

9.	Report: • Dental Hygiene Program	<i>Cheryl Roberts, Rosie Bellert & Evelyn Hobbs</i>	
10.	Action: Fee Proposals for FY 2020-21	<i>Phillip King & Bayta Maring</i>	3
11.	Action: Memorandum of Understanding Regarding Nurse Educator Funding	<i>Phillip King</i>	
12.	Report: Recommended Budget Reduction(s) for FY 2020-21	<i>Cheryl Roberts & Phillip King</i>	
13.	Action: Recommended Budget Reduction(s) for FY 2020-21	<i>Cheryl Roberts & Phillip King</i>	4
14.	Constituent Report: Shoreline Faculty	<i>Eric Hamako</i>	
15.	Constituent Report: Shoreline Classified Staff	<i>Paul Fernandez</i>	
16.	Constituent Report: Shoreline Associated Student Government	<i>Isaac Tchao</i>	
17.	Executive Session • To evaluate the performance of a public employee • To discuss with legal counsel matters in litigation	<i>Chair Tom Lux</i>	
18.	Adjournment	<i>Chair Tom Lux</i>	
Next Regular Meeting of the Board of Trustees: Wednesday, May 27, 2020			

•To connect to the April 22, 2020 study session (3:00 PM) and special session (4:30 PM)

~Via **link**, go to: <https://zoom.us/j/95790970312>

-OR-

~Via **telephone**:

Call/Dial/Key-in to one of the following **numbers**. Start with the first number. If you receive a busy signal or an “all circuits are busy” message, try the next number on the list.

(346) 248-7799

(669) 900-6833

(312) 626-6799

(646) 558-8656

Webinar (“Meeting”) ID: 957 9097 0312

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 3:04 PM in room 9215 (the “Main Dining Room”), located in building 9000 (the “PUB”) at Shoreline Community College. A quorum of the Board was present.

Fiscal Updates

Interim Chief Financial Officer (CFO) Bill Saraceno’s presentation included the following:

- State Auditor’s Update
- Student Housing Update
- Board Approved Budget FY2019-2020
- Expense by Program (3-Year Comparison January 31, 2020 – 2018)
- Expense by Category (3-Year Comparison January 31, 2020 – 2018)
- Balance Remaining (3-Year Comparison January 31, 2020 – 2018)
- Tuition Revenue to Budget (Projection as of 2/10/2020)
- Waivers (awarded by Financial Aid)
- Cash Balance Report
- Cash Uses for FY2019-2020
- Board Reserve Accounts

(Slide presentation attached.)

In response to questions from the Trustees related to waivers, President Roberts and Interim CFO Saraceno noted that the College will look into how its waivers align with other colleges, including finding out which college has the lowest percentage of waivers.

Updated & Reformatted Board of Trustees Governance Manual

President Roberts directed the Board’s attention to the Financial Planning & Activities section of the working draft for the updated and reformatted Board of Trustees Governance Manual. Interim CFO Saraceno noted that the “reserve policy is in line with other colleges in the system insofar as using a percentage rate.”

President Roberts noted that Executive Director Veronica Zura provided input on the areas in the updated and reformatted Board of Trustees Governance Manual working draft related to personnel.

Realignment & Workflow Solutions

President Roberts and Vice President Phillip King’s presentation included the following:

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF FEBRUARY 26, 2020

- Budget Process for Winter and Spring Quarters
- Realignment
- Realignment Plan
- Realignment – New Divisions and Workload
- Realignment – New and Old Divisions/Leads
- Realignment – New and Old Positions/Savings
- Campus Hours of Operations – Potential Updates
- Health, Science & Advanced Manufacturing Classroom Complex (HSAMCC)
- Dental Hygiene

(Slide presentation attached.)

Regarding the realignment plan:

- Trustee D’Ambrosio communicated wanting to see pre-realignment and post-realignment numbers at some point.

In response to questions from the Trustees regarding the campus hours of operation, President Roberts shared that: 1. a workflow solutions survey consisting of three proposals was sent to campus personnel; 2. there would be no effect on the budget; and 3. the intent is to find balance for employees, while continuing to serve students.

The study session concluded at 4:18 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 4:32 PM in room 9215 (the “Main 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 shared that he and President Roberts were in Olympia for the February 17 Transforming Lives Awards dinner and noted that the Board’s 2020 Transforming Lives Award nominee Anna Nguyen was in attendance. He added that he and President Roberts met with

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF FEBRUARY 26, 2020

Representative Gerry Pollet (46th Legislative District) and with the legislative assistants from the 32nd and 46th Legislative Districts on February 18.

CONSENT AGENDA

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

- Minutes from the special meeting of January 17, 2020, the regular meeting of January 22, 2020, and the special meeting of January 31, 2020.

Motion 20:07: Motion made by Trustee Jackson to approve the consent agenda.

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

COMMUNICATION FROM THE PUBLIC

Student and Honors Council President Travis Tribble, joined by students from The Honors College, stated, "One of the recommendations is that the Director of The Honors College position be eliminated. There are twenty (out of the fifty) Honors students here. The Director's position is indispensable. Mari Kosin supported each of us and thirty-five of us came to the College specifically for The Honors College." The Honors College students held posters showing The Honors College revenue, expenses, and profit.

Jana Norton provided an overview of her statement. (Statement attached.)

Terry Taylor distributed information related to The Honors College and shared historical information about the program. (Statement attached.)

Ann Martin-Cummins read statement. (Statement attached.)

Norah Peters read statement. (Statement attached.)

COLLEGE UPDATE(S)

None.

FIRST READING: TWO-YEAR COLLEGE CALENDAR

Director Chris Melton provided an overview of tab 1 [First Reading: Two-Year College Calendar (2021-2022; 2022-2023)] and noted that out of the thirteen parameters, the Calendar

Committee was unable to meet parameter 11: Expand the break between Winter and Spring quarter to more than five (5) days.

REPORT: SHORELINE PRESIDENT

President Roberts distributed the *President's College & Community Engagement* report (December 6, 2019 – February 19, 2020), as well as read the *President's Board Report*. (Report attached).

REPORT: ENROLLMENT UPDATE

Executive Director Bayta Maring's enrollment update included:

- Annual FTEs, according to funding source and quarter
- Additional Information: Enrollment Update – Winter 2020

(Slide presentation attached.)

REPORT: REALIGNMENT & WORKFLOW SOLUTIONS

Vice President Phillip King noted that he was reporting on the realignment principles and process related to the Student Learning (“instructional”) area(s) which included:

- the receiving of feedback in multiple forums, as well as receiving feedback directly;
- looking at the utilization of some positions, rebalancing or converting some positions—without adding positions or costs; and
- balancing FTE with staff size.

Vice President King noted, “this is not a full reorganization.”

The Trustees discussed the proposed workflow solutions and the impact on campus hours of operation, as well as on students. The Trustees expressed wanting to see the data from the workflow solutions survey after it has been compiled—preferably with responses sorted by employee group.

FIRST READING: UPDATED & REFORMATTED BOARD OF TRUSTEES GOVERNANCE MANUAL

Chair Lux provided the background for tab 2 (First Reading: Updated & Reformatted Board of Trustees Governance Manual). The Trustees had no additional changes to the working draft for the updated and reformatted Board of Trustees Governance Manual.

CONSTITUENT REPORT: SHORELINE FACULTY

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

CONSTITUENT REPORT: SHORELINE CLASSIFIED

Program Coordinator and WFSE Shop Steward Joe Andolina read the WFSE's report. (Report attached.)

CONSTITUENT REPORT: SHORELINE ASSOCIATED STUDENT GOVERNMENT

ASG President Isaac Tchao shared that the Services and Activities (S&A) Fee Committee will be requesting an increase in S&A fees to support "investments in faculty and staff where there is an impact on students."

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

There were no closing remarks from the Trustees.

EXECUTIVE SESSION

At 6:11 PM, Chair Lux announced that the Board would convene in executive session for fifteen minutes to discuss with legal counsel matters in litigation and would reconvene in open session following the executive session, to adjourn.

The executive session commenced at 6:16 PM.

ADJOURNMENT

Motion 20:08: Motion made by Trustee Jackson to adjourn the regular meeting of February 26, 2020.

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

Chair Lux adjourned the meeting at 6:33 PM.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF FEBRUARY 26, 2020

Signed _____
Tom Lux, Chair

Attest: April 22, 2020

Lori Y. Yonemitsu, Secretary

**Welcome
to Our February 26, 2020
BOARD UPDATE**



Agenda

- **Campus Fiscal and Capital Update**
- **Realignment and Workflow Solution**
- **Budget Development Process 2020-21**

Bill Saraceno, MBA
Interim Chief Financial Officer (CFO)



State Auditor's Update

- Estimated completion and final report in late February or early March.
- The completion of the audit was delayed because of family leave, vacancies, and sick leave in the State Auditor's office
- Start 2018-2019 Audit on April 13th
- Recommendation:
 - No findings to date
 - Many suggestions to improve and clarify financials and reporting
 - Risk Assessments need to be done this year

STUDENT HOUSING UPDATE

Happy Tuesday! Hope everyone enjoyed a long, relaxing weekend. Please find attached this week's weekly report for 7000 Campus Living.

Weekly Statistics:

Current Occupancy:	94.8%
Total Leased %:	96.0%
Total Leased w/enrollment verification:	92.4%

Net to rent current:	10 beds (4.0%)
Net to rent previous week:	14 beds (5.6%)

Demographics

- 52.8% Domestic Applicants
- 47.2% International Applicants

Traffic:

- 10 Interest List Additions
- 2 Winter Quarter Applications
- 2 Spring Quarter Applications
- 2 Fall Quarter Applications

This week we received a good amount of new applications for varying move ins! Two move-ins took place for winter quarter at the end of last week and two applications came in for both spring and fall. This week we put all of our remaining residents on notice whose agreements will be terminated as of 3/31/2020, and I have also updated the numbers above with the 9 current applications we have for Spring Quarter move in. This puts us at 96% leased once everyone is approved and assigned a unit. Renewal letters will be sent out to all residents shortly to lock in their places for summer and fall, at that point we will know exactly what kind of inventory we will have to lease for.

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 January 31, 2020 - 2018

	January 31, 2020		January 31, 2019		January 31, 2018	
Instruction (01x)	13,743,881.25	53%	12,883,070.62	54%	13,447,063.22	54%
Budget Planning Reserve (02x)	0.00	0%	0.00	0%	0.00	0%
IT / Instructional Support (04x)	1,403,161.14	6%	1,492,119.20	6%	1,282,729.03	5%
Library / Media (05x)	817,671.86	3%	792,519.22	3%	889,836.79	4%
Student Services (06x)	3,314,712.22	13%	2,815,551.94	12%	2,835,032.63	11%
Institutional Support (08x)	4,144,450.33	16%	3,840,859.23*	16%	4,444,913.55	18%
Plant Operations (09x)	2,345,910.88	9%	2,217,740.05	9%	1,962,875.59	8%
Total	25,769,787.68	100%	24,041,860.26	100%	24,862,450.81	100%

*Among \$3,840,859.23, we received reimbursement of \$1,836,133.45 from OST
FY19-20 includes an 8% salary increase + 17% benefits.

Expense by Category

3-Year Comparison, January 31, 2020 - 2018

	January 31, 2020		January 31, 2019		January 31, 2018	
FT Faculty	4,543,309.87	18%	4,185,657.68	19%	4,031,631.60	16%
PT Faculty, Pro-Rata, Stipend	5,549,323.25	21%	5,077,336.02	23%	5,950,636.41	24%
Classified	3,634,955.98	14%	3,205,693.37	14%	3,052,824.02	12%
Exempt	2,588,523.05	10%	2,452,720.92	11%	2,116,360.70	9%
Overtime, Sick & Terminal Leave	169,184.67	1%	182,692.85	1%	77,184.14	0%
Hourly, Student, Others	355,230.34	1%	283,024.90	1%	256,254.14	1%
Benefit	5,667,554.01	22%	5,298,123.87	24%	5,337,684.33	22%
Subtotal – Labor Cost	22,508,081.17	87%	20,685,249.61	93%	20,822,575.34	84%
Goods & Services	2,156,620.96	9%	2,299,234.08**	2%	2,266,045.55	9%
Travel	82,683.68	0%	143,849.62	1%	101,817.69	1%
Furniture & Equipment	95,630.15	0%	81,283.46	0%	73,788.64	0%
Client Services/Financial Aid	519,774.60	2%	403,511.63	2%	578,741.38	2%
Debt Finance	51,790.08	0%	58,613.55	0%	0.00	0%
Personal Services	355,207.04	2%	370,118.31	2%	1,019,482.21	4%
Subtotal – Non-Labor Cost	3,261,706.51	13%	3,356,610.65	7%	4,039,875.47	16%
Grand Total	25,769,787.68	100%	24,041,860.26	100%	24,862,450.81	100%

*Among \$2,299,234.08, we received reimbursement of \$1,836,133.45 from OST

Balance Remaining

3-Year Comparison, January 31, 2020 - 2018

	January 31, 2020	January 31, 2019	January 31, 2018
State Allocation (#5)	27,537,499*	23,888,880	23,235,667
SBCTC Reimbursement (Sx)	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	45,739,953	41,714,785	41,853,634
Cumulative Expense at Month-End	25,769,788	24,041,860	24,862,451
Balance [Over / (Short)]	19,970,165	17,672,925	16,991,183

Tuition Revenue to Budget Projection as of 2/10/2020

Domestic Tuition			International Education			Running Start			CEO Program			All Sources of Tuition Revenue available to support Operating Funds		
YRQ	Enrollment	Projected Amount	Enrollment	Projected Amount	Enrollment	Projected Amount	Enrollment	Projected Amount	Enrollment	Projected Amount				
B901	1484	\$1,359,156.41	349	\$1,139,144.20	0	\$0.00	67	\$58,233.80			Domestic Tuition	\$8,949,668.09		
B902	3394	\$3,865,933.69	830	\$2,581,102.00	306	\$778,317.62	235	\$478,226.07			International Education	\$5,635,500.25		
B903	3082	-9% \$3,510,550.27	818	-3% \$2,503,668.94	300	-2% \$763,056.49	213	-9% \$416,989.72			Running Start	\$2,058,675.20		
B904	Estimate	-8% \$3,229,706.25	Estimate	-7% \$2,328,412.11	Estimate	-6% \$717,273.10	Estimate	-15% \$354,441.26			CEO	\$681,471.85		
Total		\$11,965,346.63		\$8,552,327.25		\$2,258,647.20		\$1,307,890.85			Total Estimate for available Funds for Operating Funds	\$17,325,315.39		
Tuition Distribution (Use TR)														
Distribution To	Rate	Amount												
Building Fund	0.10525177	\$1,259,373.90	IE Operating Budget			RS Operating Budget			CEO Operating Budget			Approved by the BOT		
Innovation	0.0239989	\$287,155.12	(\$2,876,827.00)			(\$199,972.00)			(\$626,419.00)			Domestic Tuition		
Operating Func	0.74796564	\$8,949,668.09	Shared Funding (\$35 x # of IE Students)			Available			Available			International Education		
S&A	0.0877837	\$1,050,362.39	(\$40,000.00)			\$2,058,675.20			\$681,471.85			Running Start		
Financial Aid	0.035	\$418,787.13										CEO		
Total	1	\$11,965,346.63	Available			\$5,635,500.25						Total Transfer Amount		
												Approved by the BOT		
Presented to BOT		\$10,774,260.00				\$5,010,974.00			\$1,430,413.00			\$718,589.00		
												Short/Over		
Over / Short		(\$1,824,591.91)				\$624,526.25						Domestic Tuition		
												International Education		
												Running Start		
												CEO		
												Estimated Shortfall		
												(\$37,117.15)		
												(\$608,920.61)		

