about communication in the Faculty and New Employee Orientations

<p>2. Create a clear content strategy for new, current, and archived information for employees</p>

A. Continue to increase employee use of Day at A Glance and the online calendars, and improve their design over time.

- I. Determine and communicate the purpose and differences between Day at A Glance, College Calendar, and Employee Calendar
- II. Train employees how to find different calendars and how (and when) to submit events
- III. Train employees on where to find DAAG and how to submit announcements
- IV. Look into improving the design of the DAAG email and blog change the frequency of DAAG emails, and examine if only "newly added" calendar events should be displayed.

B. Clarify what electronic document management system employees should be using and provide ongoing training and support on how to use it.

(Note: this recommendation reiterates one of CMCE's spring 2018 recommendations to ET)

- I. Determine the primary cloud-based platform employees should be using and communicate that to all of campus community by the end of 2018-19 academic year
- II. Define clear rules and standards for employee use of shared network drive Office 365, Canvas, Google Drive, and other tools currently in use on the campus
- III. Provide guidance on where and how individual employee and department files should be College's electronic document management strategy in employee onboarding, such as in New Employee Orientation, Faculty Orientation, etc.
- IV. Provide annual training to current employees on how to best use, share, secure, and store documents using this tool

C. Create a truly centralized "hub" for internal campus-wide information (by either overhauling the existing intranet or building a more comprehensive employee portal.) (Still considered crucial by CMCE but is put last due to scale, scope and potential cost.)

- I. Determine what short-term fixes can be made with existing intranet, if any
- II. Audit and evaluate Shoreline's intranet architecture and content as well as other platforms that house employee content
- III. Determine content needs and requirements for an intranet/portal
- IV. Research intranet/portal products and best practices
- V. Clarify and differentiate the role CMCE vs. C & M
- VI. Determine roles and governance of intranet/portal, and establish a clear process for adding, deleting, and maintaining content and architecture
- VII. Determine a plan for training users and admins

Disciplined Excellence Steering Committee (DESC)

The Executive Team accepted the recommendations from DESC. This Committee work has concluded and its work has been folded into ctcLink. A DESC meeting was held in November 2019 to share the recommendations with the new

Goal 1. Student Learning Experience.

Goal 2. Disciplined Excellence

Goal 3. Three (3) E's: Ecological Integrity, Economic Viability & Social Equity

Organizational Change and Project Manager, Joe Chiappa, who will reach out to DESC members as the College begins its deep process mapping and continuous improvement work associated with ctcLink.

Prioritized Recommendations:

- Refine Waitlist/Late Enrollment processes
- Refine Withdrawal from Class Processes including Drops for Nonpayment
- Map out Funding Options and Payment Timelines
- Exploratory Support Option for Undecided Students
- Clear Entry Plan for all Incoming Students
- Proactive, Timely Outreach to All Advisees- Planning, Support, Graduation
- End to End Design of Employee Onboarding/Off-boarding Process
- Campus-wide Audit of Unnecessary Paper Forms and Signature Requirements

Three E's: Ecological Integrity, Economic Viability, and Social Equity Ecological Integrity Steering Committee (EISC)

The Executive Team accepted the recommendations presented by EISC during spring 2019. The EISC used the campus survey results completed during winter 2019 along with the Sustainability Tracking Assessment Rating System (STARS) to bring forward the following recommendations:

Sustainability Tracking Assessment Rating System (STARS)

- **ACADEMICS**- Create new curriculum focused on sustainability, as defined by the 3 E'
- **ENGAGEMENT**- Increase engagement in campus community concerning waste diversion and reduction
- **OPERATIONS**- Provide campus with clear and accessible waste receptacles, with landfill diversion goal in mind
- **OPERATIONS**- Upgrade buildings to reduce energy and water use
- **OPERATIONS**- Improve sustainability in dining
- **PLANNING & ADMIN**- Set a college goal for waste diversion rate e.g. 55% by 2021

Economic Viability:

Strategic Planning & Budget Council (SPBC)

SPBC will commence reviewing the strategic plan and it aligns to the budget development process in winter and spring quarters 2020.

