

# SHORELINE COMMUNITY COLLEGE

## Board of Trustees

**(Virtual) Special Meeting of October 28, 2020**

**3:30 PM – Study Session • 4:30 PM – Special Session**

Zoom Link: <https://us02web.zoom.us/j/86217347241>

Webinar (“Meeting”) ID: **862 1734 7241**

(See page 3 for information to connect to the meeting via telephone)

### **A G E N D A**

<b>3:30 PM – STUDY SESSION</b>			
<b>NO.</b>	<b>AGENDA ITEM</b>	<b>RESPONSIBILITY</b>	<b>TAB</b>
	<b>• 2020 – 2021 College Budget</b>	<i>Cheryl Roberts, Dawn Beck, Phillip King &amp; Veronica Zura</i>	
<b>4:30 PM – SPECIAL SESSION</b>			
<b>NO.</b>	<b>AGENDA ITEM</b>	<b>RESPONSIBILITY</b>	<b>TAB</b>
1.	<b>Convene Special Meeting</b>	<i>Chair Catherine D’Ambrosio</i>	
2.	<b>Report:</b> Chair, Board of Trustees	<i>Chair Catherine D’Ambrosio</i>	
3.	<b>Consent Agenda</b> <b>a. Approval of Previous Meeting Minutes</b> ▪Special Meetings of July 15, 2020; August 5, 2020; September 8, 2020; September 15, 2020; September 25, 2020 <b>b. Changing December 2020 &amp; March 2021 Board of Trustees Regular Meeting Dates</b>	<i>Chair Catherine D’Ambrosio &amp; Trustees</i>	<b>1</b>
4.	<b>Communication from the Public</b> (Public comments sent to the Board Secretary at <a href="mailto:lyonemitsu@shoreline.edu">lyonemitsu@shoreline.edu</a> by 4:15 PM on Wednesday, October 28, 2020 will be read aloud by Chair D’Ambrosio. The total public comment period will be no more than thirty (30) minutes and up to three (3) minutes of each public comment received, will be read, with adjustments made if more than ten (10) public comments are received. All public comments received will be entered into the record, and attached to the minutes of the October 28 special meeting.)	<i>Chair Catherine D’Ambrosio</i>	
5.	<b>College Update(s)</b>		
6.	<b>Report:</b> College President	<i>Cheryl Roberts</i>	

7.	<b>Report:</b> Enrollment Update	<i>Bayta Maring</i>	
8.	<b>Report:</b> November 2020 NWCCU (Accreditation) Site Visit	<i>Bayta Maring</i>	
9.	<b>Report:</b> Dental Hygiene Program	<i>Cheryl Roberts &amp; Phillip King</i>	
10.	<b>Report:</b> Fiscal Year-End (2019 – 2020)	<i>Dawn Beck &amp; Cliff Frederickson</i>	
11.	<b>First Reading:</b> Board of Trustees 2020 – 2021 Professional Learning Goals	<i>Chair Catherine D'Ambrosio &amp; Trustees</i>	<b>2</b>
12.	<b>Report:</b> 2020 – 2021 College Budget	<i>Cheryl Roberts &amp; Dawn Beck</i>	
13.	<b>Action:</b> 2020 – 2021 College Budget	<i>Cheryl Roberts &amp; Dawn Beck</i>	<b>3</b>
14.	<b>Action:</b> Addition of Debt Reserve Procedure to Board of Trustees Policies Manual	<i>Cheryl Roberts &amp; Dawn Beck</i>	<b>4</b>
15.	<b>Action:</b> Capital Reserve Levels Recommendation for Board of Trustees Policies Manual	<i>Cheryl Roberts &amp; Dawn Beck</i>	<b>5</b>
16.	<b>Action:</b> Washington Association of College Trustees (ACT) Transforming Lives Awards	<i>Chair Catherine D'Ambrosio &amp; Trustees</i>	<b>6</b>
17.	<b>Constituent Report:</b> Shoreline Faculty	<i>Eric Hamako</i>	
18.	<b>Constituent Report:</b> Shoreline Classified Staff	<i>Paul Fernandez</i>	
19.	<b>Constituent Report:</b> Shoreline Associated Student Government	<i>Sunshine Cheng</i>	
20.	<b>Report:</b> Closing Remarks – Board of Trustees	<i>Trustees</i>	
21.	<b>Executive Session, if necessary for one of the following reasons:</b> 1. To discuss matters of litigation or potential litigation with legal counsel. 2. To evaluate the performance of a public employee. 3. To discuss a matter covered by RCW 42.30.140.	<i>Chair Catherine D'Ambrosio</i>	
22.	<b>Action:</b> Adjournment	<i>Chair Catherine D'Ambrosio</i>	

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•To connect to the October 28, 2020 special meeting:

- Via **link**, go to: <https://us02web.zoom.us/j/86217347241>
- 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.

(253) 215-8782

(669) 900-6833

(346) 248-7799

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- **Webinar (“Meeting”) ID: 862 1734 7241**
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SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF JULY 15, 2020

MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Catherine D'Ambrosio at 4:01 PM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

MEMBERS PRESENT

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

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

REPORT: CHAIR, BOARD OF TRUSTEES

Chair D'Ambrosio expressed appreciation for being kept apprised of the recently rescinded federal rule which would have prevented international students who are taking online classes, from remaining in the United States.

CONSENT AGENDA

Chair D'Ambrosio asked the Board to consider approval of the consent agenda. On the agenda for approval:

- Minutes from the special meeting of June 24, 2020.

Motion 20:45: Motion made by Trustee Lux to approve the minutes from the June 24, 2020 meeting.

Motion seconded by Trustee Pobee. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee) voted *aye* to approve the motion.

COMMUNICATION FROM THE PUBLIC

Per the notice for the July 15, 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 July 15 special meeting to be held virtually, please email public comments to the Board Secretary at [lyonemitsu@shoreline.edu](mailto:lyonemitsu@shoreline.edu) by 3:50 p.m. on Wednesday, July 15,

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF JULY 15, 2020

2020. Please place "Public Comment" in the subject of your email. Public comments received by 3:50 p.m. on July 15, 2020 will be read aloud by Chair D'Ambrosio and/or Board Secretary Yonemitsu. The total public comment period will be no more than thirty (30) minutes and Chair D'Ambrosio and/or Board Secretary Yonemitsu will read up to three (3) minutes of each public comment received, with adjustments made if more than ten (10) public comments are received.

Three (3) public comments were received by 3:50 PM on Wednesday, July 15, 2020. Chair D'Ambrosio read the public comments from Norah Peters and Jana Norton. Secretary to the Board Lori Yonemitsu read the public comment from Joe Andolina. (Statements attached.)

EXECUTIVE SESSION

At 4:14 PM, Chair D'Ambrosio announced that the Board would convene in executive session for ten minutes to discuss the performance of a public employee. She noted that the Board would reconvene in open session following the executive session.

The executive session commenced by audio conference at 4:18 PM.

ACTION: 2020 EXCEPTIONAL FACULTY AWARD

Motion 20:46                      Motion made by Trustee Lux to approve the recommendation from the Exceptional Faculty Award Recommendation Committee to grant the 2020 Exceptional Faculty Award to candidate A in the amount of \$1,000.00 (one-thousand dollars).

Motion seconded by Trustee Jackson. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobe) voted *aye* to approve the motion.

REPORT: SHORELINE PRESIDENT

President Roberts read the *President's Report*. (Report attached.)

CONSTITUENT REPORT: SHORELINE FACULTY

Professor and SCCFT President Eric Hamako read a letter from the Shoreline Community College Federation of Teachers, Local 1950 Executive Board. (Letter attached.)

Trustee Jackson asked Professor and SCCFT President Hamako how often the SCCFT Executive Board meets (bi-weekly), the number on members serving on the Executive Board (16-18), and

for the date of the last Strategic Planning Budget Council meeting.

CONSTITUENT REPORT: SHORELINE CLASSIFIED

Media Maintenance Technician and WFSE Chief Shop Steward Paul Fernandez read statement on behalf of the Washington Federation of State Employees, Local 304. (Statement attached.)

CONSTITUENT REPORT: SHORELINE ASSOCIATED STUDENT GOVERNMENT

Chair D'Ambrosio shared that the ASG is in the midst of transitioning from its 2019-2020 leadership team, to the 2020-2021 leadership team and that the Board looks forward to welcoming 2020-2021 ASG President Sunshine Cheng to the Board's regular meeting in October.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

All four Trustees expressed appreciation to and for campus personnel for their hard work and thanked Professor and SCCFT President Hamako and Media Maintenance Technician and WFSE Chief Shop Steward Fernandez for their reports.

EXECUTIVE SESSION

At 5:02 PM, Chair D'Ambrosio announced that the Board would convene in executive session for forty-five minutes to discuss the performance of a public employee; to discuss with legal counsel matters in litigation and/or potential litigation; and to discuss matters or position being considered in collective bargaining. She noted that the Board would reconvene in open session following the executive session, to adjourn.

The executive session commenced by audio conference at 5:06 PM.

At 5:52 PM, it was announced in the audio/visual conference that the Board would extend its executive session by twenty minutes.

ADJOURNMENT

Motion 20:47: Motion made by Trustee Lux to adjourn the special meeting of July 15, 2020.

Motion seconded by Trustee Pobee. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee) voted *aye* to approve the motion.

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF JULY 15, 2020

Chair D'Ambrosio adjourned the meeting at 6:13 PM.

Signed \_\_\_\_\_  
Catherine D'Ambrosio, Chair

Attest: October 28, 2020

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

**From:** [Norah Peters](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Public Comments to the Board Secretary  
**Date:** Tuesday, July 14, 2020 8:43:55 AM

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Dear Board of Trustees;

I am a classified employee serving Shoreline Community College for over 20 years, and I'm writing to you to express some concerns related to the coming budget cuts. As our community knows, down enrollment and the coronavirus pandemic has created a financial crisis for Shoreline. We are facing unprecedented hardship across the state.

One element of this crisis is not unprecedented, however, and that is the disproportionate impact on classified employees. We, **the lowest paid employees**, are regularly called upon to carry the largest share of any budgetary dilemma. It is our jobs, and the services we provide to our students, that are perpetually under threat. It is we who are the front-line service providers, and the first who are expected to shoulder furloughs, layoffs, and cuts. During the 2008 financial catastrophe, classified employees agreed to a 3% salary reduction on the good faith understanding it would be shared by administrators and returned us when the crisis abated. Neither happened. We are understandably worried that history will repeat itself.

This time, we call on unrepresented exempt administrators to demonstrate true leadership and help us absorb the impact of any cuts. We respectfully suggest a 20% salary reduction for **all** unrepresented exempt administrators with annual salaries in excess of \$95,006 (the King County household median), in addition to deferring any COLAs or geographical premiums. We hold that during these times of unprecedented need, Shoreline Colleges leadership should take unprecedented action and agree to these cuts. The money saved will equate to jobs saved ...jobs that perform the direct student-facing work that powers our institution.

All WFSE-represented classified employees are looking to you to demonstrate a critical component of leadership: putting the larger organizational needs first. The personal sacrifice you endure will show all of us, and our students, that you are committed to preserving the educational experience our students deserve. We thank you for considering this, and eagerly await an announcement that college leadership has decided to share this burden.

Sincerely yours,

Norah Peters  
Program Coordinator  
Advising



**From:** [Norton, Jana A](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Public Comment  
**Date:** Wednesday, July 15, 2020 11:32:55 AM

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### Board of Trustees Meeting July 15, 2020

Please enter this into the minutes.

I am Jana Norton, a Learning Assistant for SCC for over 27 years. My positions have encompassed six capacities including supervisory roles.

I appreciated the email from President Roberts stating that she had a meeting with Union leaders Chief Shop Steward Paul Fernandez and SCCFT President Eric Hamako. In the email, President Roberts stated Administrative Exempt Employees will have their 3% COLAs paused. That is a place to start; although, the employees in that category will hardly miss it. Employees in that category and others who earn \$100,000 or more should take a pay cut in addition to the 3% COLA. Share the pain instead having faculty, classified staff, and hourly staff carry the weight of the budget cuts.

In the email, I also saw that President Roberts wants to impose a 3% COLA pause to faculty, classified staff, and hourly staff.

President Roberts stated, “During this meeting I requested consideration and invited them to join me in future conversations to identify opportunities for savings equivalent to this year’s projected COLA costs for Classified staff and Faculty. Additionally, the topic of suspending COLAs for all staff was also raised during a regular bi-monthly meeting for discussions regarding the College’s COVID-19 Recovery Plan.” (President Roberts, Cheryl. “Re: Conversations with Union Leadership regarding COLAs” Received by all SCC Staff, 6 July 2020.)