	Summer 2019	B901	Fall 2019	B902	Winter 2020	B903	Spring 2020	B904	Total	Total
WAIVER/DESCRIPTION	Waiver Amt	Student Count	Waiver Amt	Student Count	Waiver Amt	Student Count	Waiver Amt	Student Count	Waiver Amt	Student Count
Needy, (021)									\$0.00	0
Unemployed* (W21)									\$0.00	0
High School Completion (W12 & W20)	\$897.00	4	\$5,726.78	11	\$2,590.28	6			\$9,214.06	21
WAVE and WA Scholars (W19, 037 & 301)									\$0.00	0
Military Foreign (W70) & (W1M & W1V BAS)	\$21,499.08	69	\$26,705.41	83	\$23,317.14	72			\$71,521.63	224
Active Duty BKGS & A (W75)			\$0.00	1					\$0.00	1
Other Military (W71 & W1U BAS)	\$263.82	1	\$534.20	2	\$267.10	2			\$1,065.12	5
Families of Fallen Vets (W72 & W1S)	\$6,859.45	9	\$13,168.43	15	\$13,168.43	16			\$33,196.31	40
Vet NG Child Sp waive lab fees (W3A)	\$1,281.00	8	\$2,637.20	12	\$3,622.55	16			\$7,540.75	36
Vet Athl Vet Natgd (W1T/W5A)									\$0.00	0
Athletic Waiver (W63 & W64)	\$0.00	1	\$25,500.58	59	\$20,172.09	47			\$45,672.67	107
Running Start Waive (W2A)\ Low Income			\$7,532.85	130	\$7,382.70	125			\$14,915.55	255
Running Start 10th CR waiver (W8A)			\$1,144.00	8	\$108.83	2			\$1,252.83	10
BAS Athletic Waiver (W1Q)									\$0.00	0
Congress Depen (W52)									\$0.00	0
Wrongfully Convicted Felon (W84)									\$0.00	0
Waiver of Non-Res Differential									\$0.00	0
Native American (W25)									\$0.00	0
Military Dependent (W09)									\$0.00	0
Refugee (W23)	\$1,774.20	2	\$12,095.16	13	\$12,450.90	10			\$26,320.26	25
Non-resident Op Fee (W29 & W31)	\$143,796.13	343	\$226,653.74	503	\$243,600.52	449			\$614,050.39	1,295
Space Avail-(Not FTE Generating)									\$0.00	0
Senior Citizen Audit/Gold Card (W10)	\$9,497.70	22	\$17,630.46	52	\$24,813.24	71			\$51,941.40	145
Higher Ed Employee (W24)	\$2,661.30	2	\$4,446.75	4	\$5,336.10	3			\$12,444.15	9
Other State Employees (W51 & W53)	\$13,560.61	28	\$15,127.37	33	\$13,767.00	29			\$42,454.98	90
Ungraded Classes									\$0.00	0
Apprenticeship (W91)									\$0.00	0
Industrial First Aid									\$0.00	0
Emergency Medical Technician (W93)									\$0.00	0
Parent Ed (W95)			\$54,027.06	246	\$57,833.09	260			\$111,860.15	506
Senior Classes/Retirement (W97)									\$0.00	0
Other									\$0.00	0
Concurrent Enrollment (W13)									\$0.00	0
Over 18 Credit (W17 & W18)	\$26,666.25	61	\$36,315.48	122	\$24,554.28	64			\$87,536.01	247
Shoreline Scholars (OSS)	\$2,110.60	3	\$5,160.80	4	\$4,565.11	4			\$11,836.51	11
Childcare LE/FF (026)									\$0.00	0
Child Dec LE/FF (W04) POW (W05)									\$0.00	0
Excel in Educ (W27)					\$0.00	1			\$0.00	1
TOTAL	\$230,867.14	553	\$454,406.27	1298	\$457,549.36	1176	\$0.00	0	\$1,142,822.77	3,027
BASIC SKILLS (W32)	\$1,450.00	67	\$1,500.00	66	\$1,700.00	79			\$4,650.00	212
ABE/ESL/GED (W92)	\$28,442.87	80	\$56,782.88	119	\$66,051.09	130			\$151,276.84	329
TOTAL W/ABE/ESL/GED	\$260,760.01	700	\$512,689.15	1483	\$525,300.45	1385	\$0.00	0	\$1,298,749.61	3,568

*Waiver awarded by Financial Aid
Source BM1719B Report (Early Registration for B901 & B902 started 4/30/2019 ---> Parameter for Start Date)

Green = Mandatory Waivers

Cash Balance Report

Account Summary for 02/11/2020

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 [REDACTED]	US Bank Washington	USD	\$19,513,951.71	\$19,509,301.10	\$19,511,509.92
MUNICIPAL INVESTMENT ACCT [REDACTED]	US Bank Washington	USD	\$1,000,000.00	\$1,000,000.00	\$1,000,000.00

Cash Uses for FY2019-2020

Using the US Bank Balance on 2/11/2020 (Slide)

Present Cash Balance	\$20,511,510
- Current Budget Shortfall	(\$1,929,016)
- Tuition Shortfall	(\$608,921)
- City of Shoreline Traffic Mitigation est.	(\$1,750,000)
Subtotal	\$16,223,573
Less: Board Reserves to be set aside	\$10,014,253
Cash Available Balance for Operation	<u><u>\$6,209,320</u></u>
- * Traffic Mitigation could be as high as \$2,000,000	
Cash Available Balance	\$5,959,320

Board Reserve Accounts

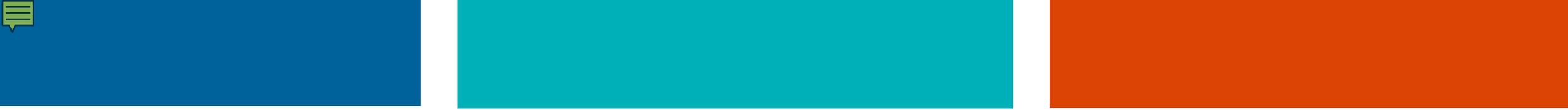
BOT Reserve Tracking
As of 1/31/2020

Budget Account	Title	GL1110 Balance	Note
149-500-RBOT	Reserve Board Trustee	\$643,284.00	
149-500-RCAP	Reserve Capital Fund	\$1,500,000.00	
149-500-RGEN	Reserve General Fund	\$4,258,576.00	
149-500-RINO	Reserve Innovation Fund	\$1,776,884.00	Awarded \$223,116 for FY1920 Innovation Grants. Prev Balance was \$2,000,000.
149-500-RTUI	Reserve Tuition Cont	\$1,835,509.00	
	Total Reserve Fund	<u>\$10,014,253.00</u>	

Phillip King,
VP for Student Learning

Veronica Zura
Executive Director, Human Resources

Dr. Cheryl Roberts
President



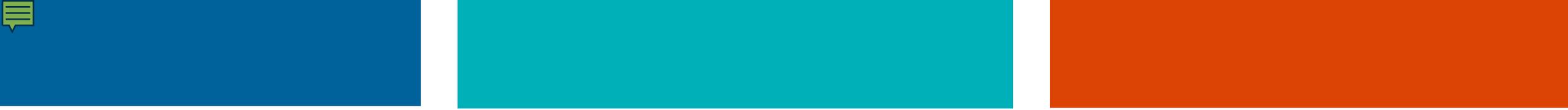
Budget Process for Winter and Spring Quarters

Winter Quarter 2020

- Division/Dept. Budget Review with Budget Office
- Review of Second Year Funding of Innovation Grants – Strategic Planning Budget Council (SPBC)
- Board of Trustees (BOT) takes action on the proposed budget reductions (March 18 BOT meeting)

Spring Quarter 2020

- Executive Team (ET) presents 2020-21 budget to the Board of Trustees at the May BOT meeting with BOT action at the June meeting
 - Associated Student Government (ASG) presents to the BOT their 2020-21 Budget at the May BOT meeting with BOT action at the June meeting
- 



Realignment

Principles and Process of the Instructional Realignment

Budget reductions require us to consolidate areas. Guided by three core ideas:

Saving money

Reduce administrative positions

Repurpose existing positions for more effectiveness

- Need to rebalance the structure and workload of the divisions as much as possible. Using resources such as - student FTE, faculty headcount, overview of current structure, and feedback from deans and ET.
- Not a full reorganization, limit the number to areas changed or shifted (persons moved).

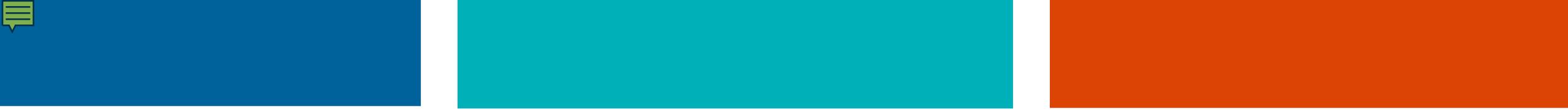
Feedback

- Interested in feedback about the logic and coherence of the realignment plans.
 - Interested to know what you think about the change.
 - Interested in feedback about how to improve the structure and functionality of the realignment—are we missing things?
- 

Realignment

Current Steps

1. Review and finalize the associate dean job description (by February 14).
2. Update and review executive dean for Humanities, and for Social Science (by February 20).
3. Review tentative plan with each Division Planning Council (DPC):
 - February 10 with Social Sciences Division.
 - February 11 with STEM and Workforce Division.
 - February 12 with Humanities Division.
4. Review tentative plan with impacted departments (Communication Studies, Business, PE, Library).
5. Review tentative plan with each division from February 17 through February 25.
6. Present tentative realignment to BOT on February 26, 2020.



Realignment Plan

To balance FTE and staff size amongst instructional divisions using parallel structures, supports, and synergies of work.

Eliminate

One administrator in Student Learning (SL).

Move

Move department of Business from HO/PE to Social Sciences.

Move department of Communication Studies from Humanities to Social Sciences.

Move PE from HO/PE to Health Occupations.

Create

Convert two deans of instruction to executive deans of instruction, modeled after current Executive Dean of STEM and Workforce.

Redevelop and utilize existing senior SL positions to create three associate deans.

Ensure support positions such as: Administrative Assistant 4s, Secretary Seniors, and Program Coordinators are distributed appropriately.

Four Divisions; Division of Humanities, Division of STEM and Workforce, Division of Social Sciences, Business, and Communication Studies; and Division of Health Occupations, Nursing and PE (HO/PE).



Realignment – New Divisions and Workload

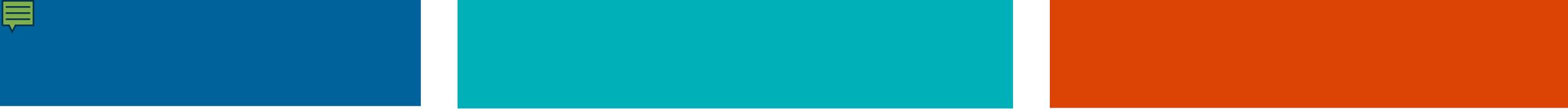
New Divisions	Lead Position	2nd Position	# FT Faculty	# PT Faculty	#FT Staff	# Prof Tech	FTE (Students)
Social Sciences, Business, and Communication Studies	Executive Dean, Social Sciences, Business and Communication Studies	Associate Dean, Social Sciences, Business and Communication Studies	42	85	16	2	1400
STEM and Workforce	Executive Dean, STEM and Workforce	Associate Dean, STEM	31 + 3 Pro-Rata	70	30	4	1450
Humanities	Executive Dean, Humanities	Associate Dean Humanities	40	105	10	4	1500
Health Occupations and PE	Dean, Health Occupations and PE	TBD	15	59	5	8	425
E-Learning	Executive Director E Learning				15	0	0
IADM	Executive Director, IADM				5	0	0
International Education	Executive Director, IE		6	2	15	0	0
**Red font indicates a change.			137	321	91	18	4775

Realignment – New and Old Divisions/Leads

Current Organization			New Organization		
Division	Lead	Secondary	Division	Lead	Secondary
HOPE	Dean	Associate Dean	HOPE (New)	Dean	
STEM & Workforce	Executive Dean	Executive Director	STEM & Workforce	Executive Dean	Associate Dean
Humanities	Dean	Associate Dean	Humanities	Executive Dean	Associate Dean
Social Sciences	Dean		Social Sciences, Business, and Communication Studies	Executive Dean	Associate Dean

Realignment – New and Old Positions/Savings

Position	#	New Position Title	#
DEAN - HO/PE & BUS	1	Eliminate	1
DEAN - SOC SCIENCE & LIBRARY	1	Executive Dean, Social Sciences, Business and Communication Studies	1
DIR - LIBRARY SERVICES	1	Convert to Associate Dean Humanities	1
EXEC DIR - AUTO & MANUFACTURING	1	Convert to Associate Dean, STEM	1
ASSOC DEAN - HO/PE	1	Convert to Dean, Health Occupations and PE	1
EXEC DIR-EL,CLASS SUPP&CE	1	No change	1
EXEC ACAD DEAN-SCI/MATH/ENGR	1	Executive Dean, STEM and Workforce	1
ASSOC DEAN - TRANS STUDIES	1	Continued conversations for appropriate leadership.	1
EXEC DIRECTOR - INST ASSESS & DATA	1	No change	1
ASSOC DEAN - TEACHING & LEARNING	1	No change	1
EXEC DIRECTOR - INTL EDUC	1	No change	1
ACTING ASSOC DEAN - LIBRARY	1	Continued conversations for appropriate leadership.	1
ACTING ASSOC DEAN - PE & BUS	1	Convert to Associate Dean, Social Sciences, Business and Communication	1
Dean, Humanities	1	Executive Dean, Humanities	1
Total Salaries – \$1,448, 329	14	Total New Salaries – \$1,341,050	13



Campus Hours of Operation – Potential Updates

Proposed Service Hours Change:

- Campus Open to the Public: Monday through Thursday 8:00 a.m. – 5:00 p.m., Friday 8:00 a.m. – 12:00 p.m.
- Employees would work alternate schedules around those core service hours

Proposed Additional Week of Campus Closure:

- In addition to the campus closure during the week of the Christmas holiday
- Potentially looking at the end of August, before Fall quarter activities begin

Proposed Weekly Closure for Programmatic Work:

- Campus services would be closed for three (3) hours at the same time/day each week
 - Programs, departments, and offices could use this time to meet, work on ctcLink data clean-up, etc
- 

Health, Science & Advanced Manufacturing Classroom Complex (HSAMCC)

- **The Certificate of Participation (COP) was not included in the Governor's Supplemental budget**
- **Neither the House or Senate Capital Committees included it in their legislative recommendation**
- **Approval of the COP is essential to covering the gap in escalation and infrastructure costs associated with HSAMCC**

The pause preserves the project and:

- **Provides time for short and long-term solutions for dental hygiene and advanced manufacturing**
- **The College ask is for the HSAMCC to be placed at the top SBCTC Capital priority list along with the COP for the 2021-23 Capital request**
- **Allows the College to ask for additional costs associated with construction costs which may reduce the request for the COP**

Dental Hygiene

2020-21 Second Year Cohort:

- Location in 2500 building

Off-campus location options:

- Community Health Center (CHC) of Snohomish County
- ~~Edmonds Community College~~
- UW Dental School

On-campus location options:

- Currently reviewing 1300 & 1400

Working with Arcora (Delta Dental's Foundation) to convene a dental industry conversation

Board Trustees Meeting Wednesday, February 26, 2020

I have been and still am deeply concerned about the budget crisis at Shoreline Community College. It is my understanding that for the last few years SCC has been running a significant budget deficit. Some actions to solve this problem, most recently, are to cut the dental hygiene program, the honors program, and the men's soccer team.