Inclusive Excellence Steering Committee (IESC)

The following is IESC's major work for the 2019-20 academic year:

Fall 2019	Review of theories & foundational work that underpins these concepts, review of progress to date.
Winter 2020	Review DEI Models, Toolkits & Models of Inclusive Excellence
Spring 2020	Create a recommendation for a college Inclusive Excellence strategy that leverages strengths and creates opportunities for implementing best practices.

Goal 1. Student Learning Experience.

Goal 2. Disciplined Excellence

Goal 3. Three (3) E's: Ecological Integrity, Economic Viability & Social Equity

SCCFT President Eric Hamako
Statement to the SCC Board of Trustees
2019.12.04

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).

I am a child of the 1980s. One of my early childhood memories is of watching television and learning from a newscaster of the possibility of a "nuclear winter." I did not understand at the time that such a disaster was not a natural one, but instead one created by the folly, hubris, and ambition of people who sat in positions of great power.

As a child of the 1980s, I have memories of one such person: then-President of the United States, Ronald Reagan. President Reagan, one Commander-in-Chief of the class war against working people abroad and at home. President Reagan who, while claiming fiscal responsibility, gutted social services with one hand, while engorging the U.S. military industrial complex with the other. Last year, when our unions brought to light some of the College's financial misfeasances – deficit spending; unfair labor practices; disregard of required financial audits; loosening of the financial regulations built into the College President's responsibilities; financial austerity gutting some College programs while pumping funds into projects that benefit a relative few – I thought of President Reagan. And, when College President Roberts shifted responsibility for some of the College's misfeasances onto a recently separated subordinate, saying that she had trusted him, but not verified -- that she would, in the future, "Trust, but verify" – I, again, thought of former President Reagan. It was President Reagan who famously appropriated the Russian proverb, "Doveryai, no proveryai," – or, as he interpreted, "Trust, but verify."

I am a child of the 1980s and, despite the maligned reputation of the "Me Generation," in every generation there are those who challenge injustice, who refuse and resist through various means. In the 1980s, music videos emerged as a new medium – and voices of resistance took up that medium, too. I recall the music video for the band Genesis's song, "Land of Confusion." In it, they lampooned then-President Reagan and, at the end, depicted him waking from a

nightmare, panicked and confused, mistaking the button to call for his “nurse” with the button to call for a nuclear strike. So, when I see our College’s leaders seemingly waking up to financial realities and scrambling for fixes, I’m reminded of “Land of Confusion,” that satire of then-President Reagan, with its two buttons: “Nurse” and “Nuke.”

As a child of the 1980s, the threat of nuclear annihilation was on my mind – but then-President Reagan was not the only chief preparing to wage nuclear-type wars. Around that time, the then-Chief Executive Officer of General Electric (GE), Jack Welch, acquired the moniker, “Neutron Jack.” Neutron Jack: named for his likeness to the neutron bomb, a nuclear weapon purported to be more strategic as it destroyed fewer buildings while still annihilating the people who lived in them. Like the neutron bomb, after Neutron Jack dropped on parts of his organization, most of the buildings might remain, but many of the people were gone.

Now, on one hand, the College declares financial emergency and newfound commitment to fiscal responsibility. The College’s war-plan includes cutting from the budget two million dollars in people’s jobs and students’ programs and committing a limited strike to level the 2500 Building, which still houses active, thriving people and programs – who, as of yet, have no viable safe haven in which they can seek refuge. At the same time that the College says it must cut two million dollars from its ongoing (so-called) budget, the College also, with its other hand, will take out a loan for anywhere from five to ten million dollars to build a new, undersized building on the gravesite of the 2500 Building. The impact of such a loan on the College’s budget? Anywhere from three hundred thousand to seven hundred thousand dollars per year for decades to come. And what of the second building the College has designs on? If the state legislature approves funding for the College’s proposed Science, Technology, Engineering, Arts, and Mathematics (STEAM) building, how could we reasonably expect that project to be completed without the College having to again spend out of its savings or again take out another such loan to cover the difference between what the state might provide and what the College eventually spends? How much more budget burden will the College take on for such projects, while also claiming it needs to cut workers’ jobs and students’ programs? With such plans for lopsided austerity, taking on budget-busting debts to fund some projects, while at the same time pleading poverty to justify cutting workers’ jobs and students’ programs, I am reminded of commanders-in-chief and captains of industry from my childhood in the 1980s.