The contracts do not allow this. Once again, the SCC administration wants to violate the contracts, act in bad faith, and cut the budget by cutting the wages of the employees who have direct contact with the students daily.

It is sad and frustrating to have to spend so much time and energy reminding the administration to be fiscally responsible and adhere to the contracts. Faculty, classified staff, and hourly staff do not have discretionary income. Our paychecks are devoted to necessities, the basics to live on. SCC hourly employees earn scarcely the minimum wage. Who can afford, and should, take a pay cut? The employees earning \$100,000 or more or employees barely affording the essentials? After all, the administration is the leadership who should set an example and tone to be looked up to and should share more fully the sacrifices inflicted on the rest of the employees.

Faculty, classified staff, and hourly staff are waiting for such leadership.

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've worked in eLearning, Continuing Education, and ctCLink as a Program Coordinator for over three years.

I am passionate about my job. And that hasn't changed even as we all work off campus during these trying times. I know I am in good company because I've witnessed passion exhibited by not only my co-workers I work directly with in my department, but also by the many classified staff and faculty campus wide. That passion I speak of exists because of the many students we serve. And as frontline employees, the importance of how we do serve those students is crucial to how they see Shoreline Community College as a gateway to their own passion for education.

Even with being faced with devastating cuts due to the shortfall in our institutional budget, that does not make us work any less, or stifle our passion for those students. And, we are nothing without those students. Those students can only but see how much of an important role we play while we serve all their needs and build a very much needed relationship with them regardless if it's in person on campus, or online.

Classified employees and Faculty who are the college's frontline workers continually strive to keep a strong lifeline between our students and Shoreline Community College. That very lifeline is being jeopardized. While we can't deny that the college has been affected by loss in enrollments due to a pandemic that is out of everyone's control, there is another thing that we can't deny. There is a tremendous imbalance here at the college between us and administration when it comes to whose jobs are in jeopardy, or who has to take the brunt of reduction in salary. We that are barely making ends meet as it is, will be greatly impacted if we are the focus of these reductions. After a substantial amount of classified staff and faculty go away, what plans does the administration have to help students want to continue to attend our college?

The only answer we can think of currently is inevitable. Extra work and responsibilities will be handed over to remaining overworked staff who are already underpaid for the work they do now.

I'm not saying that we are not willing to do our part of the sacrifice that is needed, but we do ask for non-represented upper exempt administrators to demonstrate true leadership and help us absorb the impact of any cuts by putting their 5% regional pay back in the collective budget pot and be willing to take a 20% pay decrease in salary. There needs to be progressive changes starting from the top down. We believe that we all can weather what we have before us and survive. It all comes down to making the correct and well thought out decisions to help toward the cause of keeping Shoreline Community College what it has always strived to be. I thank you for your time on behalf of all of us who want to keep the college a great place for students and those of us that serve them proudly!

## Remarks for Board of Trustees Meeting July 15, 2020

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Good afternoon Board Chair D'Ambrosio, Trustees, Members of our College Community, and Guests joining us via ZOOM.

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It is with a sense of reverence and care that I share the passing of one of our recently retired Professors of English, Pam Dusenberry. She was beloved by students, faculty, staff, and administrators. She was spunky and tenacious in her quest to provide the best learning experience for students and she did that for over 32 years.

Her retirement was difficult enough to accept, but her passing has left so many crestfallen including myself. Professor Dusenberry was the best of us. We are all better because she chose to be part of the Shoreline campus community. She will be missed but not forgotten! More information about a celebration of her life will be forthcoming.

I want to commend with a heartfelt sense of gratitude to our employees and students who continued providing extraordinary service and learning to our students this past academic year. We are in our 18th week of working remotely. No one could have imagined such a work or learning environment a few months let alone a year ago.

I'm encouraged by our conversations with the Union leadership on the Recovery Plans and other topics of interests we discuss bi-monthly. The WSFE Classified Union leadership and Administration spoke today about ways to open up more conversation between myself, ET and the Classified employees. Several great ideas were suggested including ones we have done successfully in the past. I also extended again my offer to discuss ways to reduce the pressure on the College's budget associated with the

Classified COLAs. I'm hopeful the SCCFT leadership will be interested in doing the same as we get ahead of the reductions we need to do associated with permanent loss in state revenue as a result of the COVID-19 pandemic.

I'm grateful for VP King, Executive Director Samira Pardanani and the staff of International Education who helped provide critical information to support the Attorney General's filing of an injunction against the ICE rulings requiring international students to return to their home country if they were not attending in-person courses for fall quarter. I sent an email of support to international students, as well as to parents sharing our outrage associated with the cruel action asking international students to return home when some are unable to take courses when we're in an active pandemic in order to continue their education. And yesterday, we received information that the Administration withdrew their ICE ruling. This is great news however, it is an action that sparked unnecessary anxiety and uncertainty for our international students.

As a result of all the racial unrest in our community and nation lifted up by Black Lives Matter, a group of employees called the Black Lives Matter / Anti-Racism Action workgroup convened a meeting to discuss how Shoreline can address its own practices to ensure we are not fostering racism and social inequities. I reached out to them as important governance and policy work related to instruction, decision making, and curriculum are on the docket for review this academic year. We had scheduled a meeting for next week, however, the workgroup is still forming its work. I sent an email stating that I, and ET, look forward to working alongside these efforts when the workgroup is ready.

## Update on Title IX

Title IX is the federal law that that protects individuals from discrimination based on sex in education programs and activities.

- In May of this year the Department of Education released new Title IX regulations that require several changes to how our college must respond to allegations of sexual misconduct.
- The regulation changes require several procedural changes that are primarily focused on providing additional protections to sexual misconduct survivors, while also providing due process protections to the parties involved.
- Colleges are required to be compliant with these changes by August 14, 2020.
- There are currently several lawsuits seeking to stop the implementation of these new federal rules. The summer timing of the rules is unfortunate since all colleges are extremely busy focusing on solving the operational challenges caused by the pandemic. But again, the rules become effective August 14<sup>th</sup> unless a court blocks their implementation before that date.
- The new federal regulations will require some changes to our student conduct rules that relate to sexual misconduct. Our student conduct rules are in the Washington Administrative Code.
- The community college system has been working with the Attorney General's Office to develop model student conduct rules that comply with the new federal regulations.
- I'm including this in my report to give the Board some advance notice that we plan to schedule a special meeting in the next few weeks where we will ask the Board to approve the newly developed model Title IX rules through the emergency rule-making process, which will allow the student conduct rules to be effective by the mandatory August 14<sup>th</sup> deadline.

- We will then begin the more methodical regular rule-making process to replace the temporary emergency Title IX rules with permanent rules.

On a bright note, Summer enrollment is up 13% or 226 enrollments while we are down 20% or about 400 enrollments for fall quarter. We're watching our fall numbers very closely and focusing our marketing and Strategic Enrollment Management (SEM) efforts especially on those in our community who have lost their jobs and high school students.

And finally, our Dental Hygiene (DH) program opened its application process for the 2020-22 class. Ten students will be accepted into the inaugural class who will begin their studies at Shoreline and complete their clinical experience at the UW School of Dentistry. This is a unique partnership. Our DH students will receive their AAS in DH from Shoreline, taught by DH faculty, and will completing their clinical experience at UW School of Dentistry (UWSod).

We are also very encouraged by the Seattle King County Dental Society's interest in financially supporting this joint partnership. We sent them, as well as the leadership of Delta Dental and their Foundation, a \$3M proposal that outlines ways to support the partnership between the UWSod and Shoreline DH.

SCCFT President Eric Hamako  
Statement to the SCC Board of Trustees  
2020.07.15

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).

Today, I am here to deliver to you the following letter from the faculty union's Executive Board.



*A Union of Professionals*

**Shoreline Community College Federation of Teachers  
Local 1950**

July 15, 2020

To the Shoreline Community College Board of Trustees,

We, the Executive Board of the Shoreline Community College Federation of Teachers (SCCFT), AFT Local 1950, write to you to reiterate our concerns with the College's leadership and its failures at transparency, shared governance, and investment in frontline workers. To represent our faculty, we have and will continue to sound the alarm, to rouse those who will listen.

These problems are not new to the College; they have been ongoing for years.

We have not forgotten the Unfair Labor Practice (ULP) the College committed in 2017 regarding the compensation we bargained for missed increment compensation. That Unfair Labor Practice displays the College's disregard for transparency, shared governance, and investment in frontline workers. The Washington Public Employment Relations Commission (PERC) found the College's "repeated failure to respond to the union's legitimate requests for information" constituted the College unlawfully failing to provide information to the union, in violation of RCW 28B.52.073 – a set of actions by the College that not only disregarded the value of transparency, but violated the law (PERC 129773-U Decision, 2017). The PERC further found that the College's unilateral refusal to bargain over how our faculty would be paid their missed increments constituted the College failing to "engage in full and frank bargaining," and failing to "meet its duty to bargain in good faith in violation of RCW 27B.52.073." Through its Unfair Labor Practice, the College was able to claw back bargained funds from faculty. First, the College incorrectly distributed the funds; then, the College dis-employed junior Associate Faculty who had received those funds. By doing so, the College was able to put incorrectly distributed funds back in its own pocket, for its own purposes.

Adding insult to injury, the College has still yet to own up to its wrongdoing or to make right with the faculty who went without their bargained increment raises. Instead, the College appealed the PERC decision. But, although the PERC later overturned its own decision, that subsequent decision did not vindicate the College – rather, it was the PERC abdicating its own responsibility to rule on such cases. The PERC wasn't saying "The College actually did right," it was merely saying, "We, the PERC aren't interested in hearing such cases."

This year, we have continued to see the College's disregard for transparency, shared governance, and investment in frontline workers as the College executes round after round of cuts.

Rather than presenting a transparent, comprehensive budget proposal for the 2020-2021 year, the College has been executing piecemeal rounds of cuts, without a clear, specific roadmap to regaining financial responsibility. In response to requests for information, the College has said that it cannot not provide a preliminary or projected budget for next year – not for before the Board of Trustees Motion 20:22 and not to date – because it didn't have one and doesn't have one. The College has said, "The College can't give you what doesn't exist." So, the even greater problem may be that the College seems to be missing key financial plans. But, our College's unions, through our own joint efforts, have continued to bring to light key financial information – such as the availability of the CARES Act's additional Governor's Emergency Education Relief (GEER) Fund and the State Board of Community and Technical College's (SBCTC) own allocation breakdown and details of suggested cuts to specific budget areas. And, the College's lack of transparency further impedes meaningful participation.

Despite the College's lack of a transparent, comprehensive preliminary budget, the College has continued, with its actions, to undermine shared governance and meaningful engagement. The College has hemmed in, disempowered, and eventually suspended the Strategic Planning/ Budget Council, on which union-appointed representatives of faculty and Classified Staff serve. Instead, the College has feigned a populist-sounding concern for "all voices," asking individual workers to offer up ideas for the Administration's consideration in an online survey. Yet, many workers have asked, "How are we supposed to offer suggestions if we don't have a clear sense of the budget or the budget cuts?" And, more recently, the College has asked both unions to "engage" with it by volunteering proposals for how faculty and Classified Staff can cut ourselves. This is not what our unions have meant when we have called for "shared governance" and "meaningful participation." Meaningful participation requires transparency and commitment to the agreed upon governance structures, including fair bargaining with both unions.

The College's lack of transparency and disregard for shared governance has enabled its inequitable investment in upper-level Administration and disinvestment from frontline workers. In recent years, the College's investment in the Administrative Exempt (AA) and Managerial Exempt (AB) administration has grown – and the College has enabled that growth through years of deficit spending from the Board's Reserves. Yet, of late, the Board has not been equally willing to spend from its Reserves to save frontline workers' jobs. Instead, the College, in its latest round of proposed cuts, has called for inequitable cuts that disproportionately cut frontline workers. Revealingly, through our unions' research, we are discovering that the SBCTC's own financial documents suggest that projected state revenue cuts to specific programs might already be targeting faculty – but the College has yet to share how such information factors into its own haltingly presented rounds of cuts. Faculty and Classified Staff are no strangers to making sacrifices for the College, but we want to see equitable sacrifices



that recognize the sacrifices that we have *already* made and to see a good faith, comprehensive budget proposal over which we can negotiate.

Regardless of *who* leads our College, we are long past due for a change in *how* our College's Administration leads. If you want an end to so-called "divisiveness," if you want "togetherness," then work to improve the College's transparency, shared governance, and investment in frontline workers. If you want peace, you will need to do more to work for justice for our workers.

Sincerely,

The Executive Board  
SCCFT, Local 1950  
Shoreline Community College  
16101 Greenwood Avenue North  
Shoreline, WA 98133  
Attention: President SCCFT Local 1950

Hello,

My name is Paul Fernandez.