The dental hygiene program, honors program, and men's soccer team have proven and successful track records. And yet, the administration would rather cut those three programs part way through the academic year; thus, leaving students who had a reasonable expectation that the program they applied for, paid for, and enrolled in would continue until the end of the academic year. Instead, having enrolled in good faith, they find themselves unable to finish their program at SCC.

What does this say about the administration's credibility?

Additionally, these actions may well leave the associated faculty and support staff unemployed. The administration would rather build a brand-new health sciences building and develop programs to go with it from the ground up, all in the hope this will attract students. The administration has not shown that the new health sciences building and programs will be a major selling point for SCC once the multi-year construction and implementation are complete.

Where is the credibility in this?

Why cut three programs that so significantly draw students on a continual basis in exchange for building something that would have an unknown number of students in attendance? Does this really make fiscal sense?

Who wants to attend a school where part way through the academic year the programs they signed up for are cut?

When the administration decides what cuts to make, think about these questions: Is it good for the students? Does it enhance the reputation and ongoing credibility of the institution?

On a personal note, the contract that covers my employment at SCC, effective last July, still isn't being adhered to. What fiscal responsibility and credibility does this demonstrate?

After all this, what is left to stop the college from further shrinking or total collapse?

Thank you,
Jana Norton

Statement to the Board of Trustees on February 26, 2020.

Members of the Board.

I'm Terry Taylor, I'm one of the assistant deans for honors and a professor of History, Political Science, and International Studies. I have served under at least 5 different presidents at the college. I have appeared before the Board of Trustees many times when there were entirely different people sitting where you are now. Often, I'm able to share good news about programs and students. But sometimes, more than I wish, I've appeared to deal with bad news. I have been here for other financial crises and problems at the college. I have never been more demoralized than I am now.

I will say that we are still having conversations with the president and we've been told that no decisions are final yet. I am hopeful that we can work something out, but I am not very confident that will happen.

I did want to address one issue in the most recent Ebbtide that suggested Brooke [Zimmers] and I were the founders of honors. We were there at the birth but there were many others with us. In fact, I was inspired to go back and look it up and there have been 65 faculty and counting in honors since 2006. (list attached). That is almost half of the faculty. I can't think of any other initiative at the college that has had that many people involved.

I've given you two documents. One shows how much students will save if they spend their first at The Honors College and then complete their bachelor's degree at some of our most common transfer schools. The chart shows the cost of tuition and the honors fee at SCC which is still lower than the first two years at any of these universities resulting in thousands of dollars of savings to the students cost of a four-year degree.

The other document includes all of the abstracts of our student's presentations at the University of Washington Undergraduate Research Symposium. Our students have been invited to participate in this event for the past five years. Our student's presentations are as good as, and indistinguishable from, the presentations of upper division UW students. Please look at these, there are disciplines and faculty from all the different areas of the college who served as mentors. The students did amazing research in all these different fields.

Next year will be our 15th anniversary as a program. Normally an event that would be heavily celebrated. I'm not confident we will. I want you to consider the fourteen-year investment of all the people, 65 and counting, who have invested in the success of this program. Please don't throw away that investment.

Good evening,

My name is Ann Martin-Cummins and I am a Classified staff member, and a proud union shop steward. I came to SCC as a Worker Retraining student, and have worked here fifteen years.

As a student, I was incredibly impressed by the support that I received from all of the faculty and staff that I encountered, and, as an employee, I grew to love this place even more. I had never before seen such passion and commitment in colleagues in any prior companies...and I have worked for some great companies. My fellow Classified employees are amazing: the caring and enthusiasm for doing what they can for students, and for doing what is right, is to be commended.

But today I stand before you as a spokesperson for colleagues who are afraid to share their concerns with you for fear of retribution (...as sadly, this is our current climate). As a union shop steward, my job is to ensure that their voices are heard, and so I volunteered to read statements on their behalf:

One voice follows:

Many staff who are new to the college have been hired on in temporary positions and fear for their job security with the looming re-organization, budget cuts, and lack of information being provided.

Some of my new coworkers chose to come to Shoreline for the strong sense of community here: and while they have found their coworkers extremely supportive and great to work with, they have been both surprised and disheartened by the toxic atmosphere created by Administration.

What seems clear, to old and new employees alike, is that while our President and her Administration talk about valuing diversity, there are great inequities at this college when it comes to class. Classified staff are critical in making our campus function, yet we are not listened to. Our rate of turnover is higher than it has ever been - because we are not valued - and this is neither sustainable nor healthy for those employed at the college.

To those that are the decision makers at Shoreline: Please understand the effect that the lack of respect, transparency, and collaboration has on our community. Shoreline Community College is special *because* of our community here. Please treat us with the respect, dignity and transparency that we all deserve so that we can keep growing and serving the public the best that we can. **[End of statement]**

Another colleague comprised a letter with very strong statements about the President, her leadership style, and Board oversight. I will apologize to this person for watering their words down...*emotions are very high at the moment*. This individual expressed feelings of distrust in the current college leadership, and in the decisions they have made. Concerns included poor management, lack of transparency, the current culture of fear & lack of involvement by the campus-at-large.

This staff member cited concerns of the potential loss of programs that SCC is proud of and indeed, known for. This person observed that the new plan to re-organize appears to add an additional administrative layer, with no evidence of savings provided. This staff member also commented on the lack of financial detail with regard to the proposed budget cuts, noting the words we hear from Administration are grand, but the facts are scarce.

This individual asks you, the Board of Trustees, to hold the President accountable and to (quote) "correct the mess at SCC", adding that failure to do so would be a failure to faculty, staff, students and the community.

Indeed, these words reflect the feelings of two individuals, but similar comments, concerns, fears & sentiments have been echoing across the campus. There is little to no faith, or trust, in this Administration. And just yesterday, someone said, *and I quote*: "it's at a stage where I don't believe anything they tell us now". This is not the Shoreline I once knew.

I will end with this thought:

We appear to be saying the same things over & over again, and we continue to feel that we are not being heard.

I started thinking about what "being heard" would look like. And there is a long road ahead of us now, but a sincere effort to involve faculty, staff and students would be a good starting point. Meanwhile, ask questions, talk to the campus community, do your due diligence to ensure transparency and include us in the process (earlier) – *we may actually know something that would be useful!*

Board of Trustees, it is on your shoulders to help Shoreline Community College begin to mend and to heal. Please step up. Thank you for your attention, and thank you to the local and State Unions for being here today to support us.

My name is Norah Peters and I have been working at Shoreline Community College for over 20 years. I am classified staff and a proud union member of the Washington Federation of State Employees. I love my community here at Shoreline. You might even say that Shoreline runs in my family. We live in Shoreline; my son attended the Running Start program here and is now finishing up his business degree at Shoreline. My husband attended college here, my sister in law works here and my father in-law was a faculty member here for over 4 decades. I work at the front desk in advising where I am face to face with students every day. In fact, working with students and helping them access higher education has become the favorite part of my job.

Today, I am speaking up on behalf of our community here at Shoreline. This story I am telling, is not just my story this is OUR story. I have lived through five different administrations at this college. I, and many coworkers, have been through a budget crisis before. About 15 years ago we were faced with a budget crisis that some could argue was much worse than this one. The stark difference between then and now is that our administration at the time was much more transparent with the campus community about the financial state of things. We had an administration who gave us real answers and supplied critical pieces of information like comprehensive budget reports for the board of trustees. Things were by no means easy during that time, but we did feel for the most part that we were treated with respect and were brought along during the process. We felt like our thoughts and opinions mattered.

Currently, many of us are in shock around the lack of clear communication from the president and administration. Many feel that we are subject to doublespeak and talking in circles. I can't even begin to tell you how many people have shared with me that they just want some real answers from our leadership. Considering how the financial state of our college is being handled right now, many are concerned about how sound the decision making around other changes will be.

In an attempt to cut down on costs, the administration has shared that it is planning on permanently changing our work schedules to four nine-hour days and a four-hour Friday. They are also proposing to enact another week-long campus closure at the end of August in addition to our current winter closure. Classified staff are already very stressed over the lack of transparency and respect around the budget, and now we have very little faith in how our employer will handle these changes that very directly affect us and the services we provide. People don't understand how these measures will actually cut down on costs for the college and we have not been supplied with the financial evidence to prove that it will.

Is this really how our leadership wants to run our college? Long time and valued members of our campus community are losing faith in our leadership and many are now looking for jobs elsewhere. I've stayed here for 20 years because I love Shoreline and I am able to work with students every day surrounded by amazing people. Unfortunately, low morale, a lack of respect and a feeling of being "less than" has made it hard for us to focus on the real reason we are here...the students. We ask that you please begin treating our community

(employees and students alike) with the transparency, respect, and dignity that we all deserve. Thank you.

Talking points for the President's
Report
February 26 Board of Trustee Meeting

Good evening Board Chair and Trustees, Members of our College Community, and Guests.

Thank you for attending this evening. I realize we are dealing with issues that are extremely important to everyone here, and I truly appreciate you coming to share your perspectives. You are here because you care about the College.

I want to begin by sharing some great things that are happening at the College.

Community Court and the College's participation in this City of Shoreline initiative—supporting those who have been charged with a low-level crime within the city limits with an alternative solution to address issues and to help deter future incidents.

DECA (Distributive Education Clubs of America) Students competed in an event focused on “**preparing emerging leaders and entrepreneurs in marketing, finance, hospitality, and management around the globe.**”

OVERALL TEAM SWEEPSTAKES

State Champion – Bellevue College
2nd place – Shoreline Community College
3rd place – WSU
4th place – WWU
5th place – Gonzaga University
6th place – South Idaho University
7th place – Seattle University

OVERALL TEAM SWEEPSTAKES IN MARKETING

State Champion – Bellevue College
2nd place – Gonzaga University
3rd place – Shoreline Community College
4th place – WWU
5th place – WSU
6th place – South Idaho University

OVERALL TEAM SWEEPSTAKES IN FINANCE

State Champion – Shoreline Community College
2nd place – Bellevue College
3rd place – Gonzaga University
4th place – WSU

Congratulations to all the Shoreline students who did well in the state competition this weekend. We had more competitors than most other schools. Now on to Atlanta and winning at nationals!

Waves of Gratitude is going well, providing a platform for employees to thank and appreciate their colleagues for a job well done.

Global Showcase provides International students with an opportunity to share their culture with the campus community.

7000 Campus Living, our new residence hall - occupancy is currently at 94% for winter quarter

and likely to remain the same for the rest of the year.

Renewals letters have been going out to our current residents. We are gearing up for our fall marketing plan and the first event will be an Open House slated for March 12th!

After several years of continual enrollment growth, Shoreline Community College has experienced a decline in enrollment and faces a \$2.4 million shortfall. The College is focused on realigning its expenses and revenue to bring its budget into balance for the 2020-21 fiscal year.

The College is thoughtfully pursuing ways to bring our budget into balance. Because colleges are people-focused organizations, it is unfortunate that we are unable to significantly realign the budget without affecting some employee positions – and we are very sensitive to the impact this has on our students, employees, and the communities we serve. However, we have prioritized the proposed reductions in a way that minimize impact on students and employees as much as possible.

During the remainder of winter and into spring quarter, we will be in problem-solving conversations with

the College—looking at how we align the organizational structure, especially the Student Learning Division, and workflow to better serve our students and provide more support to our employees.

Later in the Board report, you'll hear more about the Realignment effort...

- The reason for the realignment...
- Need to rebalance the structure and workload of the divisions as much as possible. Using resources such as - student FTE, faculty headcount, overview of current structure, and feedback from deans and ET.
- Not a full reorganization, limit the number to areas changed or shifted.

Feedback

- Interested in feedback about the logic and coherence of the realignment plans.
- Interested to know what you think about the change.
- Interested in feedback about how to improve the structure and functionality of the realignment—are we missing things?

Discuss the Health, Science & Advanced Manufacturing Classroom Complex Pause...

- The Certificate of Participation (COP) was not included in the Governor's Supplemental budget
- Neither the House or Senate Capital Committees included it in their legislative recommendation(s) (Currently, no COPs are being considered.)
- Approval of the COP is essential to covering the gap in escalation and infrastructure costs associated with HSAMCC

The pause preserves the project and:

- Provides time for short and long-term solutions for dental hygiene and advanced manufacturing
- The College's ask is for the HSAMCC to be placed at the top SBCTC Capital priority list along with the COP for the 2021-23 Capital request
- Allows the College to ask for additional costs associated with construction costs which may reduce the request for the COP

Some students and employees have expressed fears about Shoreline's Dental Hygiene program being eliminated, though it is not on the list of budget reductions for 2020-21. The College is actively collaborating with

key faculty and community partners to identify short- and long-term solutions to a two-fold challenge: locating appropriate space to house the program and addressing the program's high cost of instruction.

Last Friday, President Singh from Edmonds Community College sent an email withdrawing from conversations with one DH faculty member and several dentists regarding moving the DH program there. After looking at all the facts again, President Singh has reached the same conclusion. The DH program is not cost effective and he still has concerns about the space needed. Edmonds, like other community colleges in the CTC system are in very tight budgetary environments, made worse by steep decline in international enrollment. (This situation has worsened due to the Coronavirus). President Singh indicated there are some upcoming commitments that Edmonds must keep. At this time, he respectfully declined the offer and wished the program and the College all the best.

Currently, we are engaged in conversation with UW School of Dentistry and the Community Health

Centers of Snohomish County (CHC). Although we have a short-term solution for the second-year cohort of DH, we are actively working with the UW School of Dentistry to enter into an agreement so we can take a first-year DH cohort this fall with the second-year being taught at UW. Because of accreditation requirements, we must have this agreement in place by mid-April. We are engaged with DH faculty, UW Dentistry leadership and key executive leadership, as well as our respective assistant attorney generals to craft an agreement that will meet the accreditation standard. Next year, we will do 'proof of concept' as we move toward a long-term solution for our DH program.

We are also in conversation with CHC of Snohomish County to look at ways to support our first-year cohort in their clinical skills practice, as well as rotation.

We have established a DH leadership team to liaison with the DH faculty and students, as well as hold weekly updates to inform and to help answer partner questions as we develop short and long-term solutions for DH.

And finally, we're working with Arcora, Delta Dental's Foundation to convene a dental industry conversation to discuss the needs and support of our Dental Hygiene program especially as we consider a new more cost-effective program with our partners.

The Honors College

We are in conversation with The Honors College to problem solve how to move the program forward within its fee structure. Last week, I met with The Honors College Leadership Council who shared their perspective and the importance of the program to their learning experience at Shoreline.

Yesterday afternoon, I had a productive meeting with the key leadership in The Honors College, looking at ways to provide the support needed for students, recruit new students into the program, and sustain the program going forward.

One recommendation presented to the Board of Trustees is to discontinue the Shoreline's men's soccer team in fall 2020 in the face of a reduced Athletics budget related to a decline in student fees. The recommendation is also based on a team history of low academic achievement, as well as increased costs for insurance and facility maintenance. The College would continue offering six other competitive sports, including women's soccer.