So, if there is a crisis, what *is* that crisis? In my address to you in October 2019, I suggested that our crisis is not a financial one – it is a crisis of priorities. The issue is more grave than, “Does the College have the dollars to preserve workers’ livelihoods and students’ programs?” The issue is “Does the College *want* to preserve those livelihoods and programs?” With ten million

dollars in Board Reserves, the College is willing to spend money on *some* things, but not other things.

I may be a child of the 1980s, with memories of one President, but it was an earlier President who spoke of a similar crisis of priorities. President Reagan had been an actor – but one of his predecessors, President Dwight Eisenhower had been a General. It was Eisenhower who, at the end of his Presidency, famously inveighed against the undue influence of the metastasizing Military Industrial [Congressional] Complex. And it was Eisenhower who, at the beginning of his Presidency, had warned of not only nuclear war, but of a crisis of priorities. He warned that, even at best, the cost of war, would be this:

a life of perpetual fear and tension; a burden of arms draining the wealth and labor of all peoples; a wasting of strength that defies ... any system to achieve true abundance and happiness...

...

Every gun that is made, every warship launched, every rocket fired signifies, in the final sense, a theft from those who hunger and are not fed, those who are cold and are not clothed. This world of arms is not spending money alone. It is spending the sweat of its laborers, the genius of its scientists, the hopes of its children.

Eisenhower's words returned to me as I considered the College's crisis of priorities. The \$1.7 million dollars the College spent so far on Frontage Improvements for the Residence Hall? Almost enough to cover this year's entire predicted budget shortfall. Put another way: enough money to employ more than twenty-five or more workers for one year. The annual loan payments on a five million dollar loan to pay for the already predicted cost overruns for the first proposed building? Enough money to employ ten workers *every* year. And, if the College discovers it needs to max out the loan for a total of ten million dollars? Enough money to employ *twenty* workers every year. And that's not counting the three million dollars in matching funds the College says it will raise for the first building. But, the cost will be not only those future jobs foreclosed. If the College destroys the 2500 Building with Dental Hygiene and Advanced Manufacturing still in it, the immediate casualties will include the jobs of those current faculty and staff and the educational investments and futures of their students, and lasting fallout that will weaken the College's enrollment, starve the state's employers who are desperately calling for the skills we teach, and poison the College's reputation in our community and state.

Harkening back to President Eisenhower's words: "This is one of those times in the affairs of nations when the gravest choices must be made, if there is to be a turning toward a just and lasting peace."

The title of that speech by Eisenhower? "The Chance for Peace." The College, too, has a chance for peace. It is not yet too late for the College to change its course away from the nuclear option. There are alternative solutions.

Rather than rushing forward, I urge you to wait. Until such time as the College can demonstrate rigorous financial practices, can show prudent plans for programs and construction, and can restore the confidence of workers and students: wait. Do not proceed with layoffs. Do not cut or exile programs. Do not take out loans to cover cost overruns. Wait.

But, wait actively. What actions could you take in the meantime?

1. Get the College's financial house in order.

Restore the regulatory financial guardrails you removed from the College President's job description, the "Certification of Compliance," in 2018.

Receive and then circulate the external financial audits for the past five years, which can provide "assurance" that the College's own bought-and-paid-for externally produced financial *statements* cannot.

Create a new budget that is built on rigorous financial analysis, rather than continuing to prop-up a zombie-budget that is a reanimated version of previous mortifying budgets.

Commit to an authentic participatory process through which faculty, staff, and students can create a strategic plan and a budget that actually embodies that plan. And abandon the Hunger Games-esque mentality that only programs that are money-makers are worth keeping. Our College is a singular entity – our College should be healthy *overall*. Some programs *do* support the work of other programs. That's a *good* thing. That's an equitable distribution of resources. That's a healthy educational ecology. That's economically prudent.