I am The Media Maintenance Technician here at Shoreline Community College and I am also its Chief Shop Steward.

I am proud to be representing my fellow Classified Staff members.

We are Members of the Washington Federation of State Employees, Local 304.

I am pleased to be a member of the classified staff here at Shoreline Community College.

The classified staff have stepped up.

We work in a difficult situation and still behave with honesty, transparency, and dedication while we stay focused on supporting students.

We keep on behaving this way even with the threat of a virus, the promise of upcoming layoffs and furloughs and possible closures that want us to lose sight of supporting our students.

To my fellow Staff members, thank you to each and every one of you.

And thank you to the faculty who hold these values and have kept on teaching and supporting students.

I am honored to work with you.

The vast majority of our members still want to help the college get out of the current problem that we find ourselves in.

One way members are helping is to contact their State and Federal legislators for financial help for the colleges.

Members passed a MOU between WFSE's Community College Coalition and Washington State's Office of Financial Management that includes the Governor's SharedWork Program. Under this program members can ask for a reduction in work hours, this would be a reduction in pay. Some Shoreline Classified staff members are willing to volunteer for this type of furlough to help the college.

One of the MOU's expectations is that the reductions in work hours be shared equally between all employee groups. It asks that the colleges do not balance their budget on the backs of the Classified Staff.

There is a growing anger among the staff members.

The Administration has removed, placed on hold or furloughed 35 Classified Staff Positions. These reductions affected 19.4% of Classified Staff positions. There is not enough of us to do the work of the college.

**We had a Union/Management Communications Committee Meeting today and two promising things came out of this meeting.**

**One item is that some of our most vulnerable members our custodial crew and also our lowest paid staff members who do not speak English well, if at all. Classified Staff asked administration to have things translated for the custodial crew into their native language. This would include translating the Check-in/Check-out Form and the Custodial Standards among other things. We also asked that the Administration to remove any Disciplinary Letters or Supervisory Memos from their personnel folders. Since they cannot read them anyway. The Administration has agreed, so I would like to thank the Administration for that.**

**The other item was that Classified Staff are asking for steps to start the healing process with the Administration. I stated at the last couple of BOT meetings, that Classified Staff were asking for monthly meetings with the Executive Team, where two-way conversation between the Executive Team and the classified staff would take place. This would hopefully improve communications between management and Classified Staff. This should improve transparency and be a step in the right direction when it comes to inclusion and collaboration. Collectively, Classified Staff have a lot to offer. We want true, honest input and communication. Although it won't happen until the fall, I would like to thank the Administration for agreeing to take this step.**

**Classified Staff continue to ask about the need for additional layers of management. Please consider being fair and equal before you okay what the administration proposes. Please consider reducing administrative positions, if not permanently, then temporarily until the state allocation improves.**

**I would like to thank you for listening.**

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF AUGUST 5, 2020

MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Catherine D'Ambrosio at 1:00 PM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

MEMBERS PRESENT

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

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

COMMUNICATION FROM THE PUBLIC

Per the notice for the August 5, 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 August 5, 2020 special meeting to be held remotely, please email public comments to the Board Secretary at [lyonemitsu@shoreline.edu](mailto:lyonemitsu@shoreline.edu) by 12:45 PM on Wednesday, August 5, 2020. Please place "Public Comment" in the subject of your email. Public comments sent to the Board Secretary at [lyonemitsu@shoreline.edu](mailto:lyonemitsu@shoreline.edu) by 12:45 PM on Wednesday, August 5, 2020 will be read aloud by Chair D'Ambrosio and/or Board Secretary Lori Yonemitsu. The total public comment period will be no more than ten (10) minutes and up to two (2) minutes of each public comment received, will be read, with adjustments made if more than five (5) public comments are received. All public comments received will be entered into the record, and attached to the minutes of the August 5 special meeting.

No public comments were received by 12:45 PM on Wednesday, August 5, 2020.

ACTION: EMERGENCY RULE UPDATE – CHAPTER 132G-121 WAC (SUPPLEMENTAL TITLE IX STUDENT CONDUCT PROCEDURES)

Executive Director Veronica Zura and Title IX/EEO Coordinator Tricia Lovely provided background on the reason for the emergency rule. As denoted on the *Reasons for this finding* section on the State of Washington *Rule-Making Order-Emergency Rule Only form CR-103E*:

Emergency rules adding rules to Chapter 132G-121 WAC Student Conduct is necessary for compliance with the Department of Education updated Title IX rules

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF AUGUST 5, 2020

issues on May 22, 2020 and requiring implementation of updated student conduct code requirements related to Title IX no later than August 14, 2020. The College intends to proceed with permanent rulemaking on these subjects in the near future.

Executive Director Zura, Title IX/EEO Coordinator Lovely, and AAG Clark responded to questions and concerns from the Trustees and communicated that colleges are required to comply with the Department of Education's updated Title IX rules. Executive Director Zura noted that a number of injunctions have been filed to block the new rule(s) and added that if the injunctions are successful, the College will rescind its emergency rule-making order.

The Trustees conveyed that they are especially concerned about the mandatory *live* hearings for Title IX grievance proceedings and are fearful that it would make persons less likely to report incidents, as well as making it harder for victims to appear at a hearing.

Motion 20:48                      Motion made by Trustee Jackson to approve proceeding with the emergency rule-making as presented.

Motion seconded by Trustee Pobe.

Trustee Lux stated that he was reluctantly voting but would proceed with voting in order for the College to comply.

Chair D'Ambrosio concurred with Trustee Lux, adding, "this will make it more difficult for victims to come forward."

All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobe) voted *aye* to approve the motion.

ADJOURNMENT

Motion 20:49:                      Motion made by Trustee Lux to adjourn the special meeting of August 5, 2020.

Motion seconded by Trustee Jackson. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobe) voted *aye* to approve the motion.

Chair D'Ambrosio adjourned the meeting at 1:23 PM.

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF AUGUST 5, 2020

Signed \_\_\_\_\_  
Catherine D'Ambrosio, Chair

Attest: October 28, 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 Catherine D'Ambrosio at 9:00 AM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

## MEMBERS PRESENT

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

## COMMUNICATION FROM THE PUBLIC

Per the notice for the September 8, 2020 (virtual) special meeting of the Board of Trustees:

Public comments sent to the Board Secretary at [lyonemitsu@shoreline.edu](mailto:lyonemitsu@shoreline.edu) by 8:45 AM on Tuesday, September 8, 2020 will be read aloud by Chair D'Ambrosio and Vice Chair Jackson. The total public comment period will be no more than thirty (30) minutes and up to three (3) minutes of each public comment received, will be read, with adjustments made if more than ten (10) public comments are received. All public comments received will be entered into the record, and attached to the minutes of the September 8 special meeting.

No public comments were received by 8:45 AM on Tuesday, September 8, 2020.

## OVERVIEW OF THE AGENDA

Chair D'Ambrosio provided an overview of the agenda.

## DISCUSSION: BOARD OF TRUSTEES SELF-EVALUATION

Facilitator Diana Dotter led a discussion amongst the Trustees regarding the Board's 2019–2020 self-evaluation. The Trustees discussed strengths, accomplishments over the year, relationship with the President, and recommendations for the coming year.

## DISCUSSION: BOARD OF TRUSTEES 2020–2021 PROFESSIONAL LEARNING GOALS

Facilitator Diana Dotter led a discussion amongst the Trustees in developing the Board's professional learning goals for 2020–2021.

DISCUSSION: COLLEGE'S STRATEGIC GOALS→STRATEGIC PLAN

President Roberts provided context of the strategic plan in relation to the Board's self-evaluation related to planning and went over the *Strategic Plan 2016-21: Strategic Plan Initiatives for 2020-21* document. (Document attached) She noted that the recommendations from the steering committees were reviewed, discussed, and accepted by the Executive Team (ET).

REVIEW & DISCUSSION: BOARD OF TRUSTEES POLICIES MANUAL – FINANCIAL PLANNING & ACTIVITIES – BOARD OF TRUSTEES RESERVE FUND • BOARD OF TRUSTEES POLICIES MANUAL REVIEW & APPROVAL SCHEDULE DRAFT

Financial Planning & Activities – Board of Trustees Reserve Fund

Vice President for Business & Administrative Services Dawn Beck went over the following from a slide presentation (attached):

- Cash Balance at June 30
- Cash and Proposed Reserves

President Roberts and Vice President Beck noted that reserves (or cash balances) are not meant for ongoing operations, rather are generally utilized for unusual situations to make course corrections. In addition, they added that the goal is to move toward ending a fiscal year with a positive budget.

President Roberts shared that the Board will be presented, as a first reading, then as an action item, about increasing the amount in the local capital fund reserves.

Board of Trustees Policies Manual Review & Approval Schedule Draft

President Roberts went over the draft *Board of Trustees Policies Manual Review & Approval Schedule*. Trustees Lux and Pobe concurred with Trustee Jackson's statement about the need to occasionally review some of the policies out of sequence.

President Roberts went over a slide presentation entitled *Understanding Governance within a State Community & Technical College System*. (Slide presentation attached).

-Break: 12:00 – 12:20 PM-

2020 – 2021 PLANNING WITH EXECUTIVE TEAM: ACCREDITATION & THE BOARD'S ROLE • FINANCIAL UPDATE • FALL CONVOCATION AGENDA • STUDY SESSION (SHORELINE 101)

Vice President Marisa Herrera, Vice President Phillip King, Executive Director Martha Lynn, Acting Director Gavin Smith, and Executive Director Veronica Zura joined the meeting and Vice President Herrera, Vice President King, Acting Director Smith, and Executive Director Zura



SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF SEPTEMBER 8, 2020

provided updates from their respective areas – Students, Equity & Success, Student Learning, Technology Support Services, and Human Resources.

Accreditation & the Board’s Role

Executive Director Bayta Maring went over a slide presentation entitled *Accreditation Update | Mission Fulfillment, Assessment, Dashboards*. (Slide presentation attached).

Executive Director Maring shared that the report has been written and is due to the Northwest Commission on Colleges and Universities (NWCCU) on September 14, 2020. She added that:

- The evaluators will want to meet with the Trustees—likely the Board Chair and Board Vice Chair.
- Progress is measured based on the College’s core themes.

Financial Update

Vice President Dawn Beck went over a slide presentation (attached) containing the following information and responded to questions from the Trustees.

- Income Statement Actual to Budget FY 2019-2020
- Building 7000 Occupancy 12 month Rolling
- Enrollment Headcount by Year
- FTE – Enrollment by Quarter
- Cash Balance at June 30
- Cash and Proposed Reserves

Fall Convocation Agenda

President Roberts provided an overview of the Fall Convocation agenda and Vice President Phillip King provided an overview of the Opening Week schedule.

Study Sessions (Shoreline 101)

President Roberts provided an overview of the 2020 – 2021 study sessions (Shoreline 101) schedule.

WRAP-UP

Chair D’Ambrosio thanked the presenters and attendees who connected to the meeting.

ADJOURNMENT

Motion 20:50: Motion made by Trustee Lux to adjourn the special meeting of September 8, 2020.

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF SEPTEMBER 8, 2020

Motion seconded by Trustee Jackson. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pabee) voted *aye* to approve the motion.

Chair D'Ambrosio adjourned the meeting at 3:15 PM.

Signed \_\_\_\_\_  
Catherine D'Ambrosio, Chair

Attest: October 28, 2020

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

## **Strategic Plan 2016-21**

### **Strategic Plan Initiatives for 2020-21**

*Strategic Plan Goal 1: Student Learning –We attract students and community learners and ensure successful attainment of their goals through our programs, services, and teaching and learning environments.*

#### **Learning Outcomes Steering Committee Recommendations for 2020-21**

1. Begin two-year plan, approved by Faculty Senate Council, to revise general education outcomes. (see attachment)
2. Continue to engage in outcomes assessment work at the program level, with the goal of at least half of programs engaged in this work during the course of each year.
3. Expand participation in the Learning Outcomes Assessment 5-module training, leading to course-level assessment data, with goal of 30 courses assessed (currently 11 have been completed).

#### **Guided Pathways Work for 20-21**

The Guided Pathways team now comprises over 15 members in faculty/administrator partner teams. There is a substantial workplan for the year, but the primary focus will be on three areas.

1. Mapping: figuring out degree maps, and identifying prototype meta-majors/areas of study.
2. Redesigning our intake and advising program to be sustainable, high-touch, proactive, and developmental.
3. Ensuring that Student Voices (a better understanding of the student experience using mixed and multi-methods approaches) are incorporated into the College's everyday work through committees, councils, and marketing and outreach.