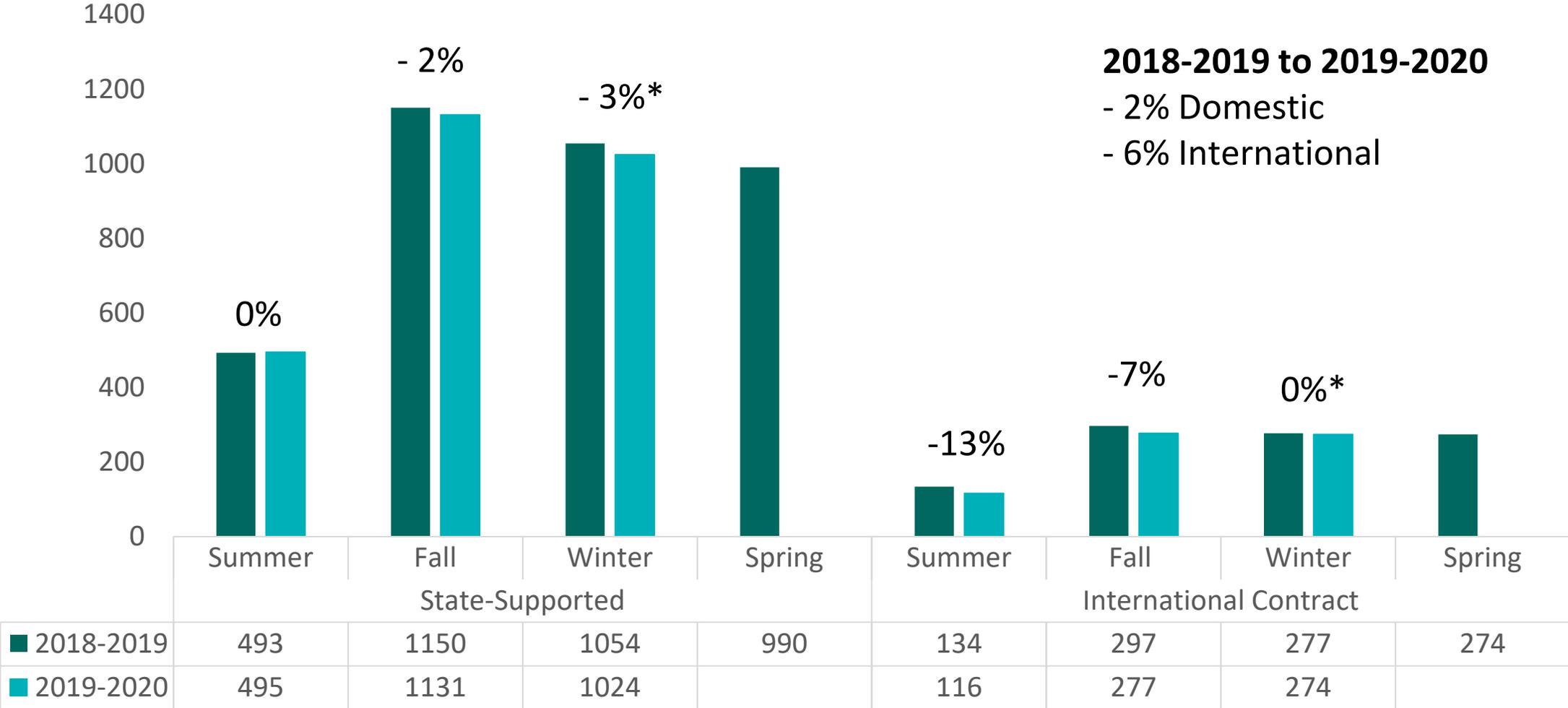
Winter 2020 Enrollment Update



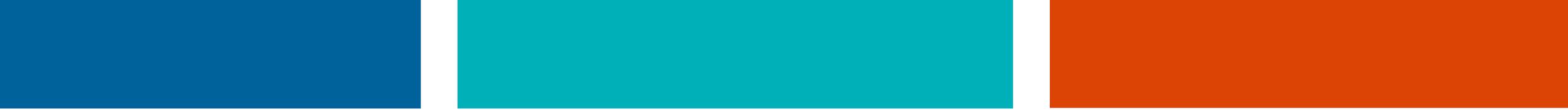
Annual FTEs, according to funding source and quarter

2018-2019 to 2019-2020

- 2% Domestic
- 6% International



■ 2018-2019 ■ 2019-2020



Additional Information: Enrollment Update Winter 2020

Down 1.7% Overall (all funding sources)

Up 16% in Running Start (258 → 300)

Up 20% in Online (862 → 1040)

Up 5% in New-to-Shoreline (551 → 582)

Down 32% in Aerospace FTE (94 → 64)



SCCFT President Eric Hamako
Statement to the SCC Board of Trustees
2020.02.26

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).

A decade ago, I spent a year teaching in upstate New York. There, I learned about a problem facing the local community and the region: hydraulic fracturing, also known as fracking. Fracking is a means through which fossil fuel companies extract natural gas from beneath the earth, from the bedrock on top of which local communities are often built. To do this, fossil fuel companies take local communities' water, mix it with various chemicals, and then, using tremendous pressure, inject the mixture deep into the earth, shattering the bedrock and siphoning out the natural gas it had contained. These corporations are often enabled by lax regulatory oversight. Despite claims of cleaner, greener energy, fracking disrupts local ecosystems, consumes and pollutes local water tables, and contributes directly and indirectly to negative changes in the climate. The Proceedings of the National Academy of Sciences published a [study](#) of fracking-related methane contamination of communities' water supplies. Infamously, some impacted community members have been recorded turning on their kitchen faucets and using a match to light their methane-contaminated water on fire.

Although I didn't grow up with fracking, I did grow up in a semi-rural, agricultural area. My family home draws its water from a community well. And, I grew up understanding the allegory of the farmer who killed the goose that laid the golden egg. I saw that fracking was a new form of killing the goose that lays the golden egg. And I see similar phenomena here at our college.

For the past several years, our College has had lax regulatory oversight. The Board of Trustees has allowed the College to engage in questionable budgetary practices, to go years without annual financial reports, and we are still waiting for the external financial audits from the Washington State Auditor's Office. Further, in the past few years, the Board of Trustees reduced the financial oversight regulations of the College President, following former CFO Stuart Trippel's recommendation to excise sections of the College President's Executive Responsibilities and Expectations, known as ERE-4. We are now approaching one year since

former CFO Trippel's sudden retirement in early 2019 and we are still without a permanent, full-time Chief Financial Officer. Our College needs more rigorous oversight of its financial practices – not least when the College is attempting to justify cuts after years of deficit spending, while continuing to sit on millions in savings.

Like fracking corporations, the College has been unsustainably using up local resources – not only through spending millions of dollars out of the Board's Reserves, but also by churning people through new positions, which are often soon thereafter left vacant.

Like fracking corporations, the College has been shattering some of the bedrock on which our college is built. In the past decades, the College has been replacing stable, tenure-track faculty jobs with unstable, Associate Faculty jobs. In the past few years, the College has cut enough Associate Faculty work to equal more than thirty Full-Time faculty jobs. That Associate Faculty labor teaches course sections that bring revenue into the College. Now, the College is proposing cutting Associate Faculty by another \$485,000. Faculty have concerns that such cuts to revenue-generating labor may negatively affect our revenue – in effect, killing geese that lay golden eggs for the College. Likewise, the College has left vacant a significant number of Classified positions, leaving fewer workers to bear the load. And, while cutting vacant positions may reduce expenses, it does so by increasing the pressure on those who are left.

Like fracking corporations, the College is finding ways to move some of the extracted resources upward. While proposing cuts to jobs and programs, the College is now also proposing a reorganization in which two Dean positions will receive both job title and salary increases, becoming "Executive Deans," and an Associate Dean position will become a Dean position, with salary comparable to the Executive Deans. While the reorganization's purported expense reduction has yet to be adequately demonstrated, the College's priorities can be seen by following the flow of resources.

And, like fracking corporations, the College's recent actions have been toxifying the work environment and changing the climate of the campus. Many workers report low and declining morale; low confidence in the College's leadership. Long-time employees have said that morale is the lowest they've seen at the College. In such an environment, it is difficult to retain workers – and difficult to attract new ones. Among other fraught hiring searches, the College has failed three searches for a new full-time, permanent Vice President of Business and Administrative Services (VP-BAS) – three failed searches in one year. In that same time period, a few miles north, Edmonds Community College just hired a new Vice President of Finance & Operations; one with two Master's degrees, one in Business Administration and another in Human

Resources Development. The College's climate is drawing the attention and concern of stakeholders locally and at the state-level.

But, there are solutions that the Board of Trustees could enact to clean up the situation, rather than enabling recent trends to continue. In December, I proposed four such solutions. First, get the College's financial house in order. Second, use Board Reserve funds to cover projected revenue shortfall until the College has gotten its finances in order and restored our confidence. Third, keep the Dental Hygiene and Advanced Manufacturing programs housed in the 2500 Building until a viable plan for both programs can be publicly presented. And fourth, build new buildings that the College can afford, rather than the buildings it wishes it could afford.

To get the College's financial house in order, the Board of Trustees could resume its role as a more active, responsible regulator. The Board could restore and strengthen the financial oversight responsibilities codified in the College President's Executive Responsibilities and Expectations. The Board could demand the implementation of more rigorous budget processes. The Board could call for the College to engage in more authentically participatory decision-making processes, rehabilitating the College's shared governance structures. The Board could "pause" proposed cuts or reorganization until we, as a community, can receive and evaluate the Washington State Auditor Office's external audits of the College's finances.

Until the College is able to get its finances in order and partially restore its reserves of morale and confidence in management, the Board could use its financial reserves to cover its projected revenue shortfall for 2020-2021. The Board's current reserves, still in the millions of dollars, have been partially extracted via past cuts. Now would be a good time to return some of those resources to whence they came, restoring some of the bedrock jobs of faculty and Classified staff. The Board could choose to invest in faculty and front-line staff, increasing the number of stable, unionized jobs and filling vacancies, rather than directing still more funds toward accreting additional layers of upper-middle administration.

The College has a recent precedent for "pausing" its plans. Given that the College had been unable to produce a viable plan for serving current or future Dental Hygiene students or clinic, the Board of Trustees' approved Board Resolution 155, "pausing" the demolition of the 2500 Building and allowing the current Dental Hygiene students to complete their program in an established setting. Thank you. Now, the College has more time to both develop viable plans for the future of the Dental Hygiene and Advanced Manufacturing programs *and* to secure adequate funding for a new building. If the Board were to similarly "pause" proposed plans for cuts and reorganization, the College might be able to avoid many of its proposed cuts – such as the cutting of most or all of the Dental Hygiene program's Associate Faculty, whom the College

has recently acknowledged are a not insignificant chunk of its proposed cut to Associate Faculty.

In conclusion, I ask that the Board take up a more active role in the regulatory oversight of the College. Union laborers make up two strata of the bedrock of our community college. When thoughtfully managed, we are key parts of a sustainable ecology. As water is life, our labor is lifeblood for the College. But, while the reserves of workers' labor and morale may be renewable, they are not infinite. High-pressure cuts to extract short-term results fracture bedrock and contaminate resources that sustain the College. The Board can take steps to repair what has been broken, to clean up what has been tainted. But, without such restoration, when the College goes to tap the wellspring of its workers' labor, good will, and morale, what flows forth may not only be water, but [fire next time](#).

###

I request that my comments be entered into the record.

I'm Joe Andolina, a proud WFSE shop steward and classified staff member here at Shoreline Community College. I sit at this table tonight to fill in for our Chief Shop Steward Paul Fernandez who is out of town. Thank you for having me.

I also want to take moment to acknowledge and thank Ahndreyah Vaughn, Vice President of our Statewide Union, and Kaite Mark, our local union representative for attending tonight. Thank you both for your support.

We wish we could say that things have improved since the last Board of Trustees' meeting where we heard story after story from members of our campus community and surrounding community about how poorly the Administration has been handling Shoreline Community College's budget. But unfortunately, our campus community continues to endure the ongoing dysfunction from our leadership.

There is still a sore lack of transparency, inclusion, and collaboration here at Shoreline. Our union has requested and been waiting for the job descriptions of the 7.25 new classified positions and has only just received it today – an hour before tonight's Board meeting. While we can certainly appreciate receiving the information, it is very disconcerting that it took so long to receive it, and only right before tonight's Board meeting. As a reminder, at the last Board of Trustees' meeting, Paul Fernandez asked the College's administration to provide a list of that information. And it needs to be noted that we have only seen that there are 6.25 positions based on information shared with us in union-management meetings. The college owes classified staff at least more timely answers and consistent information.

We still do not have answers around what the long-term plan for the Dental Hygiene program is. It may be easy for the Administration to put off committing to a long-term plan to keep this popular program alive, but our students, faculty and staff do not have that privilege when their education and livelihoods are directly at stake.

Amidst budget cuts and staff reductions, we are still understaffed. HR shared with us that the 12 RIFed position's job duties are "no longer needed"- that those duties are going away and will not be done by someone else. Somehow maybe this makes sense. However, for those of us who are actually on the front lines doing the work, we know that duties don't just "go away". They get moved to another already overworked and underpaid staff person. Those who were around the last time there were budget cuts remember only too well what that brought.

Sadly, morale is extremely low, and there is little to no accountability when it comes to our upper management making the decisions about how our college runs. Our campus community is losing faith that the Board of Trustees will step up and do the right thing to help solve our college's problems. And let us not forget that Shoreline Community College is a special place because of the Community here.

Our community - our students who are passionate about their education, and how this college can in some way be instrumental in reaching their goals, whether it is to transfer to a four-year college, or go out into the workforce.

Our community - our faculty and our staff - who are passionate about education and helping our students succeed.

As a community, each and everyone of us deserve dignity, respect, transparency, and inclusion. And we ask this Board and Administration to realize that there are other people here that also have skills and abilities to help problem solve. We share one goal, to fix the problems that are being experienced by each and every one of us first hand on our campus.

We are a community made up of people who make this place what it is and we all want Shoreline Community College to be the best it can be. It's not too late to act on the feedback from your students, faculty and staff. We are all in this together and it's time that our administration recognizes that. That's what community is about.

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 8:40 AM in the Central Conference Room (#1020M), located in the Administration Building (#1000) at Shoreline Community College, 16101 Greenwood Avenue North, Shoreline, Washington 98133.

MEMBERS PRESENT

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

Also present: President Cheryl Roberts and Vice President for Student Learning Phillip King.

COMMUNICATION FROM THE PUBLIC

None.

EXECUTIVE SESSION

At 8:42 AM, Chair Lux announced that the Board would convene in executive session until 11:50 AM to review the performance of public employees.

At 11:50 AM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its executive session by ten minutes.

At 12:00 PM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its executive session by ten minutes.

At 12:10 PM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its executive session by five minutes.

RECONVENE IN SPECIAL SESSION

The Trustees reconvened in special session at 12:15 PM.

EXECUTIVE SESSION

At 12:52 PM, Chair Lux announced that the Board would convene in executive session until 4:00 PM to review the performance of public employees.

At 4:00 PM, Secretary to the Board of Trustees Lori Yonemitsu announced that the Board would extend its executive session by five minutes.

RECONVENE IN SPECIAL SESSION

The Trustees reconvened in special session at 4:05 PM.

ADJOURNMENT

Motion 20:09: Motion made by Trustee Jackson to adjourn the special meeting of March 5, 2020.

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

Chair Lux adjourned the meeting at 4:05 PM.

Signed _____
Tom Lux, Chair

Attest: April 22, 2020

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 4:37 PM by audio conference. A quorum of the Board was present by audio conference.

MEMBERS PRESENT

Trustees Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee were present via audio conference.

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

CONSENT AGENDA

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

a. Two-Year College Calendar

Motion 20:10: Motion made by Trustee Jackson to approve the consent agenda.

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

COMMUNICATION FROM THE PUBLIC

Per the notice for the March 18, 2020 (virtual) special meeting of the Board of Trustees:

All Board of Trustees meetings include opportunity for public comment. Due to the continual and changing information related to COVID-19 and the March 18 special meeting to be held virtually, please email public comments to the Board Secretary at lyonemitsu@shoreline.edu by 4:30 PM on Wednesday, March 18, 2020. Please place "Public Comment" in the subject of your email. Public comments received will be provided to the Trustees, entered into the record, and attached to the minutes of the March 18 special meeting.

No public comments were received by 4:30 PM on Wednesday, March 18, 2020.

ACTION: FACULTY SABBATICAL LEAVE PROPOSALS (2020-2021)

Vice President Phillip King provided the background and recommendation contained on tab 2 [Action: Faculty Sabbatical Leave Proposals (2020-2021)].