2. Use some of the College's ten million dollars in Board Reserves to cover any revenue shortfall, at least until such time as the College has gotten its finances back in order and restored our confidence. If the College spends another two million dollars from savings to

cover a revenue shortfall in Fiscal Year 2020-2021, not only will that be nothing new of late, it will be money well-spent. It will be a substantive, not rhetorical, show of good faith that the College's leaders take responsibility for the College's financial plight – putting the College's money where its mouth is.

3. Keep our Dental Hygiene and Advanced Manufacturing programs housed in 2500 until such time as you can publicly present credible plans for relocating them on our campus. If that means deferring, moving, or not building the currently planned project, then defer, move, or don't build. As my colleagues are saying, "Don't rush to crush."
4. Build the new building that you can afford, not the building you wish you could afford – not the building that will burden the College's budget with hundreds of thousands of dollars of debt service for decades.

This is one of those times when the gravest of choices must be made. But, like the President Reagan of real life and the satirized President Reagan of "Land of Confusion," you do have choices. You can choose to wait; you can choose to take up the solutions we are proposing.

Or, you might proceed with your current plans. But, to paraphrase another voice of resistance from popular culture: You can avoid actual accountability. You can explode our budget with bloating loans. You can crush our livelihoods with layoffs. You can raze our buildings and programs to the ground. But, do you see? Fire is catching. And if we burn, you burn with us.

Hello,

My name is Paul Fernandez. I am the Chief Shop Steward here at Shoreline Community College and I am proud to be here representing the Classified Staff, my fellow members of the Washington Federation of State Employees, Local 304.

Unlike the majority of the administration here at Shoreline, the majority of Classified Staff are here for the long run. I have worked here at Shoreline for over 30 years and during those 30 years I have taken care of the all the equipment in the classrooms and the conference rooms. I have worked for 9 different administrators during that time.

There are somethings I would like to talk about inclusiveness, accountability (Mainly Fiscal Accountability), The Administrations' priorities and its effect of the campus climate (the moral).

On Inclusiveness and Fiscal Accountability:

This is not the first year that our administration has spent more than the college is bringing in. It's the fifth year. It is with deep regret that this administration has not learned from its mistakes. Even with years of overspending, this administration continues to create more administrative positions. While Administration are more than adequately compensated when they gain additional duties, the Classified Staff, who are already overworked and provide direct services to our students, just continue to be assigned additional duties with no additional pay.

Because of the lack of transparency and not being included, the majority of us neither trust or believe in this college's leadership.

Although the administration believes that it is making attempts at fixing the problems. A lot of people working on this campus question the

process which they are using to make financial decisions and do not believe that the present leadership has the skills to fix the problems.

On the Current Administration's priorities:

The Current Administration's priorities seem to be, to hire more administrators and to build buildings. We need to look at what services our students need and hiring the rank and file that will provide those services.

On moral: The classified staff vacancy list is way too high. And those being hired, are only being hired as Temporary Workers.

The current administration as you know is planning to take down the 2500 building also known as the Advanced Manufacturing and Dental Building. In our Union Management Communication Committee Meetings, we have been told multiple things about what will happen to the programs currently housed in this building. We are concerned about where these programs will they be housed during the construction of the new building or if they are in any final design of a building.

The Dental program is a program we are known for, This is a program that has a waiting list. There are not enough chairs for the students that want to be a part of Shoreline's Dental Program.

My ask from the Board of Trustees is that you be accountable, take responsibility and show some true leadership. Leadership is not always easy. Consider using the Boards' reserves before making any cuts.

Get financial things in order first, direct upper management to look at the college's structure from the top down. From 2009 to 2012 we had an average of only 50 administrators, not the ~~90~~ 70 plus you see today.