#### **Strategic Enrollment Management for 2020-21**

The Strategic Enrollment Management team will work to ensure campus-wide involvement in this work. Sponsored by Vice President King and Dean Malik, the work will encompass developing short-term, mid-term, and long-range goals. The primary focuses this year will include the following:

1. Ensuring targets are developed related to key markets with an emphasis on those needing to complete the FAFSA. This will also provide/link to access goals.
2. Improving Information Systems and the evaluation of technology needs that (1) allow students to choose a program of study (2) plan and track their course of study on their timeframe (3) allows departments across the college to track persistence and develop proactive retention strategies.
3. Ensuring that teams are developed to ensure Recruitment, Enrollment and Advising are synchronously handing-off to one another. Create a well-coordinated response by recruiters, navigators, front-line, enrollment and retention specialists, coaches, advisors, instructional faculty etc. through the students' educational pipeline.

*Strategic Plan Goal 2: Disciplined Excellence – We continually strive for disciplined excellence and focused improvement in all that we do.*

## Communications, Marketing & Community Engagement Steering Committee Recommendations for 2020-21

### 1. Intellectual Vitality & Community Engagement:

- Continue implementing College identity standards across platforms.
- Increase communication and coordination around community engagement events.

### 2. External Communications:

- Re-strategize website to improve user experience and tracking.
- Increase coordination among all campus recruiters to communicate breadth of the College's intellectual vitality.

### 3. Internal Engagement & Communication:

- Improve internal employee communications.
- Improve internal current student communications.

## Financial Dashboard Monitoring

- Create a Dashboard that communicates financial information in a clear and summarized way, incorporating graphs, tables and narratives to facilitate understanding of complex information.

## Student Data Dashboards

Building on work conducted in Shoreline's comprehensive self-study, the Office of Institutional Assessment and Data Management, working collaboratively with Executive Team, will:

- Continue to update the Mission Fulfillment dashboard annually, to be reported to the Board during the Winter retreat.
- Identify a set of 3 – 5 *measures* most directly related to the strategic initiatives of the College.
- Develop a regularly updated reporting tool (dashboard) readily available to campus.
- Incorporate reporting on these measures as assessment of initiative success on a quarterly or annual basis, depending on the time scale of the measures.

***Strategic Plan Goal 3: Three E's: Ecological Integrity, Economic Vitality, and Social Equity – We ensure that***

*a climate of intentional inclusion permeates our decisions and practices, which demonstrate principles of ecological integrity, social equity, and economic viability.*

#### **Ecological Integrity Steering Committee Recommendations for 2020-21**

1. Finalize the tree campus project.
2. Ensure that the sustainability curriculum gets updated into the college curriculum.
3. Identify sustainability activities across campus for students and faculty (i.e. Earth week, Ethics of Place and Land Acknowledgement).
4. Ensure recycling efforts are developed and managed across campus.
5. Continue to monitor/maintain/develop sustainability processes that ensure ecological integrity.
6. Identify opportunities to utilize the campus as a living laboratory.

#### **Inclusive Excellence Steering Committee Recommendations for 2020-21**

1. Establishment of clear annual and five-year goals related to diversity with regard to hiring, recruitment, and retention.
2. Create a New [full-time] Employee Orientation tool that "centers" an introduction to Inclusive Excellence, Diversity, Equity, and Inclusion.
3. Develop asynchronous DEI learning opportunities on demand in an online format.
4. Strengthen support for historically underrepresented students (improved space for Multi-Cultural & Gender Equity, emergency aid and move academic retention work to scale)
5. Create a webpage and communication strategy for DEI resources, affinity groups, links and events at Shoreline (Including resources for search committees and a list of certified search advocates)
6. Build a foundation for data-driven recruiting strategies related to Historically Underrepresented Black, Indigenous and People of Color (HU BIPOC),
7. Continue Opportunity Gap and Guided Pathways committees for 2020-21 and implement recommendations related to equity.

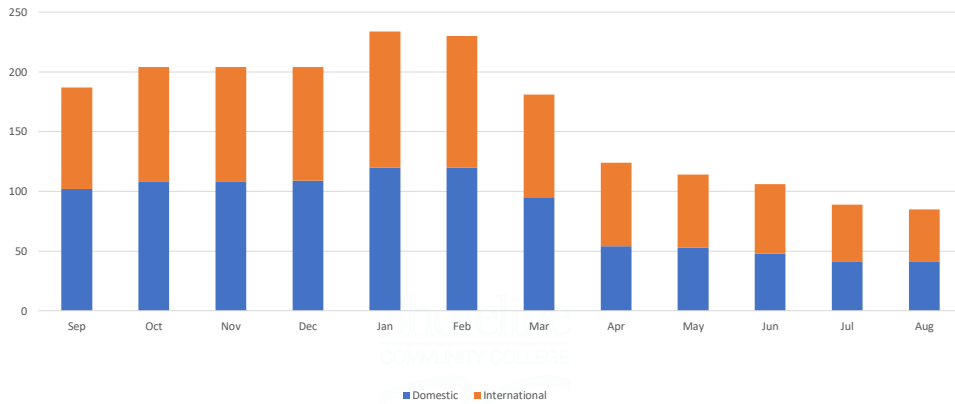
#### **Closing Opportunities Gap**

1. Using technology to support under-represented Black, Indigenous and People of Color (BIPOC), students in student learning.
2. Develop a list of strategies to address retention, persistence and racial equity in college access.
3. Work with populations in cohort student success model (refugee, immigrant, BIPOC, students with disabilities, Veterans, parents, athletes, first generation and low-income).
4. Develop clear academic policies for closing the opportunity gap (early alert, Care, etc....).
5. Work internally with employees to develop effective cultural competence training.
6. Identify additional training needs for faculty to effectively meet the needs of academic, social, and cultural needs of URM students.
7. Identify recommended strategies for teaching in a diverse learning environment.

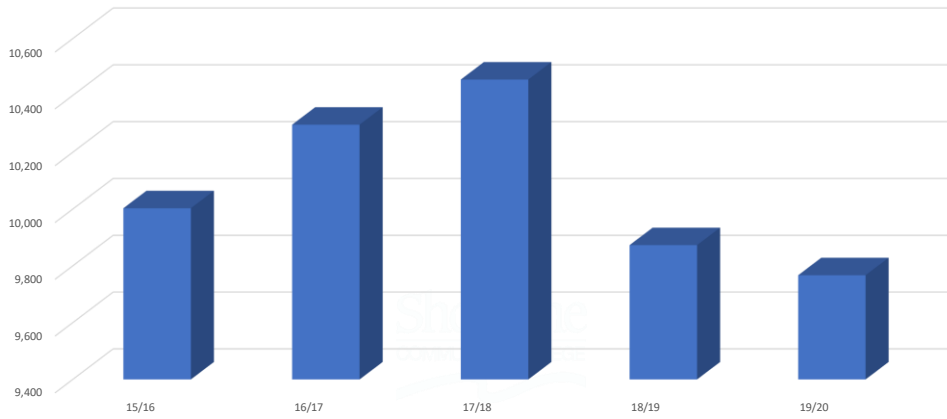
**Income Statement Actual to Budget FY 2019-2020**

	FY2019-2020 Budget	FY2019-2020 Actual
<b>REVENUES</b>		
State Allocation	28,327,246	28,330,786
Other State Reimbursement	276,314	276,314
Tuition Revenue	10,774,260	10,718,501
International Education	5,010,974	5,010,974
Running Start	1,430,413	1,430,413
CEO	718,589	718,589
<b>TOTAL REVENUES</b>	<b>46,537,796</b>	<b>46,485,577</b>
<b>EXPENSES</b>		
Salaries and Benefits	40,528,168	41,017,543
Operations	6,834,708	6,571,535
<b>TOTAL EXPENDITURES</b>	<b>47,362,876</b>	<b>47,589,078</b>
<b>NET INCOME/(DEFICIT)</b>	<b>(825,080)</b>	<b>(1,103,501)</b>

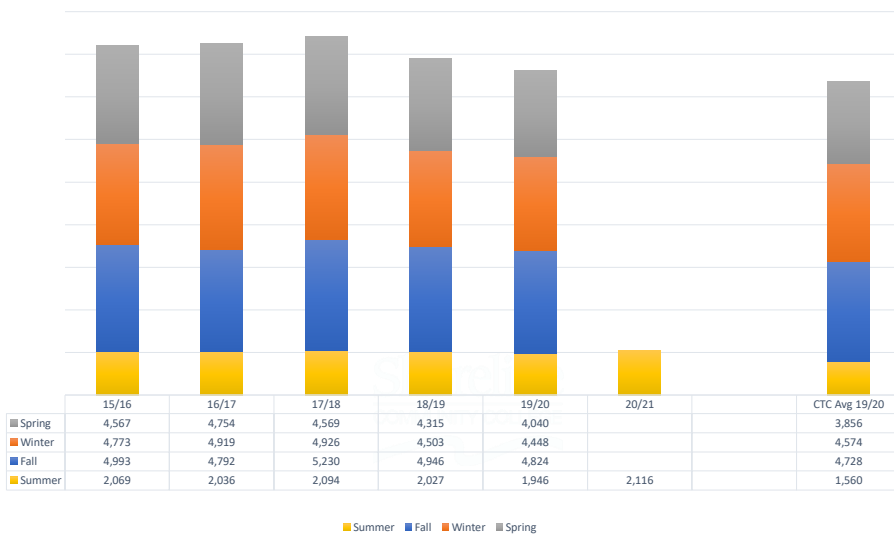
**Building 7000 Occupancy  
12 month Rolling**



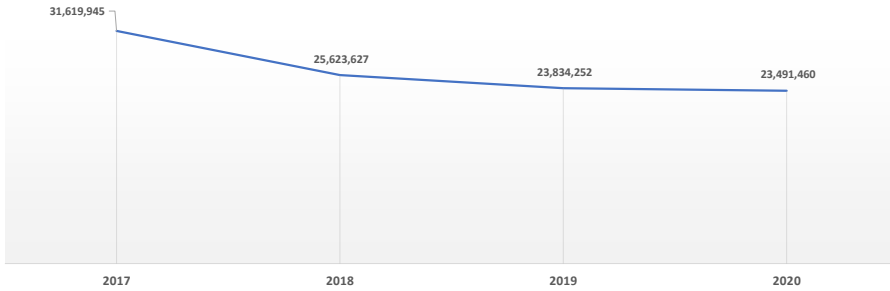
Enrollment Headcount By Year



FTE - Enrollment by Quarter



### Cash Balance at June 30

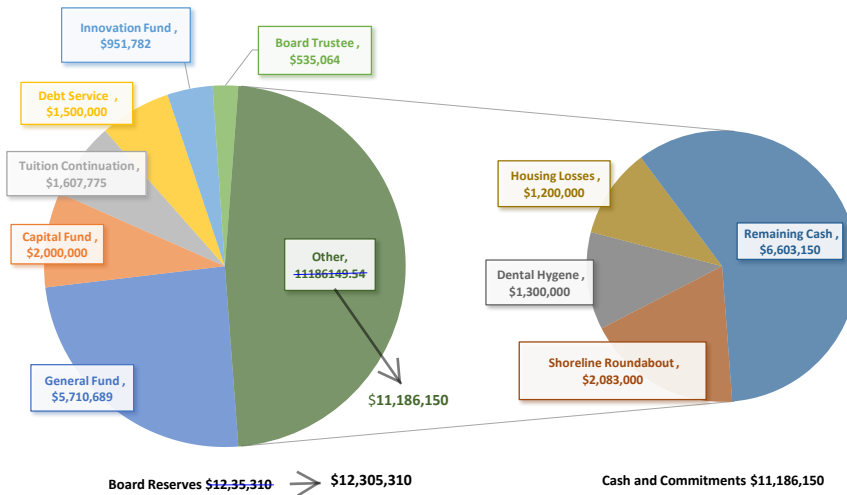


2017 cash was used to replace allocation reductions

2018 enrollments began declining

### Cash and Proposed Reserves

Total Cash \$23,491,460





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# **WELCOME to the Fall Board of Trustee Retreat**



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## **Welcome & Overview of our Retreat**

- How governance works in the CTC system and at Shoreline
- Governance and the intersection between accountability, responsibility, and decision making
- Strategic work for 2020-21
  - Use of proven research data to inform our work
  - Moving initiatives to scale

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# Understanding Governance within a State Community & Technical College System



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## Governance at Shoreline

College governance at Shoreline Community College shall be a shared participatory system in which every member of the college community can influence decisions regarding policies and priorities and provide feedback on the direction for the College.