Recommendation

That sabbatical leaves be granted to:

- Brad Fader, Duygu Erdogan Monson, and Daina Smuidrins for two (2) quarters each and Karen Bretz, Gary Parks, and Lauren Wilson for one (1) quarter each during the 2020 - 2021 academic year at 100% compensation.

Motion 20:11: Motion made by Trustee D'Ambrosio to approve the sabbatical leaves for 2020-2021 as recommended.

Motion seconded by Trustee Jackson.

Trustees D'Ambrosio and Jackson discussed having a formal mechanism in place so that presentations to the Board about the sabbaticals, occur.

Vice President King confirmed that there is language contained in the Faculty contract related to presentations to the Board during the academic year following a sabbatical.

Motion unanimously approved by the Board.

ACTION: RENEWAL OF FIRST-YEAR & SECOND-YEAR TENURE TRACK FACULTY CANDIDATES

Vice President Phillip King read the background and recommendation contained on tab 3 (Action: Renewal of First-Year & Second-Year Tenure Track Faculty Candidates), as well as the names of the first-year and second-year tenure track faculty candidates.

First-Year Tenure Track Faculty Candidate: Mollie Sharp

Second-Year Tenure Track Faculty Candidates: Pru Arnquist; LeAnn De Luna; TaChalla Ferris; Mark Glover; Dina Kovarik; Zach Mazur; Melanie Meyer; Kristine Petesch; and Claire Putney.

Motion 20:12: Motion made by Trustee D'Ambrosio to move forward with the requested recommendation for tenure advancements. She also commented that she would like there to be improvement plans for some candidates.

Motion seconded by Trustee Jackson.

AAG Clark recommended that the Board not place conditions on the motion and noted that the Board's role is to take action on the tenure-track faculty advancement or denial of first-year and second-year candidates, without any additional conditions tied to the advancements.

Following the recommendation of AAG Clark and after additional Trustee discussion, the motion was clarified and confirmed to be a motion to advance all first-year and second-year tenure track faculty to their next year of tenure review.

Motion unanimously approved by the Board.

ACTION: TENURE CONSIDERATIONS

Vice President Phillip King read the background and recommendation contained on tab 4 (Action: Tenure Considerations) and the names of the third-year faculty candidates.

Third-Year Faculty Candidates: Rob Allred; Crystal Hess; Przemyslaw (Marek) Wyzgowski.

Motion 20:13: Trustee Pobee stated, "I move to award tenure to all of the third-year Faculty candidates."

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

ACTION: EMERGENCY UPDATE TO POLICY 4727 (SHARED LEAVE)

President Roberts requested and was granted, a point of privilege. She thanked the Trustees for moving forward with the meeting in order for Board action to take place on matters of a crucial nature, as well as expressed appreciation for the compassion and work of faculty, staff, and administrators during such unprecedented times.

President Roberts provided an overview of tab 5 [Action: Emergency Update to Policy 4727 (Shared Leave)].

Motion 20:14: Motion made by Trustee Jackson to approve the emergency update to Policy 4727 (Shared Leave).

Motion seconded by Trustee Pobee.

Trustee D'Ambrosio shared that the federal government is also looking to mandate similar types of leave in response to COVID-19.

Motion unanimously approved by the Board.

ADJOURNMENT

Motion 20:15: Motion made by Trustee D'Ambrosio to adjourn the special meeting of March 18, 2020.

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

Chair Lux adjourned the meeting at 5:05 PM.

Signed _____
Tom Lux, Chair

Attest: April 22, 2020

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 3:30 PM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

MEMBERS PRESENT

Trustees Douglass Jackson, Tom Lux, and Eben Pobe were present via audio/visual conference.

Assistant Attorney General (AAG) John Clark represented the Office of the Attorney General via audio/visual conference.

Chair Lux expressed appreciation to the campus community for continuing to teach, operate, and provide services under extreme conditions.

COMMUNICATION FROM THE PUBLIC

Per the notice for the April 7, 2020 (virtual) special meeting of the Board of Trustees:

All Board of Trustees meetings include opportunity for public comment. Due to the continual and changing information related to COVID-19 and the April 7 special meeting to be held virtually, please email public comments to the Board Secretary at lyonemitsu@shoreline.edu by 3:30 PM on Tuesday, April 7, 2020. Please place "Public Comment" in the subject of your email. Public comments received will be provided to the Trustees, entered into the record, and attached to the minutes of the April 7 special meeting.

No public comments were received by 3:30 PM on Tuesday, April 7, 2020.

FIRST READING: FEE PROPOSALS FOR FY 2020-21

Vice President Phillip King provided an overview of tab 1 (First Reading: Fee Proposals for FY 2020-21).

In response to questions from the Trustees, Vice President King noted that the College will move toward a formal process for the annual review of College fees.

ACTION: MEMORANDUM OF UNDERSTANDING REGARDING MUSIC DEPARTMENT PRIVATE/INDIVIDUAL INSTRUCTION

Vice President Phillip King provided information on the *Memorandum of Understanding Regarding Music Department Private/Individual Instruction*.

Motion 20:16: Motion made by Trustee Pobee to approve the *Memorandum of Understanding Regarding Music Department Private/Individual Instruction*.

Motion seconded by Trustee Jackson.

In response to Trustee questions, Vice President King clarified that the Memorandum of Understanding was necessary in order to “match the fee to the cost—at a \$60.00 hourly compensation rate.” He added that compensation for Private/Individual Music Instruction will be bargained during a limited re-opener next year.

Motion unanimously approved by the Board.

ACTION: MEMORANDUM OF UNDERSTANDING REGARDING NURSE EDUCATOR FUNDING

President Roberts conveyed that the *Memorandum of Understanding Regarding Nurse Educator Funding* is not ready to be presented to the Board and will instead, be brought forward at the Board’s April 22, 2020 meeting.

EXECUTIVE SESSION

At 3:53 PM, Chair Lux announced that the Board would convene in executive session for fifteen minutes to discuss with legal counsel evaluation of a public employee and matters in litigation, and would reconvene in open session following the executive session, to adjourn.

The executive session commenced by audio conference at 4:00 PM.

At 4:15 PM, Secretary to the Board of Trustees Lori Yonemitsu posted to the *in-meeting chat* that the Board would extend its executive session by fifteen minutes.

At 4:30 PM, Secretary to the Board of Trustees Lori Yonemitsu posted to the *in-meeting chat* that the Board would extend its executive session by five minutes.

At 4:35 PM, Secretary to the Board of Trustees Lori Yonemitsu posted to the *in-meeting chat* that the Board would extend its executive session by five minutes.

At 4:40 PM, Secretary to the Board of Trustees Lori Yonemitsu posted to the *in-meeting chat* that the Board would extend its executive session by three minutes.

ADJOURNMENT

The Board reconvened in special session by audio/visual conference at 4:45 PM.

Motion 20:17: Motion made by Trustee Pobee to adjourn the special meeting of April 7, 2020.

Motion seconded by Trustee Jackson, which was then unanimously approved by the Board.

Chair Lux adjourned the meeting at 4:45 PM.

Signed _____
Tom Lux, Chair

Attest: April 22, 2020

Lori Y. Yonemitsu, Secretary

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
(VIRTUAL) SPECIAL MEETING OF APRIL 22, 2020**

TAB 1

CONSENT AGENDA

Subject: Updated & Reformatted Board of Trustees Governance Manual

Background

The Board of Trustees conducted a first reading of the working draft for the updated and reformatted Board of Trustees Governance Manual (also referred to as Board Policy Manual) at its regular meeting of February 26, 2020. No additional changes were made to the working draft.

To follow: “Red-lined” working draft that was submitted to the Board of Trustees in advance of the February 26, 2020 regular meeting.

Recommendation

It is recommended that the Board of Trustees take action on the updated and reformatted Board of Trustees Governance Manual in its consent agenda.

Prepared by: Lori Yonemitsu
Executive Assistant to the President
Shoreline Community College
April 15, 2020



Board of Trustees Policies Manual

WORKING DRAFT (January 2020)

Approved Month Year

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100.000 – BOARD OF TRUSTEES

Shoreline Community College is a two-year public comprehensive community college of higher education, offering excellent academic, professional/ technical and work force training programs to meet the lifelong learning needs of its diverse community. Shoreline Community College provides opportunities for students to achieve their highest potential and meet the needs of the community and the workplace. We consider the faculty, staff, and administration of Shoreline Community College to be key in this reputation through their dedication to the academic success of our students. Shoreline Community College is dedicated to having a diverse campus which strives to be the employer of choice for all job applicants and the college of choice for all students entering a two-year college.

100.A00 – LEGAL STATUS OF THE BOARD

100.A10 – LEGAL STATUS AND AUTHORITY OF THE BOARD

By authority contained in the Community and Technical College Act of 1991 and as appointed by the Governor of the State of Washington, the Shoreline Community College Board of Trustees shall serve the educational needs of Community College District 7 and shall be responsible for developing the policies of Community College District 7 under which Shoreline Community College operates. The Board of Trustees derives its authority from RCW 28B.50.140, as now written or later amended. The Board will delegate certain responsibilities to the President or designee. Individual members of the Board have power and authority only when acting formally as members of the Board in session at regular or special meetings.

100.A20 – OFFICIAL NAME OF DISTRICT

The official name of the District, established under and by virtue of the laws of the State of Washington, shall be "Community College District 7. Within the Board Policies Manual, the terms "District" and "College" both refer to Shoreline Community College District 7.

100.A30 – OFFICIAL COLLEGE TITLE

The official name of the College shall be "Shoreline Community College." The College name shall be used in all instances except where the statutory name of the District is legally required, e.g., in publication of legal notices and in the execution of contracts and other legal documents.

100.A40 – OFFICIAL BOARD TITLE

The Board of Trustees shall be known as the "Board of Trustees of Shoreline Community College" (herein referred to as the "Board").

100.A50 – DISTRICT SEAL

The District shall have a seal, the form and design of which shall be adopted by the Board and the custody of which shall be with the Secretary to the Board. The seal shall have inscribed upon it the name of the College as shown:



100.A60 – BOUNDARIES OF THE DISTRICT

The seventh district shall encompass the cities of Shoreline and Lake Forest Park as defined by RCW 28B.50.040.

100.A70 – COLLEGE VISION & MISSION

VISION STATEMENT

We are recognized for inclusive excellence in teaching and learning, student success, and community engagement. (Approved by the Board of Trustees: March 16, 2016)

MISSION STATEMENT

We serve the educational, workforce, and cultural needs of our diverse students and communities. (Approved by the Board of Trustees: March 16, 2016)

100.B00 – GOVERNANCE

100.B10 – COMPOSITION OF THE BOARD

The Board consists of five members appointed by the Washington State Governor and confirmed by the Washington State Senate.

Every trustee shall be a resident and qualified elector of the District. No trustee may be an employee of the community college system, a member of the board of directors of any school district, or a member of the governing board of any public or private educational institution.

The Board shall organize itself by electing a Chair from its members. The Board shall adopt a seal and may adopt such resolutions, rules and regulations as it deems necessary for its own ~~government~~governance. The President of the College shall serve as, or may designate another person to serve as, the Secretary of the Board, who shall not be deemed to be a member of the Board.

(per RCW 28B.50.100)

100.B20 – VACANCIES

Any vacancy occurring in the Board shall be filled by appointment by the ~~governor~~Governor of the State of Washington. If the vacancy occurs prior to the expiration of any term, the new Board

member shall be appointed only for the remainder of the term. When the vacancy occurs at the end of a term, the new Board member shall be appointed for a term of five years. (per RCW 28B.50.100)

100.B21 – ORIENTATION OF NEW BOARD MEMBERS

Orientation of new Board members is a responsibility of the Chair of the Board who may call upon other members of the Board or staff to assist in this orientation. This will be undertaken immediately after the appointment of a new member and will provide all needed information as to the basic purpose of the Board, its sources of authority, its responsibilities and duties, and the policies and procedures adopted and followed by this Board for the conduct of its meetings and performance of its duties.

100.B30 – BOARD DEVELOPMENT

The Board will:

- a. Pursue continual development, including orientation of new members in the Board's governance process, periodic Board discussion of the College's vision, mission, and values, outcome development, public stewardship, and attendance at state and national trustee conferences.
- b. Hold bi-annual retreats
- c. Review Board policies on a three (3) year rotation
- d. Monitor and discuss the Board's process and performance regularly. Self-monitoring will be conducted bi-annually, including comparison of Board activity ~~and discipline~~ to policies in the Governance Process and Board-President Relationship categories. (Note from 1/17/20 Board Retreat: Rewrite second sentence.)
- e. Make consensus-based decisions, to the extent possible.
- f. Develop policy in the context of college and community needs. ~~The Board will use environmental scans to ensure continued awareness of changing needs.~~

100.B31 – COMMITTEES OF THE BOARD

For the enhancement of its work, the Board may create Board Committees as necessary to research and report on specific issues to the Board. These committees do not speak on behalf of the Board except when the Board delegates such a responsibility to that committee.

100.B40 – STATEMENT OF ETHICS

Washington Ethics Law:

The Washington Ethics Law, Revised Code of Washington, Chapter 42.52, applies to all state employees. It governs the actions and working relationships of members of the Board and of all employees at Shoreline Community College. Board members and employees shall perform in accordance with this law in their dealings with fellow employees, suppliers, government representatives, the media, and other individuals with whom they have professional relationships that are associated with their responsibilities at Shoreline Community College.

Conflicts of Interest:

The Board adheres to Chapter [42.52 RCW](#), “Ethics in Public Service” and the [rules](#) of the Executive Ethics Board.

Each member of the Board and all employees of Shoreline Community College are expected to place the interests of the College above ~~his or her~~[their](#) self-interests. Board members and employees are expected to resolve issues in favor of good, ethical judgment, and in keeping with the basic principle that their position of trust may not be used for personal gain or private advantage.

In resolving issues regarding conflicts of interest, the following statements from state law shall be considered:

- a. Board members and College employees may not have a financial interest or engage in any activity that is in conflict with the proper discharge of their official duties.
- b. Board members and College employees may not use their official position to secure special privileges for themselves or any other person.
- c. Board members may not receive compensation from any person, except the State of Washington, for performing their official duties.

100.B41 – ETHICAL VALUES AND PRINCIPLES IN PUBLIC SERVICE

To promote individual development and the common good, trustees will strive to promote basic values of conduct. The following values represent a shared ideal that permeates the ~~institution~~[College](#) and constitute a primary responsibility for trustees to uphold and honor: honesty, integrity, fairness, respect, [citizenship](#), excellence, accountability, and protection of public trust.

Avoid any conflict of interest with respect to their fiduciary responsibility. Specifically:

- a. When the Board is to decide upon an issue that a member has an unavoidable conflict of interest, that member will withdraw without comment not only from the vote, but also from the deliberation.

- b. Board members will not use their positions to obtain employment by the College or to furnish services or goods to the College on behalf of themselves, family members, relatives, friends, or associates.
- c. Board members will recognize the lack of authority in any individual Board member when interacting with the President or with College employees, except when explicitly authorized by the Board.
- d. Board members will recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board in interaction with the public, press, or other entities.
- e. Support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's person position on the issue.
- f. Not permit themselves to be used to circumvent established lines of authority or to interfere in normal procedures for the handling of complaints or grievances.

100.B50 – TENETS OF GOVERNING

On behalf of the citizens in Shoreline Community College's service area, the Board will strategically provide stewardship and leadership. The continual focus will be on the needs of the community as reflected in the Vision and Mission and the improvement of the College's capability, while demonstrating the highest level of integrity.

The Board process will:

- emphasize outward vision rather than an internal preoccupation,
- consistently encourage a diversity of perspectives,
- provide strategic leadership more than administrative detail,
- maintain clear distinction between board and staff roles,
- forward collective rather than individual decisions,
- focus on the future rather than the past or present, and
- remain proactive rather than reactive.