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JANUARY 22, 2020**

TAB 1

CONSENT AGENDA

Subject: College Policies Recommended for Elimination

Background

The Board of Trustees conducted a first reading at its Regular Meeting of December 4, 2019 of the following College policies that have been recommended for elimination during the policy review process:

- Policy 5031 – Loss of Eligibility – Student Athletic Participation
- Policy 5090 – Student Housing
- Policy 5222 – Student Club Advisors

Recommendation

The following policies have been recommended for elimination by the appropriate College administrative and/or governance bodies and approved for elimination by the Executive Team during the policy review process:

- Policy 5031 – Loss of Eligibility – Student Athletic Participation
- Policy 5090 – Student Housing
- Policy 5222 – Student Club Advisors

To Follow

- Policy 5031, 5090, and 5222.

Prepared by: Cheryl Roberts, President
Veronica Zura, Executive Director of Human Resources
Shoreline Community College
January 21, 2020

POLICY

ANY STUDENT FOUND BY AN AGENT OF THE COLLEGE TO HAVE A CRIMINAL CONVICTION UNDER CHAPTER 369, LAWS OF 1989, CHAPTER 69.41, WHICH PROHIBITS THE POSSESSION, USE, OR SALE OF LEGEND DRUGS (PRESCRIPTION DRUGS, INCLUDING ANABOLIC STEROIDS) SHALL BE DISQUALIFIED FROM PARTICIPATION IN COLLEGE SPONSORED ATHLETIC EVENTS, BOTH INTERSCHOLASTIC AND INTRAMURAL, BY THE COLLEGE ATHLETIC DIRECTOR.

Approved by:

Board of Trustees 02/16/90

College Cabinet 01/23/90

Student Housing 5090

Student Housing 5090

POLICY

SHORELINE COMMUNITY COLLEGE IS AN INSTITUTION DESIGNED TO SERVE STUDENTS WHO LIVE WITHIN COMMUTING DISTANCE OF THE CAMPUS. THE COLLEGE MAINTAINS NO DORMITORIES OR OTHER HOUSING AND ASSUMES NO RESPONSIBILITY FOR INDEPENDENT HOUSING FACILITIES USED BY STUDENTS.

Approved by:
Board of Trustees.....05/12/69

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POLICY

CLUBS MUST BE OFFICIALLY RECOGNIZED BY THE STUDENT BODY ASSOCIATION. SUCH CLUBS MAY HAVE ADVISORS WHO MAY BE REMUNERATED IN ACCORDANCE WITH THE TIME AND EFFORT INVOLVED.

Approved by:

Board of Trustees.....06/14/77

Revised.....01/18/74

Revised.....03/31/75

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JANUARY 22, 2020**

TAB 2

ACTION

Subject: Potential Reduction in Force of a Faculty Position

The College is proposing a potential reduction in force affecting a full-time faculty position at the College because of declining enrollment and lack of funds/budget limitations.

During the last 3 academic years, enrollment in Engineering courses has declined from 41 annual FTEs in 2016-17, to 30 annual FTEs at the end of 2018-19, and only 17 annual FTEs for 2019-20 as reflected by enrollment through Winter 2020. The average fill rate for Engineering courses has also dropped from 68.1% in 2016-17 to 62.1% in 2018-19, which is just barely above the minimum 60% fill rate used to determine if courses will be offered each quarter.

At the same time, declining enrollment campus wide has contributed to a lack of funds and resulting budget limitations. During the last 2.5 years (AY 2017-18 through 2019-20), the College has sustained an overall 8% decline in student enrollment. While our projected 2019-20 shortfall between revenue and expenditures was estimated at \$1.9 million, the continuing decline in enrollment during Summer 2019, Fall 2019 and Winter 2020 has increased the budget deficit to an estimated \$2.39 million requiring the realignment of campus staffing to support current needs.

The faculty contract with the Shoreline Community College Federation of Teachers allows the College President and the Board of Trustees to determine whether a reduction in force may be necessary. Upon such determination, notice will then be provided to the Federation so that the parties can participate in the next steps of the reduction in force process.

Recommendation

That the board approve the decision that a reduction in force may be necessary by reducing the Engineering program by 1 full-time faculty member based on decreased funds and decreased enrollment.

Prepared by: Cheryl Roberts, President
Veronica Zura, Executive Director of Human Resources
Shoreline Community College
January 21, 2020