Governor  
Board of Trustees  
President  
Executive Team  
Councils  
Steering Committees – Strategic Planning  
Committees  
Workgroups, Ad hoc/Taskforces

# Governance

The Governor appoints all BOT members with specific responsibilities to:

- Act as a committee of the whole
- Conduct its business at scheduled public meetings
- Set the vision and mission
- Reviews the overall performance of the College
- Approve and shapes all policies
- Ensure fiduciary health – approves budget
- Review tenure-track faculty and grant tenure
- Delegate all operational functions to the president
- Hire and evaluate the president

The BOT hires the president and delegates specific authority and accountability to:

- Administer the College to accordance to applicable laws with policies approved by the BOT
- Achieve mission fulfillment through monitoring academic, student success, fiscal and operational health of the College
- Recommend policies to achieve mission fulfillment
- Ensure fiscal health of the College
- Approves hiring of employee (except granting tenure)

## Work of ET in a Policy Governance Framework

### Behaviors and Actions

- Act as a team
- Implement policy direction set by the Board of Trustees
- Monitor college performance (academic, student success, fiscal, operations)
- Create a positive college climate to achieve mission fulfillment
- Lead as thoughtful, informed team members

# **Strategic Work for 2020-21**

## **Strategic Enrollment Management**

- **Moving from just-in-time to mid-and long-term planning**
- **The arc of the work: application, enrollment, retention and completion**
- **Guided Pathways**
- **Retention measures: First year Experience – making key initiatives mandatory; closing Opportunity gaps**
- **Diversity, inclusion, and equity – front and center – review governance, instructional policies, build on the recommendations from IESC and the BLM/Anti-Racism Workgroup**

# Accreditation Update

## Mission Fulfillment, Assessment, Dashboards

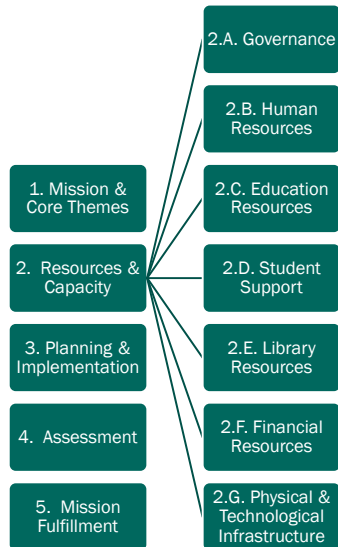


# Outcomes for Today

- ▶ By the end of the session, you will be able to ...
  - ❑ Describe content from the comprehensive self-study relevant to
  - ❑ Summarize the overall assessment of mission fulfillment as of our most recent indicator report
  - ❑ Identify areas for growth in meeting accreditation standards



# Current Standards



# Standard 1

- ▶ Shoreline's Core Themes (2019)
  - Transfer Education
  - Professional-Technical Education
  - Basic Education for Adults
  - Community Education
- ▶ Rationale for Change
  - Meaningful assessment
  - Alignment



## Standards 2 and 3

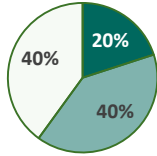
- ▶ Standard 2: Board Governance
  - Policy manual work
- ▶ Standard 3: Planning
  - Strategic planning (institutional planning)
    - Steering committees & aSAPs
  - Operational planning (core theme planning)
    - Academic planning (and aSAPs)

## Standard 4

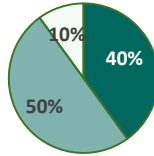
- ▶ Learning Outcomes Assessment
  - Course-level assessment: online training
  - Program-level assessment: advisory committees
  - General education assessment: revision
- ▶ Assessment of services
  - Budget planning system
  - Identify outcomes and assess

## Standard 5: Mission Fulfillment

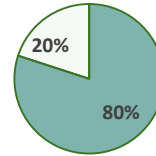
Access for Learners



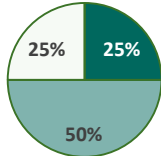
Equity & Access



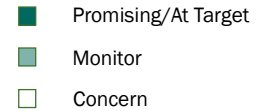
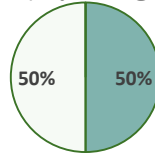
Student Learning



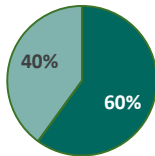
Progress



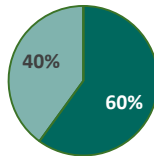
Equity & Progress



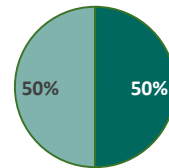
Equity in Completion



Completion/Transition



Contribution to Workforce



## Break for Questions

- ▶ What questions do you have about relevant content in each standards?
- ▶ What additional questions do you have about the accreditation visit?
- ▶ What else do you think you need to be prepared?



# Areas for Growth

## ► Assessment

- Refine indicators (previous recommendation)
- Program-level outcomes assessment
- Assessment of services (previous recommendation)
- Cycle of assessment



# Cycle of Assessment

## ► Equity in Progress

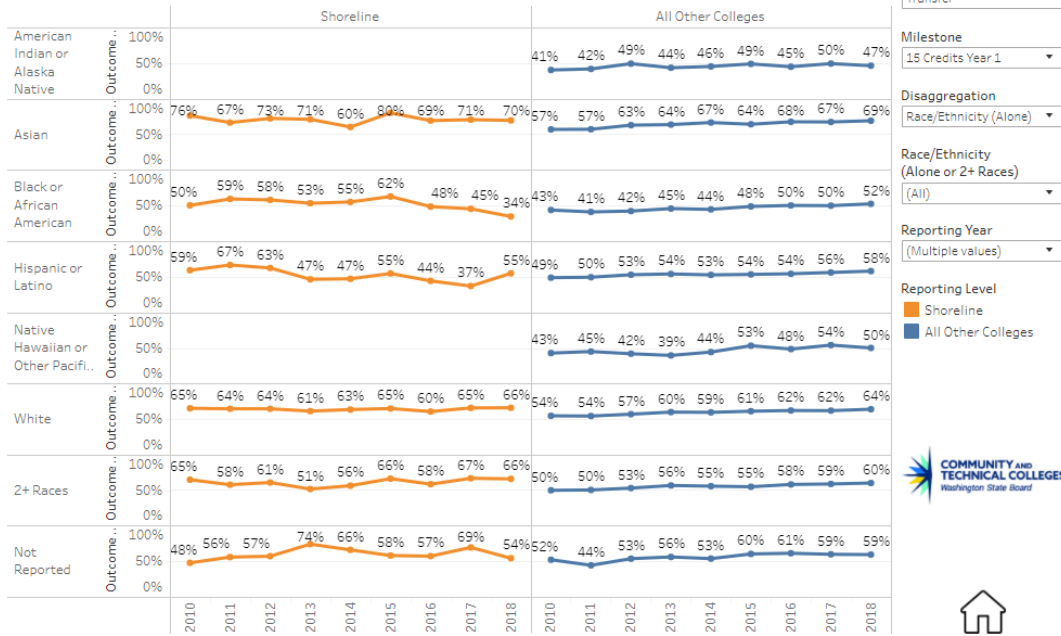
- √ Review indicators
- √ Review data
- Reflect on assessment
- Take action



# Additional Data

## Indicator: Equity in Student Progress

Core Theme	Measures	Baseline (2015-2016)	Report 1 (2017-2018)	Report 2 (2018-2019)	Target (2021-2022)
Transfer	% of transfer students from historically <u>under-represented and under-served groups</u> who complete quantitative and symbolic reasoning requirement within one year	24%	20% (□)	18% (*)	32%
	% of transfer students from historically <u>under-represented and under-served groups</u> who complete 15 college-level credits within one year	56%	47% (*)	52% (□)	56%
	% of transfer students from historically <u>under-represented and under-served groups</u> who persist across academic years (i.e., SAI retention point)	57%	44% (*)	44% (*)	54%



# Action

- ▶ Research-based best practices
- ▶ Guided Pathways
  - Equity lens
  - Systemic change
  - Mandatory activities
  - Aligned with previous & ongoing work

## MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Catherine D'Ambrosio at 4:30 PM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

## MEMBERS PRESENT

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

## COMMUNICATION FROM THE PUBLIC

Per the notice for the September 15, 2020 (virtual) special meeting of the Board of Trustees:

Public comments sent to the Board Secretary at [lyonemitsu@shoreline.edu](mailto:lyonemitsu@shoreline.edu) by 4:15 PM on Tuesday, September 15, 2020 will be read aloud by Chair D'Ambrosio and Vice Chair Jackson. The total public comment period will be no more than ten (10) minutes and up to two (2) minutes of each public comment received, will be read, with adjustments made if more than five (5) public comments are received. All public comments received will be entered into the record, and attached to the minutes of the September 8 special meeting.

No public comments were received by 4:15 PM on Tuesday, September 15, 2020.

## ACTION: PARENT-CHILD CENTER FEE CHANGE(S)

Vice President Dawn Beck provided an overview of tab 1 [Action: Parent-Child Center Fee Change(s)]. Vice President Beck, President Roberts, and Parent-Child Center Program Manager Jocelyn Ramos responded to questions from the Trustees.

Motion 20:51: Motion made by Trustee Jackson to approve the proposed fee changes related to the community rate for the Parent-Child Center.

Motion seconded by Trustee Pobe

Trustee Pobe remarked that it was impressive how leadership rises to serve the community.

All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobe) voted *aye* to approve the motion.

SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF SEPTEMBER 15, 2020

ADJOURNMENT

Motion 20:52: Motion made by Trustee Pobee to adjourn the special meeting of September 8, 2020.

Motion seconded by Trustee Lux. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee) voted *aye* to approve the motion.

Chair D'Ambrosio adjourned the meeting at 5:04 PM.

Signed \_\_\_\_\_  
Catherine D'Ambrosio, Chair

Attest: October 28, 2020

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

## MINUTES

### STUDY SESSION

The study session of the special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Catherine D'Ambrosio at 2:00 PM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

#### Fiscal Updates

Vice President Dawn Beck went over a slide presentation (attached) containing the following information and she and President Roberts responded to questions from the Trustees.

- Student Housing Update
- CARES Act Funding
- Covid Emergency Funds
- Draft Scenarios 2020-21 Operating Budget
- Cash Balance Report

Motion 20:53: Motion made by Trustee Jackson to adjourn the study session of September 25, 2020.

Motion seconded by Trustee Pobee. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee) voted *aye* to approve the motion.

Chair D'Ambrosio adjourned the study session at 2:24 PM and announced that the special session would start at 3:00 PM.

### SPECIAL SESSION

The special session of the special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Catherine D'Ambrosio at 3:00 PM by audio/visual conference. A quorum of the Board was present by audio/visual conference.

### MEMBERS PRESENT

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

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

### COMMUNICATION FROM THE PUBLIC

Per the notice for the September 25, 2020 (virtual) special meeting of the Board of Trustees:

Public comments sent to the Board Secretary at [lyonemitsu@shoreline.edu](mailto:lyonemitsu@shoreline.edu) by 2:45 PM on Friday, September 25, 2020 will be read aloud by Chair D'Ambrosio and Vice Chair Jackson. The total public comment period will be no more than thirty (30) minutes and up to three (3) minutes of each public comment received, will be read, with adjustments made if more than ten (10) public comments are received. All public comments received will be entered into the record, and attached to the minutes of the September 25 special meeting.

Thirteen (13) public comments were received by 2:45 PM on Friday, September 25, 2020. Chair D'Ambrosio and Vice Chair Jackson read the public comments from Norah Peters, Betty Peace-Gladstone, an anonymous individual, Representative Gerry Pollet, Pamela Kocaturk, Tasleem Qaasim, Terry Taylor, Eric Hamako, Trevor Pelletier, Tirzah Williamson, Matthew Loper, Jessica Gibson, and Adria Magrath. (Statements attached.)

### REPORT: PROPOSED BUDGET REDUCTION(S) FOR FY 2020-21

President Roberts, Vice President Dawn Beck, Vice President Phillip King, and Executive Director Zura went over a slide presentation entitled *Proposed Budget Reductions—First Reading: September 25, 2020* (attached) containing the following information, as well as responded to questions from the Trustees.

- Budget Process—March 2019 through June 2020
- 2019 – 2020 Revenue Shortfall
- Fall 2019 Overall Department Assessment and Reviews
- Areas of Reductions for Winter 2020
- Overall Proposed Position Changes 19-20
- External Factors Affecting our College
- Enrollment Trends
- CARES Act Funding
- Covid Emergency Funds
- Draft Scenarios 2020-21 Operating Budget
- Areas of Reductions for FY 2020-21
- Cash Uses for FY 2020-21
- Budget Principles
- Survey Results—Number of Suggestions by categories
- Executive Team Use of Data
- Budget Efficiencies
- Budget Reduction Strategies
- Revenue Enhancement

- Projected Vacant and Filled Reductions
- Next Steps

ACTION: POTENTIAL REDUCTION IN FORCE OF FACULTY POSITIONS

Vice President Phillip King read tab 1 (Action: Potential Reduction in Force of Faculty Positions).