The Board functions as the authorized link between the College and citizens of the College's service district. The Board's responsibility to the citizens is to ensure quality, relevant education while providing responsible stewardship of public resources.

The Board will remain vigilant to its role as "steward" for the College by consistently seeking ways to improve its capability and functioning.

Board members will adhere to a code of conduct which includes:

- speaking with one voice;
- demonstrating the role of “steward” for the College;
- supporting consensus and majority rule decision making processes;
- committing to the resolution of conflict in appropriate arenas;
- committing to meeting attendance and preparedness;
- respecting the role of the Chair as the communication link with the College President; and maintaining a focus on strategic, forward-thinking leadership.

100.B60 – BOARD DUTIES AND RESPONSIBILITIES

The Board, responsible to the citizens of Community College District 7 and sensitive to their hopes, ambitions, and needs, shall have the legislative responsibility of formulating broad public policy for community college education in the District. The formulation and adoption of written policies shall constitute the basic method by which the Board exercises its leadership in the operation of the District.

1. Select and appoint a President, and set salary, terms and conditions of employment;
2. Evaluate the President annually;
3. Determine the broad general policies that guide the operation of the College, and review them annually;
4. Delegate responsibility for decisions concerning appointments, retention, or dismissal of faculty, administrators, and classified personnel; provided however, the Board does not delegate its appointing authority on issues relating to the granting or denial of tenure, the dismissal of a tenured faculty member, or the dismissal of a probationer during the term of ~~his or her~~their contract;
5. Function as the legislative and policy making body, leaving the executive functions to the President;
6. Utilize the services of the attorney general of the State of Washington and cooperate fully with officers of the state attorney general;
7. Ratifies negotiated agreements;
8. Authorize lawsuits and recommend legal defense;
9. Approve the College Facilities Master Development Plan;
10. Review and approve an annual budget to finance the operation of the District in accordance with the statutes of Washington and lawful and applicable regulations;
11. Delegate to the President the authority to approve the expenditures of all funds and let all contracts;

12. Authorize borrowing money and the issuance and sale of revenue bonds;
13. ~~Names College facilities~~ Naming of facilities;
14. Recognize the right of the duly elected employee organizations to negotiate employee rights and benefits within the tenets of the respective Collective Bargaining Acts;
15. Consider communications and requests from citizens and organizations of the District on matters of District policy at regularly scheduled board meetings;
16. Adopt and periodically review a statement of ~~philosophy, vision,~~ mission, and goals which clarifies basic educational beliefs and educational responsibilities of the District;
17. Establish a yearly planning cycle that links the Board's agenda with the College's Strategic Plan;
18. Annually review and evaluate progress towards the goals in the College's Strategic Plan through a variety of measures;
19. Appraise the efficiency and effectiveness of District operations and the educational programs and services of the College;
20. Refer all matters concerning the District directly to the President for study and recommendation before such matters are considered by the Board, except where immediate action is deemed necessary by the Board;
21. Inform the public concerning the progress and needs of the District, the educational programs, and the financial status of the District;
22. Conduct an annual self-evaluation and determine a corrective course of action as necessary; and
23. Act in the best interest of the College pursuant to various authorizations granted in the Community and Technical College Act of 1991 or in the rules and regulations of the State Board for Community and Technical Colleges.

TENURE

The President will:

1. Submit recommendations from the President (~~or~~ and appropriate Vice-President) to the Board regarding the award or non-award of tenure or the non-renewal of a contract of evaluated candidate(s).
2. Submit recommendations to the Board to issue the final order to dismiss tenured faculty.
3. Submit recommendations to the Board for the renewal or non-renewal of contracts for

probationary faculty.

4. Submit recommendations to the Board to issue the final order to dismiss probationary faculty.

BOARD TRAVEL

The Board of Trustees will comply with the Office of Financial Management (OFM) State Administrative and Accounting Manual (SAAM) Subsection [10.70.30.b](#) as follows:

1. Trustees who are not in travel status according to the provisions of SAAM Chapter 10 will be reimbursed according to Option 1 of SAAM [10.70.30.b](#).
2. Trustees who are in travel status according to the provisions of SAAM Chapter 10 will be reimbursed according to Option 2 of SAAM [10.70.30.b](#).
3. For purposes of determining what constitutes a “day or portion thereof spent to conduct board... business” under Option 1, the Board of Trustees will include all days, and only those days, on which an officially noticed meeting of the Board of Trustees occurs.

BOARD STRUCTURE AND ELECTIONS

1. The Board will elect from its membership the Chair and Vice-Chair. As specified by state law, the Secretary will be the President of Shoreline Community College, or their designee.
2. The Board will elect the Chair and Vice-Chair at the regularly scheduled Board meeting in June, to serve for the ensuing year, from July 1 through June 30.
3. The term of the office of Chair and Vice-Chair shall be for one year. The Board may elect the Chair to serve a consecutive term under extraordinary circumstances. Discussions concerning the extraordinary circumstances are to be held in a full Board open meeting.
4. Traditionally, the responsibility as Chair and Vice-Chair will be rotated through all members in the order of appointment or reappointment.
5. Traditionally, the Vice Chair will move into the position of Chair of the Board, at the election of the Board.
6. If a Board member does not wish to serve when ~~his/her~~their name is moved into officer position, the replacement will be the next senior Board member who qualifies according to the order of appointment or reappointment, ~~unless this is not possible.~~
7. Board members reserve the right to nominate candidates to stand for election in addition to those who qualify on the basis of the order of appointment or reappointment. This

nomination process and discussion can take place only in an open meeting with a quorum of the Board.

8. In the event of a vacancy in the office of the Chair, the Vice-Chair will succeed as Chair for the remainder of the unexpired term, plus the term for which they were elected. The Board will conduct an election to elect a new Vice-Chair at the next regular meeting after a vacancy has occurred. The new Vice-Chair will serve for the remainder of the unexpired term.

100.C00 – OFFICERS OF THE BOARD

100.C10 – CHAIR OF THE BOARD

Responsibilities and duties shall include, but are not limited to the following:

- a. Preside at all meetings when present and decide on questions of order;
- b. Appoint members of the Board to serve on special committees as approved by the Board;
- c. Execute all contracts approved by the Board and other official documents legally requiring the signature of the Chair of the Board, such as resolutions, general obligations, and revenue bonds;
- d. Call special meetings of the Board as required;
- e. Represent, when possible, the Board at meetings of trustee organizations to which the District belongs; and
- f. Perform any other duty formally assigned by the Board, or by state statute.

CHAIR ROLE

The Chair will ensure that the Board and individual Board members consistently behave in accordance with the Board's own rules and policies and those legitimately imposed upon the Board from outside the College. Specifically:

- a. Meeting discussion content will be on those issues that, according to Board policy, belong to the Board, not to the President, to examine and or decide.
- b. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.
- c. The Chair will encourage discussion and consensus among the Board members.
- d. The Chair will sign the minutes of all regular and special meetings of the Board, and will sign other documents as required by law.
- e. Have no authority to supervise or direct the President.

- f. Chair board meetings with all the commonly accepted power of the position, to include ruling and recognizing, as well as agenda setting and calling special meetings as required.
- g. Ensure that other Board members are informed of current and pending Board issues and processes.
- h. After Board discussion, appoint members to committees established by the Board.
- i. Work with the Vice-Chair to review and revise the Board of Trustees Governance Manual.
- j. Designate the Vice-Chair to preside at Board meetings in the absence of the Chair or to fulfill the duties of the Chair or to fulfill the duties of the Chair as needed.

100.C11 – VICE-CHAIR OF THE BOARD

VICE-CHAIR ROLE

Responsibilities and duties shall include, but are not limited to the following:

- a. Perform all duties of the Chair of the Board in the absence or disability of the Chair; and
- b. Discharge such other functions as the Chair of the Board may request from time to time.

100.C12 – SECRETARY OF THE BOARD

Responsibilities and duties of the Secretary or designee shall include, but are not limited to the following:

- a. Provide ~~for the~~ written notification to all concerned of regular and special meetings of the Board;
- b. Transmit the Board agenda and a copy of the minutes of the previous meeting to the Board and such other persons as the Board may designate and post at the District offices prior to an ensuing meeting;
- c. Record, prepare, sign, and distribute to all members of the Board the minutes of all regular and special meetings of the Board;
- d. Act as custodian of the official seal of the District; affix it to official documents and attest the same by signature;
- e. Prepare and maintain for the Board an indexed compilation of all resolutions, a copy of the policies of the Board of Shoreline Community College, and all amendments thereto;
- f. Advise the Board of any communications which require consideration and action by the Board; and

- g. Give such public notices of Board action as may be required by statutes, or resolutions of the Board.

100.C20 – DELEGATION TO THE PRESIDENT

All Board authority delegated to staff is delegated through the President. All authority and accountability of staff is considered to be the authority and accountability of the President.

1. The President is authorized to develop and implement all administrative policies, decisions, actions, practices, and activities. The President will base decisions on the annual goals of the College and responsibilities defined in the President's job description.
2. Only decisions of the Board acting as a body are binding upon the President.
 - a. Decisions or instructions of individual Board members, officers, or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
 - b. If Board members or Board committees request information or assistance without Board authorization, the President can refuse such requests that, in the President's judgment, require a material amount of staff time or funds or are disruptive.
3. The President shall apply to the Board for a waiver of a Board Policy if the President deems a waiver is in the best interest of the College.
4. The President establishes operational policies and procedures that carry out the Board policy including those that:
 - a. clarify rules for students, employees, volunteers, community members and visitors, in addressing the Board, expressing ethical dissent, and rules and sanctions that provide a civil and non-disruptive learning environment.
 - b. provide for effective handling of grievances, and ensure that students and employees know their rights and responsibilities.
 - c. protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons, and comply with all laws, rules and regulations pertaining to students and employees, including those pertaining to discrimination.
 - d. ensure due process procedures for students, employees, volunteers and visitors without discrimination or retaliation against anyone for expressing non-disruptive ethical dissent.
5. The President takes prompt and appropriate action when aware of any violation of federal

laws, state laws, rules, regulations, State Board for Community and Technical Colleges policy, Office of Financial Management policy, any Executive Order of the Governor of the State of Washington, or Shoreline Board of Trustees policy.

6. The President protects the academic freedom of the College, its faculty and its students and establishes rules and necessary sanctions that provide a civil and non-disruptive learning environment.
7. The President ensures that staff is prepared to deal with emergency situations.
8. The President attempts to maintain goodwill with community members and external stakeholders.

100.C30 – PRESIDENT

The President of the District shall be the executive officer through which the Board implements its policies. The President may delegate to ~~subordinates~~ senior leadership of the District such of their powers as they may be authorized to delegate and deem desirable to be exercised under the President's supervision and direction. Responsibilities and duties in addition to those outlined in the President's job description and presidential contract include but are not limited to the following:

1. Inform the Board of all significant actions taken under authority granted by it and respond in a timely manner to Board requests for information;
2. Perform all executive functions for the Board, such as:
 - a. Prepare the agenda for Board meetings in consultation with the Chair and Vice-Chair of the Board.
 - b. Conduct official correspondence of the Board.
 - c. Issue its orders.
 - d. Prepare all documents as directed by the Board and execute all documents pursuant to authority granted to the President by the Board.
 - e. Provide for the custody of all records, proceedings, and documents of the Board and assume responsibility for making them available for public inspection.
3. Advise the Board in all areas of policy and make recommendations on all matters that affect the District before action is taken by the Board;
4. Determine the qualifications for, appoint, manage, supervise, and discharge all employees (with the exception of decisions related to tenure as described under 100.B60) of the College, including adjusting their salaries the determination of salary adjustments and the terms and conditions of individual contracts as applicable,

provided that the procedures established in the tenure laws of the State of Washington, ~~along with applicable collective bargaining agreements when as~~ appropriate, and/or the statutes, rules and regulations of the Washington Personnel Resources Board shall be followed;

~~5. Appoint, manage, supervise, and discharge administrative personnel, including fixing adjusting their salaries and the terms and conditions of their individual contracts;~~

~~6.5.~~ Prepare and submit to the Board an annual budget and administer the Board approved budget;

~~7.6.~~ Formulate all reports as may be required by the Board and by local, state, and national agencies;

~~8.7.~~ Formulate and promulgate rules, regulations and procedures to implement Board policies;

~~9.8.~~ Represent the District to the community by interpreting the policies to the public, the press, and community organizations;

~~10.9.~~ Approve the expenditure of all budgeted funds and execute all contracts consistent with the budget adopted by the Board and in compliance with Board rules and all applicable state and federal laws and regulations;

~~11.10.~~ Act as the chief administrator and educational leader of the District, responsible for the organizational structure of the District and for all executive and administrative duties in connection with the operation of the District;

~~12.11.~~ Propose long-range direction and scope of District programs, recommending to the Board from time to time such changes in programs and services as they deem desirable to fulfill the goals of the District;

~~13.12.~~ Establish District objectives consistent with College goals; determine the need for and qualifications of all positions within the District, and provide for evaluation of all personnel and programs;

~~14.13.~~ Participate in community college programs at the local, state and national level by representing the District at meetings of organizations to which the District belongs and others as approved by the Board;

~~15.14.~~ Review legislation affecting the District and report the substance thereof to

the Board;

~~16.~~15. Attend Board meetings;

~~17.~~16. Perform such other duties as may be assigned or granted by the Board or required by law.

COMMUNICATION & SUPPORT TO THE BOARD

The President will:

1. Submit monitoring data required by the Board in a timely, accurate, and understandable manner that directly addresses provisions of the Board policies being monitored.
2. Inform the Board Chair of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, or material external and internal changes, including changes in the assumptions upon which any Board policy has been established.
3. Tell the Board that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-President Relationship, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the President.
4. Not present information that is knowingly inaccurate or incomplete.
5. Provide a mechanism for official Board communication.
6. Deal with the Board in a way that indicates no favoritism and privilege towards certain Board members, except when:
 - a. fulfilling individual requests for information, or
 - b. responding to officers or committees duly charged by the Board.
7. Submit a consent agenda to the Board containing items that although delegated to the President, are required by law, regulation, or contract to be Board-approved, along with applicable monitoring information.

EMERGENCY PRESIDENT SUCCESSION

To protect the Board from sudden loss of presidential ~~services~~duties, the President will have at least two executives sufficiently familiar with Board and presidential ~~issues~~duties and processes to enable either to take over with reasonable proficiency as an interim successor.

The Board will ensure that the College not be left without a President or Acting President.

Accordingly:

1. The President will seek approval from the Board Chair when off campus for paid or unpaid leave, including annual leave.
2. An Administrator in Charge will be appointed by the President when they are off campus for more than one day and up to twenty (20) working days whether for College business or for approved paid or unpaid leave, including annual leave and sick leave. The President, in consultation with the Board Chair, can appoint an acting President before twenty (20) working days if doing so is in the best interest of the College.
3. When the President is anticipated to be off campus for more than twenty (20) working days other than for College business, the President will delegate their authority to an Executive Team member to serve as Acting President, not to exceed thirty (30) consecutive working days. College business is defined as anything other than paid or unpaid leave, including annual and sick leave.

The Board will, upon the resignation, termination, incapacity or death of the current President, appoint an acting, interim or permanent President.

100.D00 – MEETINGS OF THE BOARD

100.D10 – REGULAR MEETINGS

The Board shall hold regular meetings according to a schedule including place, time, and date filed with the Washington State Register, pursuant to RCW 42.30.075. All meetings of the Board, regular and special, shall be hold in conformance with the Open Public Meetings Act, Chapter 42.30 RCW.

A regular meeting may be canceled by action of the Board or the Board Chair. A special meeting may, however, be set for another date and time. When a special meeting is scheduled, notice thereof will be given in conformance with the notice requirements for special meetings contained in RCW 42.30.080.

Board meetings shall be held in the Administration building 1000, 16101 Greenwood Avenue North, Shoreline, WA, or at such other places as the Board shall determine.

100.D11 – SPECIAL MEETINGS

Special meetings may be called by the Chair, or by request of three Board members, and shall be conducted in conformance with Washington State law. Only those items published on the agenda shall be considered at a special meeting. (per RCW 42.30.080)

100.D12 – EXECUTIVE SESSION

The Board may hold an executive session during a regular or special meeting. Executive sessions will be held in conformance with Washington State law. (per RCW 42.30.110)

100.D13 – OPEN MEETINGS

All regular and special Board meetings are open to the public; however, the Chair may call an executive session when permitted by Washington State law at which a member of the general public shall not be present unless invited. (per RCW 42.30.030)

Public votes and public records shall be open to the public for inspection and duplication.

100.D14 – APPEARANCES BEFORE THE BOARD

Each regular meeting of the Board shall provide members of the public an opportunity to address the Board on any item of business. The Board encourages groups to designate a spokesperson to address the Board on their behalf at a specified time on the agenda.

The Chair of the Board reserves the right to determine time limits on statements and presentations. The intent of the Board shall be to provide equal time for both pro and con presentations. The Chair also maintains the right to regulate the subject matter of that which may be presented or discussed at the open meeting including, but not limited to, matters which are the subject of current or pending grievances or adjudicative or disciplinary proceedings. Matters for consideration, discussion, and/or debate will be limited to the extent allowed by the Open Public Meetings Act, Chapter 42.30 RCW.

The President of the College shall be given an opportunity, whenever possible, to examine and evaluate each matter of business and to recommend a course of action prior to a decision by the Board.

100.D15 – INTERRUPTIONS

In the event that any meeting is interrupted by a group or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of individuals who are interrupting the meeting, the Board may order the meeting room cleared and continue in session or may adjourn the meeting and reconvene at another location selected by majority vote of the members. In such a session, final disposition may be taken only on matters appearing on the agenda. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section.

Nothing in this section shall prohibit the Board from establishing a procedure for readmitting an individual or individuals not responsible for disturbing the orderly conduct of the meeting. (per 42.30.050)

100.D16 – QUORUM

Three trustees shall constitute a quorum for the transaction of business at regular and special meetings. A number fewer than a quorum may call the roll, record the names of absentees, and adjourn to meet at a specified future time. (per RCW 28B.50.130)

100.D17 – REQUIRED VOTE

An affirmative vote of at least three trustees (for approval) shall be required for adoption of any matter upon which the Board votes.

The Chair of the Board, or other presiding officer, shall have a vote upon all questions and may engage in general discussion.

A member abstaining from voting on any matter shall voice such abstention for recording in the minutes.

100.D18 – AGENDA

The agenda shall be prepared by the President or designee in consultation with the Chair and Vice-Chair of the Board and its contents presented by the President for Board consideration at each meeting.

Anyone, other than a Board member or a representative of the Office of the President wishing an item placed on the agenda of a Board meeting, must have a written request in the office of the Board Secretary no later than twelve o'clock noon five (5) business days before the next scheduled meeting of the Board. The Secretary will relate the request to the College President and the Chair of the Board as soon as feasible. The Chair will determine whether the item is to be placed on the agenda. The Chair or their designee will notify the individual initiating the request as to whether or not the item will be placed on the agenda.

100.D19 – BOARD MATERIALS AND INFORMATION

Information and materials pertinent to the agenda of all regular meetings of the Board shall be sent to the trustees prior to each meeting. The Chair or President may present a matter of urgent business received too late for inclusion on the agenda if, in their judgment, the matter is of an emergency-urgent nature.

All materials to be considered by the Board must be submitted in sufficient quantities to provide each member of the Board and the Secretary with copies.

100.D20 – MINUTES OF MEETINGS

Minutes of regular and special meetings are public records. Minutes are open to inspection and made available for viewing in the Ray Howard Library, and kept on file in the Office of the President as a permanent official record of all transactions of the Board.

The minutes shall record the name of the trustee making a motion, the name of the trustee seconding it, and the vote, attributing each "yea" and "nay" vote or abstention to the individual trustee. The voting shall be by voice, except that a roll call may be required for resolutions and all

other questions whenever requested by a trustee. A trustee may also have the reasons for their vote recorded in the minutes if they so request at the time of voting.

A permanent record of all District Board resolutions shall be published on the Shoreline Community College web site.

100.E00 – MISCELLANEOUS POLICIES OF THE BOARD

100.E10 – PRESENTATION AND ADOPTION OF POLICY

Every effort shall be made to present, in writing, recommendations for changes in policy at least one meeting in advance of the meeting at which adoption is requested. The adoption of policy requires the affirmative vote of at least three trustees.

100.E20 – PARLIAMENTARY AUTHORITY

Except as they may be in conflict with the resolutions heretofore set forth, Robert's Rules of Order, newly revised, shall constitute the parliamentary guide of the Board.

100.E30 – AMENDMENTS OF BOARD POLICIES

These policies, or any part or parts thereof, may be revised, repealed, or added to by an affirmative vote of at least three trustees at any meeting of the Board and shall become effective immediately upon approval.

100.E40 – BOARD OFFICE

The Board shall maintain an office at 16101 Greenwood Avenue North Shoreline, WA, 98133 where all records, minutes, and the official College seal shall be kept.

This office shall be open during normal business hours.

Correspondence or other business for the Board shall be sent to the Secretary of the Board, who is located in this office.

100.E50 – COLLEGE DEBT

The College, in accordance with Chapter 28B.50.140(6), may, with the approval of the State Board for Community and Technical Colleges (SBCTC) borrow money and issue and sell revenue bonds in accordance with the provisions of RCW 28B.10.300 through 28B.10.330, where applicable, for the purchase of high cost fixed assets and equipment.

It is the policy of the College to effectively manage the appropriate level of debt to ensure adequate resources are available to meet debt service requirements to spread the cost of high cost fixed assets and equipment over the useful life of the assets. Debt service may be funded using two different methods and both can be in effect at the same time depending on the debt needs of the College:

- Debt supported by general and operating revenues

- Debt supported by other revenues:
 - Debt serviced by other revenues will be supported by a stable funding source other than the College's state allocation, tuition, or dedicated fee revenues. The other revenue source must be sufficient to cover normal operating expenses of the unit (if any) plus the anticipated annual debt service costs over the life of the debt schedule.

FINANCIAL PLANNING & BUDGETING

The President establishes operational policies and procedures that carry out the Board policy in a fiscally responsible manner, including those that:

1. Develop a budget with credible projection of revenues and expenses that separates capital and operating items and that discloses planning assumptions and budget principles.
2. Plan that expenditure of funds in any fiscal year will not be more than the sum of a) what is conservatively projected to be received during that year and, b) what has been approved by the Board to be carried over for expenditure from previous years.
3. Develop budget processes that provide opportunities for information and feedback from a broad base, including administrators, faculty, staff, and students.
4. Develop a budget that takes into account the Board's priorities.
5. 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.

FINANCIAL PLANNING & ACTIVITIES

The President establishes operational policies and procedures that carry out the Board policy:

1. Expend only those funds that have been approved by the Board in the fiscal year, unless the Board's approval to do otherwise has been obtained. Notify the Board within 45 days of any expenditure that deviates by more than one-half of one percent (0.5%) of the approved operating budget.
2. Promote fiscal integrity by expending College funds in a manner that will result in a zero or positive fund balance at the close of the fiscal year, except for Board-designated transfers from reserves.
3. Provide to the Board, quarterly and annual reports of the College's current financial condition that will continually enhance the Board's ability to meet its fiduciary responsibility, including reserves.

4. 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.
5. 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. In recommending local capital reserve levels and expenditures, the President will consider how such levels and expenditures contribute to the attraction of new students and retention of existing students.
6. Maintain a tuition contingency reserve of 15% of the previous year's tuition collections, to provide financial cover in the event of unforeseen fluctuations in enrollment.
7. Maintain an innovation and opportunities reserve fund up to 2% of the operating budget 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. Each self-supported program will budget up to 10% of each applicable budget for reserves.
8. 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.

ASSET PROTECTION

The President will:

1. Insure adequately, to the extent appropriate for a state-owned institution-college of higher education, against:
 - a. theft and casualty losses in amounts consistent with replacement values, and
 - b. liability losses to the College itself, Board members, and employees.

2. Ensure that un-bonded personnel do not have access to funds in amounts considered material for audit purposes.
3. Promote the proper care and sufficient maintenance of physical plant and equipment.
4. Protect the College, the Board, and employees against claims of liability.
5. Receive, process, and disburse funds under controls that are sufficient to meet standards used by all auditors at various federal, state, and local levels that may be reasonably expected to assess the College's controls.
6. Invest funds in accounts or in investments only as permitted by Washington state law.
7. Acquire, encumber, name, and dispose of real property only with Board approval.
8. Protect information, files, and intellectual property from loss, damage, and misuse.
9. Protect the College's name and maintain its identity in the community.
10. Submit the facilities master plan to the Board for approval.

COMPENSATION & BENEFITS

1. Only the Board of Trustees can change the President's compensation and benefits.
2. The President cannot establish or change the compensation and benefits of other employees except in accordance with collective bargaining agreements negotiated by the Board or in accordance with salary schedules or plans adopted by the Board.
3. The President shall not promise or imply permanent or guaranteed employment beyond that provided in Board adopted contractual agreements or Board approved contractual templates.

100.F00 – FOUNDATION POLICY STATEMENT

In recognizing the Shoreline Community College Foundation as a separate, nonprofit corporation, the Board is both supportive and appreciative of the Foundation's role in assisting the College. The Board understands that the primary mission of the Foundation is to obtain financial and other direct support and benefit for the College. The use of funds and other resources will be for physical and capital improvements, student financial assistance, Foundation operations, and other purposes as designated by donors and accepted by the College. The relationship is further defined by the terms of the current Quid Pro Quo agreement. The Board will be provided with regular financial reports, minutes of meetings, and other appropriate documents of the Foundation.

ACTION

Subject: Resolution No. 156 (Relating to Shoreline Community College’s Pause of the Allied Health, Science & Advanced Manufacturing Building Project (HSAMCC) #30000990)

Resolution No. 156
Relating to Shoreline Community College’s Pause of the Allied Health, Science & Advanced Manufacturing Building Project (HSAMCC) #30000990

WHEREAS, Shoreline Community College is pausing the state funded Allied Health, Science & Advanced Manufacturing building construction project; and

WHEREAS, the 2500 building will be demolished in July of 2021; and

WHEREAS, the College is committed to providing a long-term solution for the Dental Hygiene Program; and

WHEREAS, the College has signed an Affiliation Agreement with the University of Washington School of Dentistry and other community-based clinics to ensure our students sufficient dental classroom and clinic space; and

WHEREAS, the College, with the support of our Dental Hygiene Program faculty and staff, are pursuing approval for a new cohort of first-year students; and

WHEREAS, the College is proceeding with modifying the Accreditation Standards for program delivery; and

WHEREAS, Shoreline Community College authorizes the Administration to continue working to identify and create didactic space on campus to support the Dental Hygiene Program; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees for Shoreline Community College authorizes the President to work with the State Board for Community and Technical Colleges to move the project to the number one funding spot on the 2021-2023 Biennial Capital Funding Request; and,

BE IT FURTHER RESOLVED that the necessary steps are taken to ensure that the State Board for Community & Technical Colleges, Governor, and Legislature, approve this capital project for the 2021-2023 Biennial budget.

The Board hereby adopts Resolution No. 156.

Done in Open Public Meeting by the Board of Trustees this 22nd Day of April, 2020.

Board of Trustees
Shoreline Community College
District Number Seven

By: _____
Thomas W. Lux, Chair

Recommendation

That the Board of Trustees take action on Resolution No. 156.

Prepared by: Cheryl Roberts, President
Bill Saraceno, Interim Chief Financial Officer
Shoreline Community College
April 15, 2020

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
(VIRTUAL) SPECIAL MEETING OF APRIL 22, 2020**

TAB 3

ACTION

Subject: Fee Proposals for FY 2020-21

Background

The Board of Trustees conducted a first reading of the following fee proposals for FY 2020-21 related to specific courses, programs, or services at its special meeting of April 7, 2020.

1. PROPOSED CHANGE TO CURRENT FEE – CHANGE F-1 ADMINISTRATIVE FEE
2. PROPOSED NEW FEE – FOREIGN TRANSCRIPT EVALUATION FEE
3. PROPOSED NEW FEE – INTERNATIONAL STUDENT AIRPORT PICKUP FEE
4. PROPOSED NEW FEE – EQUIPMENT FEE
5. PROPOSED NEW FEE – GOLF
6. PROPOSED INCREASE TO PRIVATE MUSIC INSTRUCTION FEE
7. PROPOSED INCREASE TO STEM LAB FEES
8. PROPOSED CHANGE TO FEE – ALEKS ASSESSMENT
9. PROPOSED NEW FEE – HONORLOCK REMOTE PROCTORING
10. PROPOSED NEW FEE – POST-BACCALAUREATE STUDIES FOR THE HEALTH PROFESSIONS

To follow: Fee Proposals for 2020-21 – as submitted to the Board of Trustees in advance of the April 7, 2020 special meeting.

Recommendation

It is recommended that the Board of Trustees take action on the fee proposals for FY 2020-21.

Prepared by: Phillip King
Vice President for Student Learning

Bayta Maring
Executive Director, Institutional Assessment and Data Management

Shoreline Community College
April 15, 2020



Fee Proposals for 2020-21

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1. PROPOSED CHANGE TO CURRENT FEE – CHANGE F-1 ADMINISTRATIVE FEE

Background

The modified fee will cover the International Education department’s expenses related to specialized services, programs, and activities, and allow the College to maintain the needed quality of services during a time of budget cuts and extremely unfavorable external factors. Categories of expenses will include the following:

- Administrative SEVIS recordkeeping and reporting to ensure compliance with federal regulatory requirements, as well as related training, staffing, and technology needs
- Academic advising and other specialized services for this population
- Activities and specialized programs for retention of this population
- Advancement of global engagement and awareness that benefits all students

The F-1 Administrative fee has not been increased since 2009, and due to increases in staff salaries and other expenses, it is no longer fully covering the costs it was intended to cover. Additionally, as part of upcoming budget cuts at the College, the International Education department is expected to experience cuts in staff and funding. With the severe and unprecedented external pressures currently impacting international student enrollments across the U.S., proactive steps are needed to maintain Shoreline’s competitive advantage.

International students tend to be a high-need population needing specialized services. These students tend to be younger than the average domestic student and lack the social and family support networks when they come to Shoreline. They are thus dependent on the College to provide activities and services to help them adjust and acclimatize themselves to their new environment. The quality of services provided by the International Education department to these students has a direct impact on their recruitment and retention.

The amount of these fees is comparable to nearby colleges, as well as colleges nationally:

Green River Community College <https://www.greenriver.edu/international/costs-payments/>

International College Experience fee (one-time fee, new academic-level students): \$100

Foundation for Success fee (one-time fee): \$100

Edmonds Community College <https://www.edcc.edu/International/costs.html>

Orientation fee: \$50 (one-time)

IESL to Academic \$35

- Lane Community College: \$125/semester <https://www.lanecc.edu/international/costs-and-payments>
- Mount Hood Community College: \$120/term https://www.mhcc.edu/Tuition_Residency/
- Truckee Meadows College: \$120/semester <http://catalog.tmcc.edu/archived-catalogs/2018-2019/tuition-fees/tuition-fees/tuition-fees.pdf>
- Ivy Tech Community College:
\$90/semester https://wwwcc.ivytech.edu/shared/shared_dcompwg/international-students/InternationalStudentInfo2014NEW.pdf
- Hinds Community College: \$125/semester <https://www.hindscc.edu/admissions/costs-aid/international-tuition-fees>

Proposal

Increase an established college fee for international students and modify usage guidelines to meet current needs. The proposal is to **change the “F-1 Administrative Fee” to a more general “International Student Fee”, and to increase it from \$25 per quarter to \$100 per quarter.** The F-1 Administrative fee was implemented in 2009 and has not been increased in the past 11 years.