Motion 20:54: Motion made by Trustee Jackson to approve reduction in force and elimination of programs as described.

Motion seconded by Trustee Pobee.

Trustee Jackson referred to Professor Eric Hamako's public comment, as well as to the news that the state's budget forecast may not be as bad as previously thought.

Based on a question from Trustee Lux, Executive Director Veronica Zura confirmed that Classified Staff and Faculty, have recall rights.

In regard to the current economic situation, Trustee Pobee expressed hope for the state to rebound as a whole.

Chair D'Ambrosio referred to Professor Terry Taylor's public comment about this "being a profoundly sad day" and noted, "if only we had control over all of the things that are happening. None of this is being taken lightly."

All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee) voted *aye* to approve the motion.

FIRST READING: ADDITION OF DEBT RESERVE PROCEDURE TO BOARD OF TRUSTEES POLICIES MANUAL

President Roberts provided an overview of tab 2 (First Reading: Addition of Debt Reserve Procedure to Board of Trustees Policies Manual).

FIRST READING: CAPITAL RESERVE LEVELS RECOMMENDATION FOR BOARD OF TRUSTEES POLICIES MANUAL

Vice President Beck read tab 3 (First Reading: Capital Reserve Levels Recommendation for Board of Trustees Policies Manual).



CONCLUDING REMARKS FROM THE TRUSTEES

Trustee Lux inquired about what the grants were and why we chose not to get them.

Trustee Pobee conveyed that he is praying for a miracle, keeping his fingers crossed, and hoping for the best.

Trustee Lux concurred with Trustee Pobee and shared that he thinks about the times he was laid off and the impact on self, family, and the community.

Trustee Jackson agreed with the sentiments expressed by his colleagues and noted that he hopes the current projections related to the state's budget, turn out to be true.

Chair D'Ambrosio concluded that she is acutely aware that "this could happen to any of us" and expressed appreciation for all who connected to the meeting.

ADJOURNMENT

Motion 20:55: Motion made by Trustee Lux to adjourn the special meeting of September 25, 2020.

Motion seconded by Trustee Pobee. All four Trustees (Catherine D'Ambrosio, Douglass Jackson, Tom Lux, and Eben Pobee) voted *aye* to approve the motion.

Chair D'Ambrosio adjourned the meeting at 5:17 PM.

Signed \_\_\_\_\_  
Catherine D'Ambrosio, Chair

Attest: October 28, 2020

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



# **Dawn Beck, CPA**

**Vice President for Business & Administrative Services**



## Student Housing Update

Fall quarter occupancy decreased slightly from summer quarter.

<b><u>Current Occupancy</u></b>	<b>32.9%</b>
<b><i>Total Leased %:</i></b>	<b>36.1%</b>
<b><i>Total Leased w/enrollment verification:</i></b>	<b>36.1%</b>

<b><u>Current Demographics</u></b>	
<b><i>Domestic Applicants</i></b>	<b>48.8%</b>
<b><i>International Applicants</i></b>	<b>51.2%</b>

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## **CARES Act Funding**

- **Received one-time CARES Act Funding – \$1.2M to student needs associated) and \$10K federal funding to offset COVID-19 pandemic expenses**
  - **About \$1M left to disburse to students fall, winter & spring quarters**
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## Covid Emergency Funds

GRANTED FUNDS	
Institutional CARES Funds	\$ 1,200,000
GEER Funds	360,000
	<u>\$ 1,560,000</u>

ELIGIBLE EXPENSES	
Student Housing COP 3/20-12/20	\$ (1,000,000)
Parking Permits	(75,600)
Child Care Center	(70,256)
DSHS Funding	(4,260)
Cancelled Events	(19,816)
Computers and PPE	(746,370)
	<u>\$ (1,916,302)</u>

*Note: Bargaining in process for faculty related to impact of Covid*

## Draft Scenarios 2020-21 Operating Budget

	2019-2020	2020-2021	Change from
	Actual	Proposed	Prior Year
State Allocation	\$28,607,100	\$24,076,154	(\$4,530,946)
20/21 Allocation increase		1,875,518	1,875,518
Tuition Revenue	10,718,501	8,574,801	(2,143,700)
Internation Education	5,010,974	3,758,231	(1,252,743)
Running Start	1,430,413	1,287,372	(143,041)
CEO	718,589	646,730	(71,859)
<b>Total Operating Budget Revenue</b>	<b>46,485,577</b>	<b>40,218,806</b>	<b>(6,266,771)</b>
Expenditures (Includes COLAs)	47,589,080	48,476,644	(887,564)
Prior Year Budget Deficit*	<b>(\$1,103,503)</b>		<b>(1,103,503)</b>
<b>Net Position</b>		<b>(\$8,257,838)</b>	<b>(8,257,838)</b>

# Cash Balance Report

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**CORPORATE CHECKING**

U.S. Bank National Association

*Member FDIC*

Account Number 1-535-0057-1424

**Account Summary**

	# Items	\$	
Beginning Balance on Jul 1			22,491,459.94

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**CORPORATE CHECKING**

U.S. Bank National Association

*Member FDIC*

Account Number 1-535-0057-2372

**Account Summary**

Beginning Balance on Jul 1		\$	1,000,000.00
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**From:** [Norah Peters](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Comments for the board.(please make sure this goes on record)  
**Date:** Thursday, September 24, 2020 2:47:49 PM

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Hello,

My name is Norah Peters and I am the Program Coordinator for Advising. I have been with the college on and off for the past 21 years. Shoreline has always held a special place in my family. As I have said in a previous meeting, my husband went to school and worked here, my father in-law taught here, my sister in-law works here and my son just received his Associates in Business from Shoreline.

That being said, I am having a really hard time with how this school has been run the last several years. We are constantly told that Shoreline is a community, and that everyone is welcome here but, that is not the feeling that the Classified staff gets from the Administration. We are often overworked and under appreciated and, with the budget cuts, it is just getting worse.

Classified staff seems to be bearing the brunt of the past and upcoming reductions while Shoreline continues to be incredibly top heavy. Why are the people who make the least taking the biggest hit? Aren't there any other options?

I know that many members of the classified staff would be willing to take periodic furloughs if it could save the jobs of some of our coworkers. Are these options even being considered? Maybe the E-team should be having more conversations with the people who are being affected the most. All voices should count in these decisions and we are not being heard.

Please consider the choices that are being made. What is really the best options for this school? Can we really afford to lose more front facing people? If you continue to get rid of the customer service that the front facing people give, students will go somewhere else.

Thank you for your time.



**From:** [Peace-Gladstone, Betty](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Public Comment for Today's Board Meeting  
**Date:** Friday, September 25, 2020 11:28:39 AM

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I wish to comment on the recommendation to possibly cut the Education program from the offerings of our college. There are two notes related to this recommendation which I would like to voice what I believe to be a more accurate statement of circumstances.

The failure to constitute an advisory committee for two years is not an accurate statement. An active and willing advisory committee membership was and has been maintained by faculty on an ongoing basis for many years. Meetings have not taken place due to administrative shortcomings. In the 2018-2019 academic year, the task of calling advisory committee meetings was assumed by Lauren Hadley, in her new role as Director of Employer Engagement, and per agreement with Education faculty. This was also agreed to in the spring of 2020. Advisory committee membership was invited, Education faculty were prepared to participate in and support these meetings, but the failure to successfully convene meetings was a failure of the office of Employer Engagement, not of faculty.

For several years, both faculty in this program have communicated to administration that the FPC position stipend of \$1200 or 20% release time was inadequate to meet the complexity of the duties of an FPC for this program. Over recent years the program transformed into a statewide standardized program linked to complex state regulations for child care licensing. This has required ongoing curriculum revision, participation in a frequent meetings of a statewide network of colleges offering this set of certificates and degrees, and maintaining the complex role of faculty advising of over 100 students in a heavily regulated industry. These additional requirements for program management have not been recognized nor supported by the administration. If the college does not wish to continue offering a program that requires substantial oversight by an adequately funded FPC, this is understandable. The need for such oversight is undeniable.

In a time of economic change, it is reasonable to reduce the faculty by one person; I do not dispute this recommendation. The recommendation to eliminate the program, however, is more accurately due to the failure of this college's administration to support the program and faculty, as needed, in the oversight of a heavily regulated industry. Were the program to receive such support in the form of an FPC allocation of 1/3 release time for one full time faculty, the program could be a healthy program with one faculty and part-time instructors.

Respectfully submitted.

Thank You,  
Betty Peace-Gladstone

Thank you to the shop stewards for reading my public comment. I would read it myself, and would take much pleasure in it, but I am one of the many classified staff that has been slated for layoff in the latest round of cuts, and due to the toxicity and ruthlessness of this work environment, I fear retaliation in the form of termination instead of a layoff. I don't trust you, and I am now one of the millions of Americans who will need to rely on unemployment during a global pandemic.

I will not spend much time telling you or the Board of Trustees about how this will affect me, as you all have made it abundantly clear that you don't care about how your decisions affect the staff at Shoreline-neither the staff that you cut or the staff that remain.

I will not spend much time telling you about how this will be a detriment to the college's operations because you all have also made that abundantly clear that you don't care. None of you are interested in running a college.

Rather, I would like to use my time to point out some truths that are lost on all of you.

You do not care about students. If you did, you would not dismantle well-run programs and services that students rely on the most. Gender & Equity Services, Enrollment Services, Running Start, faculty, and other student-facing positions and programs. In an economic and public health crisis, your systemic dismantling of the safety net and long-term investment that a college education is, shows very clearly what your priority is not. It's even more shameful to do this at a community college level, a place where those with far less privilege than all of you used to be able to find a little bit of hope.

What you do care about is yourselves. We have heard for months and years now that you unfortunately have to make "tough" and "painful" decisions with these layoffs. But these layoffs are not tough decisions for you. Due to your arrogance and unbridled greed, the "tough decision" for you would be to cut your own bloated salary and the bloated salaries of your arrogantly and inappropriately named Executive Team, which is why you aren't making that decision. You are not interested in any discomfort, no matter how minor.

You and this team execute nothing but toxicity and no matter how many times you quote the peaceful warriors of equality that are Martin Luther King, Jr., Ruth Bader Ginsberg, and John Lewis, your self-serving and classist greed are the only thing that is seen. You are nothing like these respected advocates. Given what you say stacked against what you do, you are a fraud.

You, Roberts, and your team of sycophants, and you, the Board of Trustees, are solely responsible for the inevitable tanking of Shoreline Community College. The whole lot of you are also responsible for creating instability and insecurity in the lives of those less fortunate than you, both staff and students. You should all be ashamed of yourselves but those with privilege and power who benefit from the systems that they create rarely are. People like you are why systems of inequality are upheld. YOU uphold them. You talk a big game with impressive language around cultural diversity but you have made it abundantly clear that your culture is MONEY.



September 25, 2020

TO: Shoreline Community College Trustees, President Roberts  
Representative Gerry Pollet's comments for public comment period at Trustees Special Meeting voicing concerns over Reduction in Force proposal

Dear Trustees and President Roberts,

I recognize that Shoreline College has been experiencing a reduction in enrollments, with significant reductions due to the Corona Virus Pandemic coupled with loss of other revenues due to the Pandemic. This should, indeed, trigger a planning discussion in collaboration with faculty, WFSE, SCCFT, AFT-WA; and, with students enrolled in various impacted programs who may be getting overlooked in the current process, prior to adopting the specifics of this proposed plan.

Across the entire CTC system, during the Great Recession CTCs chose to reduce advising and counseling, along with FT faculty who carry the academic advising and mentoring roles essential to student retention and success. The evidence is overwhelming that this choice was a serious mistake. It seriously impacted student completion and retention, particularly for first generation students, students from underrepresented minorities and specific groups of returning students. As a result, the State has made significant efforts to invest in advising and counseling, along with emphasizing retention of FT faculty who prepare curriculum, mentor and advise. The proposal in front of you appears to repeat this mistake.

This appears to be a symptom of having specific proposed faculty reductions prior to the engagement with faculty and students, and examination of all alternatives.

An example of alternatives would be examining how to respond to needs for ESL (English as Second Language) instruction. While the University of Washington is also seeking to reduce ESL instructors, other legislators and I have been very critical of the lack of collaboration with AFT-WA and seeking to engage across the immediate region with community colleges. The same is true in reverse for this proposal. Reducing ESL instruction capacities is a disservice to our state CTC systemwide and state goals for increasing accessibility of the opportunities of postsecondary education. There is an opportunity for cross-institutional collaboration with Seattle Colleges, UW and Shoreline with the faculty to serve this important public need.

Our state has a severe educator shortage, which the reductions proposed in all FT faculty and elimination of the program will exasperate. The enrollment had a one year drop, which was then reversed.

There are legitimate questions about how prior fiscal planning, fiscal decisions and going several years without audits lead to these circumstances.

Overall, I urge you to defer action until collaboration to determine how to meet fiscal needs while serving students and state policies is undertaken in the spirit of joint governance and bargaining, with inclusion of students and consideration of state policies.

**From:** [Pamela Kocaturk](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Public Comment  
**Date:** Friday, September 25, 2020 1:31:19 PM

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Hello. My name is Pamela Kocaturk (Ko-ja-turk). I am a credentials evaluator in Enrollment Services at Shoreline. Yesterday I got a call from Human Resources to let me know that my position has been selected as a potential cut.

I wonder how the selections of positions to cut were made. Were they based on job titles? I have the same job title as one other person, but we do not do the same job. Some of the things I do is check all official incoming transcripts for English Composition and math and add them to our computer system to help students register for classes, evaluate incoming U.S. transcripts for students wanting transfer degrees, and update Degree Audit so that students, advisors, and Financial Aid staff can get an idea of what classes and how many credits students need to complete their program. The other person focuses on evaluating all of the students who have applied to graduate (this is a very large job) and processing international evaluations. These jobs are too much for just one person to handle, especially now.

Were they based on suggestions from administrators? Enrollment Services has an interim administrator since Chris Melton retired in June. I don't even know if the interim administrator knows what I do.

I also wonder why ET continues to add administration positions (with higher pay) in a time when we are cutting classified and faculty positions and should be waiting until we are in a more stable position before making these types of changes.

Thank you.

**From:** [Qaasim, Tasleem](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Re: PUBLIC COMMENTS FOR SCC BOT  
**Date:** Friday, September 25, 2020 1:47:47 PM

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Hi Lori, this is a revised comment. Please have the Chair read this one.

TO:  
BOARD OF TRUSTEES (SCC)

FROM:  
TASLEEM QAASIM/EDUCATION PROGRAM

PUBLIC COMMENT:

My name is Tasleem Qaasim, I received tenure 20 years ago and I am the last African American to receive tenure at SCC. My public comments are in regards to the proposed elimination of the Education Program at SCC.

The college provided the following justifications;

low enrollment

failed to constitute a Program Advisory Committee”

revenue reduction.”

Each of these justifications are the result of documented actions taken directly by the college in opposition to advice from faculty.

- A. Enrollment was high, the 2 faculty members obtained a grant for BIPOC and the college decided to terminate the grant which obviously triggered lower revenue.
- B. The lack of advisory meetings over the past to 2 years is the direct result of the college taking the coordination away from the tenured faculty members and reassigning it to an administrator who failed to coordinate the advisory meetings.
- C. Historically, the Education Program has acquired grants for BIPOC as underrepresented students at SCC. When the Administration opted not to support the Education Program in its last grant, program revenue was negatively impacted.

All 3 of the reasons are contrived by the administration through it actions or inaction in an effort to position 2 BIPOC tenured faculty with 20 years at SCC to be RIFFED.

Why?

In 2014 I sent a letter to Dr. Roberts about institutionalized racism at SCC but did not receive a response.

Every year in the past 10 years, I called out this issue but to no avail.

In 2019 I declined the 20 year Award because of the blatant discrimination towards BIPOC at SCC.

In July, 2020, I officially sent a letter to this BOT expressing a vote of no confidence towards the administration.

In less than 2 months, now the college is using justification based on its own actions to propose the elimination of the Education Program.

I received a phone call yesterday morning from HR to offer me a buyout and I advised them that I was Chair of the ARC committee and fully committed to presenting the tenure review for the first African American Tenure faculty in over 20 years.

Later, I found out that the Administration planned to propose to eliminate the Education Program in its entirety.

I believe this is retaliation for questioning systemic discrimination at SCC and expressing a vote of no confidence.

I am requesting a formal independent review of these justifications and the proposed program elimination to determine if this action is retaliatory for writing to this BOT about the institutionalized racism at SCC.

At a time in this country when the battle lines are clearly drawn between people of all ethnic groups fighting for racial justice and those who want to continue systemic racism, with this action, the college is deciding to side with those who want to continue the institutional racism.

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**From:** [Taylor, Terry](#)  
**To:** [Yonemitsu, Lori](#)  
**Cc:** [Hamako, Eric](#)  
**Subject:** Open Comment to the Board  
**Date:** Friday, September 25, 2020 1:51:52 PM  
**Attachments:** [Outlook-qslzwt3.png](#)

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Today is a profoundly sad day for the college. It is sad that we don't have adequate support from the state and federal governments. It is sad that we find ourselves once again cutting people who had nothing to do with the decisions that brought us to this place. It is also sad that we are not able to gather in solidarity with our colleagues to fill the room with our bodies as a testament of our objections. It is easy to ignore that which you can't see.

I implore you, the board, not to be penny wise and pound foolish. Most, if not all, the positions on the list come from low cost programs. The classes taught by these faculty generate state allocation revenue and tuition revenue above their cost of instruction (according to financial models used by the college). These programs subsidize the high cost programs that have never, in the history of the college, covered their own costs. There appears to be no willingness to share this pain with the high cost programs. This will result in an economic death spiral that will eventually make those high cost programs impossible.

Yet, while we contemplate cuts to revenue producing faculty we are adding more administrative positions that don't produce a single FTE?

I hope we can find better solutions to our problems that don't involve abandoning people (people with lives and families and bills to pay) who have dedicated their professional careers to the college. It is so disappointing to me that those who dedicate their professional careers to this college are subject to the whims, or decisions if you will, of people who routinely move on. We are still suffering today from decisions of previous administrations and boards that have long since gone and never pay the price for what they did.

Please include my remarks in the record of this meeting.

**Terry L. Taylor**

President of [FACTC](#), 2019  
Assistant Dean, The Honors College  
Professor of History, Political Science, and International Studies

**Shoreline Community College**

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**From:** [Eric Hamako](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** PUBLIC COMMENT  
**Date:** Friday, September 25, 2020 2:06:33 PM

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Trustees of the Board:

Our faculty union and the Classified Staff's union have repeatedly raised concerns about the College's lack of transparency, financial practices, and basic priorities. Louder than any of the College's rhetoric, the budget cuts and policy changes that you approve will reveal the College's values.

The numbers on which the College is basing its proposed cuts are suspect. The College has cited Washington State's revenue shortfall as justification for permanent cuts, but the [Washington State Economic And Revenue Forecast Council's September 2020 update](#) now suggests that the State revenue shortfall may be only *half* as bad as what had previously been projected. The College has cited cuts to the State's allocation to the College, but the [State Board of Community & Technical College's FY2021 Allocation Schedule](#) shows Shoreline's total State allocation as \$30.2 million dollars, with the subset of Model Allocation dollars *increasing* by more than half-million dollars compared to last year.

For years, the College has reduced the total number of tenured faculty, relative to less stable Associate Faculty positions. And, although faculty, not Administrators, generate FTE revenue for the College, when enrollments drop, it's Associate Faculty, not Administrators, who are first to lose their jobs. When enrollment declines, the College cuts Associate Faculty. The College, in its false rhetoric of "equitable cuts" avoids acknowledging the cuts that it has *already* made to faculty's jobs.

Over time, the College has diverted more and more of its budget toward Administrator salaries. The College has increased its expenditures on Administrators by more than \$2 million over the past few years. When the College shows tables that represent cuts in terms of people cut, it avoids acknowledging discussion of how many dollars it spends in each of those employee areas.

When the College shows tables that suggest it has only cut one faculty member in the past two years, it's important to note that the College is misrepresenting the faculty. Some two-thirds of our faculty are Associate Faculty -- but, the College avoids acknowledging them in its body counts.

Now, while making deep, life-changing cuts to the jobs of unionized workers, the College and Board are proposing to take the additional step of changing the Board's own rules, so that the Board can even further restrict College funds to the projects that the College values more than it values workers' jobs. Projects such as the Residence Hall, which, while billed



as coming in under budget, has also come with more than \$3 million in additional expenses for frontage improvements and traffic mitigation and the now-realized risk of lost revenue due to declines in occupancy.

As the College continues to reveal what *it* imagines possible to do to workers and our livelihoods, we, too, are reimagining what is possible. Do not expect us to go quietly.

**Eric Hamako, Ed.D.**  
SCCFT President

**American Federation of Teachers (AFT) Local 1950**  
Shoreline Community College Federation of Teachers (SCCFT)  
<http://sccft1950.com>

[Collective Bargaining Agreement \(CBA\) 2019-2022](#)

**Calendar:** [Schedule a meeting](#)

**Pronouns:** he, him, his [← Why is this here?](#)

Hello, I am Trevor Pelletier, a recently tenured Math Faculty. I would like this statement read into the minutes.

Although there were many disheartening and disappointing things we heard at the Board Retreat earlier this month, I want to comment on one particularly dangerous and pervasive thread of thought.

Over the past two years, the math department faculty have been developing and implementing a support structure of co-requisite classes in order to make the path into college-level math classes more widely attainable. We know that pre-college math classes are a large barrier, and disproportionately so for our most historically underserved students. We began work on this project because we value this as important equity work.

This enormous undertaking is being led by Shana Calaway, with direct help from other math faculty Sarah Leyden, Lauren Sandven, Chris Hardy, Gerry Wright, Steve Bogart, and myself, and support from the rest of the department. The conception, implementation, and self-reflection around this project is led and driven by faculty.

At the Board Retreat, the Board attributed gratitude for this project to the Administration and the Administration accepted the gratitude. Neither the board nor the Administration gave any recognition or acknowledgement that faculty are responsible for this project.

Plans from the administration to cut the Dental Hygiene program have existed for several years. After a few half-hearted attempts by Administration to relocate the program didn't work, the program was slated to be cut. It wasn't until the Students, Faculty, and community members stood up for the program in public comment at BOT meetings that the Board took notice. At the Board Retreat earlier this month, the board congratulated itself with credit for saving the dental hygiene program. There was no mention of any efforts from faculty or students or community members. Even worse, the board explicitly fails to remember getting any input from the public, except for at the brownies table.

This thread of perspective — that meaningful work is only done by Administration and those in charge — is ignoring and undermining the actual purpose of the college. If you want an institution that is student-leaning, our college policies should recognize that transformative education is about building meaningful relationships. We, the faculty, support our students' learning and growth; you should center and value that work.

When you can only see us as “one million dollars of taxpayer money” or sources of “negative energy” and not as a group of passionate, educated people devoted to the art and craft of teaching and the success of our students, it is easy to misappropriate your support and funds to people, policies, and practices that sanitize the college of meaningful mission and character, and replace it with a hollow facade.

**From:** [Williamson, Tirzah](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Public Comment for BOT  
**Date:** Friday, September 25, 2020 2:33:05 PM  
**Attachments:** [image001.png](#)

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Taking into consideration both the current fiscal situation and the nature of union contracts I would like the following comments and questions submitted for the public record.

When making the decisions on who should and should not be let go, I would like to question how much research went into understanding the positions the administration considers redundant. It appears that all that was looked at was titles and tenure with little to no understanding of the actual jobs represented. Had admin reached out to learn more about the actual work being done they might realize that some of the suggested cuts will very negatively impact already over worked, under staffed offices. For example, in Enrollment Services, we are facing the loss of a credit evaluator. Someone who, up to this point, has been so necessary that they have been willing to come to campus twice weekly during this lockdown. Yet now they face a cut because of a redundancy in title. This is in spite of the fact that what they do is not only different from what our other evaluator does, it is far too much work for one person. Students and staff, even in other offices, will suffer if that position is removed. Financial Aid, for example, can be hindered if there is a slow down in credit evaluations. Had the admin that stepped in as Chris Melton retired invested time in learning about the various rolls, they may have seen that we cannot stand to lose the position.

This specific example makes me wonder about all the cuts being suggested. How much does this administration really understand about the various classified staff that keep the gears moving? The tighter you pull on some of these offices, the greater the chance you lose people you did not intend to and during a time where we are all already stretched thin. A school must have faculty to teach, and it must have staff to keep the process moving. If either group is cut too deeply or moved to leave based on the general disrespect and lip service being paid them meeting after meeting, you will have no school left from which to draw your administrative salaries.

Finally, it needs to be addressed and acknowledged that while we are indeed in unprecedented times, the fiscal errors committed by the administration for decades holds bearing on the proposals and decisions we are seeing today. In a meeting with classified staff, Dr. Roberts stated that the cuts we now face are in no way related to the deficits we have been addressing prior to Covid. While yes, Covid is the instigating factor, to suggest that the position we were in prior has no impact is disingenuous and an insult to our intelligence. Had Shoreline come into this crisis fiscally healthy, we would not be seeing the depth of cuts being suggested. Instead Shoreline limped into 2020 weak and ill prepared for any additional emergencies. Now people, wholly unconnected to the poor decisions made, will bear the weight of the consequences.