The fee is estimated to generate approximately \$289,000 per academic year (assuming a headcount of 830 for fall, winter and spring quarters, and a headcount of 400 in the summer quarter): The difference in revenue due to the increased fee will be approximately **\$216,000.**

2. PROPOSED NEW FEE – FOREIGN TRANSCRIPT EVALUATION FEE

Background

The foreign transcript evaluation for international students is an optional service offered to international students who are considering pursuing the high school completion program at the College. This service has been offered to students since Fall 2016.

A foreign transcript evaluation is required any time foreign course work is used to meet a minimum qualification. Offering a transcript evaluation service to new international students is a good recruitment tool. Parents and students who may not have previously considered the high school completion program are more likely to look at that option if they are provided this service. The high school completion program is an attractive option for many international students and their parents because of the savings in cost and time when a student completes their high school diploma and associate degree at the same time.

Students who wish to earn a high school diploma are responsible for submitting certified copies or originals of their high school transcripts (grades 9-12). IE staff then completes a detailed course by course evaluation. Following this, an academic advisor makes a two-year transfer plan building in both high school and college/transfer requirements. The evaluation and transfer plan are then discussed with the student via e-mail and during 30-minute individual appointments during the quarter. These evaluations and plans are often too unique to be discussed in group settings, therefore individual appointments are necessary. After discussing with an academic advisor, the student may decide to continue with pursuing the high school diploma option or pursue the GED option. Some students choose to do neither and simply pursue an associate degree.

For fall quarter, the service is extensive, and evaluations need to begin early due to the volume of new incoming students and requests for evaluations. Currently, this optional service is free to the student. The expense to the IE department and College is in staff and faculty advisor time. In order to continue to offer this additional service, alternate ways of funding it have become necessary.

Proposal

We are proposing adding a new fee of \$75 for foreign transcript evaluations. Adding this new optional service fee will cover a portion of International Education's expenses related to this transcript evaluation services, and will allow us to continue offering the service during a time of budget constraints.

Below are comparisons of fees charged by other colleges, companies and private evaluation services:

ACEI Academic Credentials Evaluation Institute, CA:

High School/Secondary level education (only): \$95

Comprehensive course by course evaluation (high school): \$165

AERC:

High School General Evaluation Report: \$70

Detailed Evaluation Report: \$120

Educational Perspectives

Course-by-course including High School courses: \$195

Educational Records Evaluation Service

High school grade level placement, including course list \$220

FIS: Foundation for international Services \$225

Mountain View College

High School- General Report: \$75

Course-by-course: \$100 **4 Years ECE**

3. PROPOSED NEW FEE – INTERNATIONAL STUDENT AIRPORT PICKUP FEE

Background

The optional new international student airport pickup service has been offered since Spring 2018 at no charge to students who requested it. For winter, spring, and summer quarters, the airport pickup date usually is set for the Friday before orientation week. For fall, the service is expanded to a three-day window based on the much larger number of new international students in that quarter.

Currently this optional service costs:

- \$25.00 motorpool vehicle maintenance charge per use of the college van
- mileage of approximately \$23.10 per trip (70 round-trip miles at 33 cents per mile)

- additional payroll cost for a driver if an IE staff person is not available to drive
- IE staff member(s) time – accompanying students and welcome desk at the airport

Offering airport pickup service to new international students and their parents, if they also come, is helpful with our recruitment, marketing, and retention in different ways

- Showing a welcoming and supporting presence to prospective students, parents, and recruitment agents
- Helping new international students with a smoother arrival considering possible language barriers, new experience in navigating international travel, and difficulty contacting a local source for transportation
- Engaging with community members and travelers at SEATAC International Airport by providing guidance of the airport and presenting information about Shoreline Community College via table cloth, table banners, pennants, and marketing materials for both domestic and international students.
- Staying competitive with other area colleges who also provide similar services

Proposal

We are proposing adding a \$40 optional fee for airport pickup. Adding this new optional service fee will cover a portion of International Education’s expenses related to college vehicle use, staffing and services, and allow us to continue offering this service during a time of budget reductions.

Here are comparisons of fees for similar services charged by other colleges, homestay agents, and private transportation companies:

Airport pickup fee charged by other colleges:

- Everett Community College: \$100.00
- Edmonds Community College: \$25.00
- Green River College: Airport pickup service is included in the housing placement fee.

Alternative modes of transportation from the airport are as follows:

- ShuttleExpress: \$47.00 for shared one-way ride from SEATAC to ShorelineCC
- Taxi: about \$83
- Uber: about \$46 for UberX, \$64 for Comfort
- Lyft: about \$52

4. PROPOSED NEW FEE – EQUIPMENT FEE

Background

Physical Education is a department that offers elective credits from 1 to 3 credits. The fee of \$10 per course would fund purchase and maintenance of equipment for these classes, which are currently by through the operational budget.

Student fees are a more appropriate way to pay for the equipment because the students that take the courses are paying for the equipment they use to enhance their learning experience.

Edmonds Community College charges a \$37.75 fee for similar courses.

Proposal

Implement a \$10 per course fee for each PE class, effective Summer 2020.

Projected Revenue:

Projected enrollments for 2020-21 = 750 X \$10 =

\$7,500 Additional Revenue

5. PROPOSED NEW FEE - GOLF

Physical Education is a department that offers elective credits from 1 to 3 credits. We have more students on-campus this year with the residence hall and we are trying to create more courses that build community.

The fee would cover Green Fees per student: \$6 per round for 10 weeks, as well as miscellaneous administrative fees.

As a comparison, neighbor colleges charge \$100 for Kayaking and \$70 for a Driving Range course.

A round of golf is significantly more than \$6.00 for the Green Fees. At Shoreline Golf Links it is \$73 per Green Fee. At Jackson Park the rates are \$31 per person.

Proposal

The proposed fee would be \$85 per course, applied to PE 109 Golf I effective summer 2020.

If we fill the course at 24 students this fee could generate \$2040.00. It would generally be offered spring and fall.

6. PROPOSED INCREASE TO PRIVATE MUSIC INSTRUCTION FEE

Background

Shoreline Community College offers private instruction in piano as well as a variety of instruments for any student. Students receive credit for these courses and pay tuition as well as course fees to cover instructional costs for one-on-one lessons.

These fees have not changed since Summer of 2014, when the fee was increased from \$275 per credit to \$495 per course. This calculation did not include the cost of benefits for instructors. The cost of private instruction has historically exceeded the revenue garnered from these fees.

The new proposed fee amounts (\$609 per course) is comparable to other colleges' fees for private instruction (\$522 per course at Edmonds, and \$395 per credit at North Seattle College).

Proposed Fee

The proposed increase was calculated to include cost-of-living increases in the hourly wage paid to instructors as well as 50% of estimated benefits costs.

Summary of Fee Changes

Fee Code	Previous Amount	Proposed New Amount	Courses
S2 – Private Music Instruction	\$495	\$609	MUSC 170, MUSC 184, MUSC 196, MUSC 270, MUSC 280, MUSC 284, MUSC 296

Total projected increase revenue

Projected 96 enrollments in 2020-2021 X \$114

\$10,944 additional revenue

7. PROPOSED INCREASE TO STEM LAB FEES

Background

Student course fees for lab-based courses cover the costs of equipment and materials necessary for students to engage in hands-on learning. These fees have not changed since summer of 2009, despite increased costs of those materials over the last 11 years.

Research from other colleges indicates that the proposed fees (ranging from \$16.50 to \$60.50 per course) are substantially lower than fees for the same classes at other colleges (\$27.50 - 97.60 at Edmonds Community College; \$21.60 to \$142.15 at Everett Community College).

The proposed increase will allow for additional funds to absorb the increasing costs of materials used in current lab classes and allow for potential innovation in lab-based learning.

Proposal

This proposal would increase current fees in biology, chemistry, and physics classes by 10%, effective Summer 2020.

Fee Code	Previous Amount	Proposed New Amount	Courses
B1 - BIOL 260	\$44.00	\$48.40	BIOL& 211, BIOL& 260
B3 - BIOSCI 100-LEVEL LAB	\$15.00	\$16.50	BIOL 107, BIOL 124, BIOL 126, BIOL 144, BIOL 244, BIOL& 170
B4 - BIOSCI 200-LEVEL LAB	\$30.00	\$33.00	BIOL 244, BIOL& 211, BIOL& 212, BIOL& 213, BIOL& 231, BIOL& 232, BIOL& 241, BIOL& 242
B5 - BIOTECH 200-LEVEL LAB	\$55.00	\$60.50	BIOL 276, BIOL 293, BIOL 249, BIOL 265, BIOL 266, BIOL 270, BIOL 274, BIOL 275, BIOL 277, BIOL 279, BIOL 280, BIOL 285, BIOL 286, BIOL 288
CI - CHEMISTRY LABORATORY	\$15.00	\$16.50	CHEM 181, CHEM 182, CHEM 183, CHEM 271, CHEM 272, CHEM 273, CHEM& 110, CHEM& 121, CHEM& 131, CHEM& 243
PX - NON-MAJR PHYS/ASTR LAB	\$15.00	\$16.50	PHYS 110, PHYS& 222, ASTR& 101
PY - PHYSICS LABORATORY	\$25.00	\$27.50	PHYS& 114, PHYS 115, PHYS& 116, PHYS& 221, PHYS& 222, PHYS& 223
GO - PHYSICAL GEOLOGY	\$25.00	\$27.50	GEOL& 101, GEOL& 101H, GEOL& 110
GP - GEOLOGY FIELD COURSE	\$40.00	\$44.00	GEOL& 115
EM - OCEANOGRAPHY 101	\$22.95	\$25.25	OCEA& 101

The total estimate *additional* revenue generated by the increase is as follows:

Fee	Project enrollments 2020-21	Fee increase	Increased revenue
Biology	1769	\$1.50 - \$4.40	\$5,705
Chemistry	1046	\$1.50	\$1,569
Physics	431	\$1.50 - \$2.50	\$1,013
Geology	228	\$1.50 - \$4.00	\$600
Oceanography	53	\$1.50	\$122

Total increased revenue: \$9,009

8. PROPOSED CHANGE TO FEE – ALEKS ASSESSMENT

Background

ALEKS PPL is the assessment our math department uses for placement into math classes. If a student doesn't have a credit or debit card of their own to pay for it online, they can purchase an ALEKS code at the cashiers. They then bring their receipt to the Assessment & Testing Center to receive the actual code.

The ALEKS cost has gone down. Initially starting at \$20 (\$22.01 with tax), it is now \$18.75 with tax. McGraw Hill Education, who owns ALEKS, uses volume benchmarks for pricing. When the state of Washington ALEKS users hits a benchmark of codes sold statewide, the price drops for everyone. That occurred earlier this year.

The purchase price for the student at the Cashiers needs to match what the student's price is online and what the Assessment & Testing Center is buying through McGraw Hill. This fee reduction will do that.

Proposal

Reduce the fee for ALEKS starting Summer of 2020, as follows.

Fee Code	Previous Amount	Proposed New Amount	Courses
EB	\$20.00 (\$22.01 with tax)	\$18.75 (inclusive of tax)	ALEKS PPL

No revenue will be made. The discrepancy of cost will now be corrected.

9. PROPOSED NEW FEE – HONORLOCK REMOTE PROCTORING

Background

ALEKS PPL is the assessment our math department uses for placement into math classes. If a student cannot make it to the Assessment & Testing Center for their proctored attempt, we want to offer a remote option using a webcam through Honorlock. This proctoring is available on-demand 24/7 with no scheduling required.

Honorlock charges \$10 per attempt at point of service, and the College is currently reimbursing students utilizing this service while Shoreline is operating fully remotely. Once students have the option of an in-person proctoring session, this charge would be considered a fee and there would not be reimbursement for the fee.

Currently if a student needs to take a remote ALEKS assessment, they must find a testing site located near them. This could include a university, community college testing center, or library. Most testing sites charge a proctoring fee which can start at \$35 and work their way up. This is an added burden to our students.

Proposal

The \$10 fee, paid directly to Honorlock, will go into effect when Shoreline operations are no longer fully remote; at that point, students will no longer be reimbursed for the payment they make to Honorlock.

Starting Summer of 2020 as follows

Fee Code	Previous Amount	Proposed New Amount	Courses
New	-	\$10.00	Honorlock Remote Proctoring Service

No revenue will be made; students will pay the fee directly to Honorlock

10. PROPOSED NEW FEE – POST-BACCALAUREATE STUDIES FOR THE HEALTH PROFESSIONS

Background

Shoreline's Postbaccalaureate Studies for the Health Professions at Shoreline Community College began in Fall of 2016 as a comprehensive program designed to support college graduates who intend to pursue careers in the health professions, and need additional college courses to prepare for graduate level professional schools, such as dental, medical, nutrition, pharmacy, physical therapy, physician assistant, and more.

Students in the program enroll in key prerequisite courses for health professions and concurrently enroll in a seminar focused on exploring professional health professions and preparing for application and entrance into these programs. Participants also receive enhanced services such as:

- Additional advising and support to identify the correct courses to apply to their chosen programs and in writing their personal statements for application
- Ongoing updates and communication from the faculty coordinator throughout the year as they go through the application process
- Workshops on interview practice and visits from health school representatives
- The coordinator provides students with opportunities to connect and support each other through networking lunches and events, and to share information about volunteer/work/shadow opportunities and other tips.
- Support from the faculty coordinator in liaising with chosen schools' admissions departments through relationships fostered in the National Association of Advisors for Health Professions (NAAHP).

The program was funded from a Shoreline Community College innovation grant through 2020; in order to make the program sustainable, the coordinator is proposing a fee that will fund the additional support services provided to these students.

In Fall 2019, there were 62 students participating in the program, compared to 58 in Fall 2018 and 22 in Fall 2017. The proposed fee would fund a faculty coordinator either ½ or 1 full day per month, 12 hours per month of program assistant support, and membership and participation in NAAHP for the faculty coordinator.

The additional proposed fee of \$45 per quarter for enrollment is minimal, compared to what students pay for both tuition and fees in other postbaccalaureate programs at four-year universities, which can exceed \$40,000 per year. A survey of enrollees suggests that most students do not oppose a fee for the program and the \$45 is within the range of what students would be willing to pay.

Proposed Fee

A fee of \$45 will be charged quarterly to students who opt to enroll in the Post Baccalaureate Studies for the Health Professions. Students will submit an online enrollment, and the fee will be charged until the student opts out or is no longer enrolled.

Total estimated revenue

\$45 per quarter for 60 students fall, winter, spring, and 30 students in summer

\$9,450 per year

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
(VIRTUAL) SPECIAL MEETING OF APRIL 22, 2020**

TAB 4

ACTION

Subject: Recommended Budget Reduction(s) for FY 2020-21

Background

- The College undertook a review of budgets – at a macro and micro level – from July 2019 through March 2020 that involved area/departments, divisions, and the whole College to recommend reductions and additions. A tentative recommendation of budget reductions was made in January 2020. This budget process, along with an internal review, informed this final recommended budget reduction(s) for FY 2020-21.
- The College is proposing a total of \$2,209,167 as the final recommended budget reduction(s) for FY 2020-21.

Recommendation

That the Board of Trustees take action on the recommended budget reduction(s) for FY 2020-21.

Prepared by: Cheryl Roberts, President
Phillip King, Vice President for Student Learning

Shoreline Community College
April 20, 2020