Thank you for your time.

**[In response to Covid-19, Shoreline Community College has moved to remote operations, and the Financial Aid Office will be providing our services online only starting Monday, March 16<sup>th</sup> through January 4<sup>th</sup>, 2021. Some services may be delayed or limited, however, email and calls will be checked and returned during the hours as](#)**

listed above. I appreciate your patience and understanding during this time.

**Tirzah Williamson**

Program Specialist 2

Financial Aid Department

**Shoreline Community College**

[www.shoreline.edu](http://www.shoreline.edu) | 206.546.4591

Pronouns: she, her, hers



Board of Trustees  
Shoreline Community College  
September 25, 2020

Dear Board of Trustees,

I would like to comment on the recent proposed strategies to mitigate the revenue losses at the College.

I cannot express strongly enough how alarmed I am at the proposed RIF's to the college's faculty and staff that represent the core of this school. My concerns also extend to the proposed elimination of three valuable college programs, which are inextricably linked to success of other disciplines throughout the college's divisions.

Given the ineptitude and negligence displayed by members of the administration in handling the financial affairs of the college over the past 5-6 years, it is unacceptable that the faculty and staff should bear the brunt of this incompetence.

Please reconsider these proposals and continue to investigate other avenues to address these financial shortfalls. Transparency and timely, pro-active cooperation with the college's labor unions should be paramount in these proceedings.

I particularly want to stress that addressing shortfalls through elimination of entire programs puts the college on an ever-steepening downward spiral. Reducing the diversity of offerings only diminishes the college's overall integrity as an institution - one that, in the face of adversity, has still managed to enjoy recognition as one of the top community colleges in the nation.

Respectfully,

Matthew Loper  
Professor of Biology and Environmental Science  
Shoreline Community College

**From:** [Gibson, Jessica](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Board of Trustees public comment from members of the ESL program  
**Date:** Friday, September 25, 2020 2:38:37 PM

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Hi Lori,

Our comments are below:

Shoreline Community College's mission statement is that "We serve the educational, workforce, and cultural needs of our diverse students and communities." The ESL program plays a vital role in serving these diverse and historically underrepresented students. By saying yes to these proposed cuts, the Board of Trustees is enabling the administration to violate the college's stated mission and values. Two of our four core themes are "Basic Education for Adults" and "Community Education and Training". The college will be evaluated on our success in meeting these themes in the upcoming accreditation process.

- If the ESL program is cut severely, has the administration considered the adverse effect that will have on diversity, Guided Pathways, transfer programs, our ability to serve the language needs of immigrants in our community, and our current competitive status and edge in serving international students?
- Considering that the ESL program is commensurate with other programs in size and FTEs served, what is the value judgment behind the disproportionate cut of ESL faculty?
- ESL courses are currently running with high to 100% fill rate. A reduction in force, thus, equals a reduction in courses. How would reducing course offerings correlate with the core theme of providing Basic Education for Adults?

Jessica Gibson  
ESL Instructor

Shoreline Community College  
www.shoreline.edu | 206.546.4660  
Pronouns: she, her, hers

**From:** [Magrath, Adria](#)  
**To:** [Yonemitsu, Lori](#)  
**Subject:** Public comment for today's BOT meeting  
**Date:** Friday, September 25, 2020 2:39:48 PM

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"Shoreline has a carefully built reputation for truly caring about our students' success. Students' primary experience of the college is in the classroom and with faculty. The faculty are the most essential workers for a college to operate, however during the last few years at the college, it has invested its efforts away from faculty into 'freshening the face' of the college by redecorating, moving things around and over-hiring administrator positions so much so that we were impacted financially to the tune of millions of dollars despite having no concurrent increase in income. The effects of such investments compound into a negative interest rate and because of such misplaced priorities, it is clear we have steadily become less fiscally sustainable even outside of current events. Now the college is using faulty logic to justify removing faculty and programs which will only make the matter worse.

I also believe that some of the background presented in the action misrepresents the most current enrollment trends. According to an announcement released during opening week at my division meeting, the college was up nearly 10% in enrollment for summer 2020 and seeing a late surge in Fall quarter enrollment to nearly match past levels. Why are the faculty being told one thing and the BOT being told another? Something is truly rotten in Denmark.

I have been with Shoreline for over a decade now and my lived experience under the current leadership is a pattern of treating faculty as "less-than", all while wearing a seemingly friendly smile, leaving many of us with feelings of devaluation and unfairness.

This proposed action you will hear tonight is an injustice to the faculty and the students we serve now and into the future. The college should be ashamed of how they are not including everyone's voices equally.

The enacted solutions to fiscal shortfalls should be shared and **felt** equally if we are to operate in accordance with our espoused values as an institution. As you may have heard, in 1963 Martin Luther King Jr. wrote that "**Injustice** anywhere is a threat to justice everywhere." and "**We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.**"

Adria Magrath  
Biology Professor  
Science Division  
Shoreline Community College  
16101 Greenwood Avenue N  
Shoreline, WA 98133

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**Proposed Budget Reductions  
First Reading  
September 25, 2020**







# **Budget Process**

## **March 2019 through June 2020**

- **The sharp decrease in domestic and international enrollment required budget reductions to align our expenditures with a permanent decline in revenue.**
  - **January 2020 proposal to the Board of Trustees was to reduce expenditures by \$2.385M in order to achieve a balanced budget for 2020-21.**
-

## 2019 – 2020 Revenue Shortfall

Original Shortfall Estimate for 2019-2020		(\$1,929,016)
<b>Revised Shortfall Estimate (based on revenue data to date)</b>		
Domestic Tuition	(\$1,638,113)	
International Education	\$624,526	
Running Start	\$594,549	
CEO	(\$37,117)	
Subtotal		(\$456,155)
Overall Estimated Shortfall		(\$2,385,171)



## **Fall 2019**

### **Overall Department Assessment and Reviews**

- The outcomes of the over 90 department assessments resulted in proposed changes that reflect the revenue and expenditure gap.
- These proposed changes were reviewed for adjustment of reductions in positions, general goods and services, and other miscellaneous supports.
- Part of this process also included assessments that reflected a need for new positions and a design for enhanced workflow.

## Areas of Reductions for Winter 2020

Areas of Reduction	Amount
Extended Days	\$69,414
Goods and Services	\$475,000
New Funding Revenue	\$295,257
Travel	\$115,600
Utilities	\$30,000
PT Faculty Salary & Benefits	\$485,009
Temp/Hourly Salary & Benefits	\$49,415
Permanent Full-Time Salary & Benefits	\$660,986
Stipends	\$200,000
<b>Total</b>	<b>\$2,380,681</b>

## Overall Proposed Position Changes 19-20

	Filled Positions	Vacant Positions	New Positions	Total Positions Impacted
Administrative	-5	-1	1.5	-4.5
Classified	-3	-9	7.25	-4.75
Faculty	-1		3	2

### Overall outcome of changes included loss of full-time employees:

- 4.5 Administrators
- 1 Faculty member
- 0 Classified Staff were impacted as all three (3) impacted Classified Staff found other positions at the College.



# **COVID -19 Emerges in Late Spring Quarter**

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# External Factors Affecting our College

Impact of COVID-19 on state revenue and Shoreline:

- Anticipated \$7–10 billion state revenue shortfall
- Community & Technical Colleges share is 15% state allocation cut
- Permanent state funding loss, reduced enrollment, and COLA is estimated to be as high as \$8.3M
  - 66% of our operating funds come from the state
  - 9.2% decline in enrollment in the past two years
- 87% of our budget is people

# Enrollment Trends

Annual Full-Time Equivalent (FTE)										
	Year									
	2015-2016	2016-2017	% Change	2017-2018	% Change	2018-2019	% Change	2019-2020	% Change	Overall Five Year Change
<b>Total FTE</b>	5467	5551	1.5%	5606	1.0%	5263	-6.5%	5086	-3.4%	-7.0%
<b>International Contract**</b>	1173	1067	-9.0%	1017	-4.7%	984	-3.4%	933	-5.2%	-20.5%
<b>State-Supported**</b>	3735	3883	3.9%	3980	2.5%	3688	-7.9%	3555	-3.6%	-4.8%
<b>CEO</b>	305	312	2.0%	297	-4.7%	281	-5.6%	255	-9.5%	-16.7%
<b>Running Start</b>	182	233	27.8%	241	3.4%	250	3.4%	289	15.6%	58.3%
<b>Worker Retraining</b>	245	197	-19.4%	201	1.6%	223	10.1%	288	29.2%	17.6%
<b>Aerospace 1000</b>	222	205	-7.3%	167	-18.7%	107	-55.3%	91	-15.7%	-59.1%
<b>New to Shoreline</b>	973	1028	5.7%	1029	0.1%	953	-7.9%	950	-0.3%	-2.3%
<b>Veterans</b>	245	229	-6.6%	244	6.6%	222	-9.9%	244	10.2%	-0.2%
<b>Online FTE</b>	909	935	2.9%	1047	12.0%	1060	1.2%	1139	7.5%	25.3%
<b>Basic Skills FTE</b>	296	394	33.3%	384	-2.5%	393	2.3%	199	-49.5%	-32.8%



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**Dawn Beck, CPA**  
**Vice President**

**Business & Administrative Services**



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## **CARES Act Funding**

- Received one-time CARES Act Funding – \$1.2M to student needs associated) and \$10K federal funding to offset COVID-19 pandemic expenses
  - About \$1M left to disburse to students fall, winter & spring quarters
-

## Covid Emergency Funds

GRANTED FUNDS	
Institutional CARES Funds	\$ 1,200,000
GEER Funds	360,000
	<u>\$ 1,560,000</u>

ELIGIBLE EXPENSES	
Student Housing COP 3/20-12/20	\$ (1,000,000)
Parking Permits	(75,600)
Child Care Center	(70,256)
DSHS Funding	(4,260)
Cancelled Events	(19,816)
Computers and PPE	(746,370)
	<u>\$ (1,916,302)</u>

*Note: Bargaining in process for faculty  
related to impact of Covid*

## Draft Scenarios 2020-21 Operating Budget

	2019-2020 Actual	2020-2021 Proposed	Change from Prior Year
State Allocation	\$28,607,100	\$24,076,154	(\$4,530,946)
20/21 Allocation increase		1,875,518	1,875,518
Tuition Revenue	10,718,501	8,574,801	(2,143,700)
Internation Education	5,010,974	3,758,231	(1,252,743)
Running Start	1,430,413	1,287,372	(143,041)
CEO	718,589	646,730	(71,859)
<b>Total Operating Budget Revenue</b>	<b>46,485,577</b>	<b>40,218,806</b>	<b>(6,266,771)</b>
Expenditures (Includes COLAs)	47,589,080	48,476,644	(887,564)
Prior Year Budget Deficit*	(\$1,103,503)		(1,103,503)
<b>Net Position</b>		<b>(\$8,257,838)</b>	<b>(8,257,838)</b>
<b>Proposed Budget Reductions</b>			
Spring Labor Reductions Effective July 1			837,459
Student/Voluntary Labor Reductions			686,056
Full Year Proposed Labor Reductions			6,260,369
Total Labor Reductions			7,783,883
Other Savings - Travel, Audit Fees, Etc			603,271
Total Reductions			8,387,154
Full Year Under/(Over) Budget			129,316
2020/21 Position Preservation Cost			(2,194,826)
<b>2020/21 Deficit (Use of Cash)</b>			<b>(\$2,065,510)</b>

\* Last year's actual resulted in a \$1M deficit. This year's budget is built from last year's actual results. To create a balanced budget, expenses must be reduced by \$1M.


## Areas of Reductions for FY 2020-21

Areas of Reduction	Amount
Permanent Admin Full-Time Salary & Benefits	\$475,253
Permanent FTF Salary & Benefits	1,983,072
Permanent FTC Salary & Benefits	\$1,789,986
PT Faculty Salary & Benefits	1,920,000
Student	\$92,057
<b>Current Labor Reductions</b>	<b>6,260,369</b>
Spring Labor Reductions	\$837,459
Student/Voluntary Labor Reductions	686,056
<b>Total Labor Reductions</b>	<b>\$7,783,884</b>
Travel	\$100,000
Utilities	377,196
Other –Audit Fees, Utilities, Etc.	\$126,075
<b>Total Other Reductions</b>	<b>603,271</b>
<b>Total Budget Reductions</b>	<b>8,387,154</b>


# Cash Uses for FY 2020-21

2020	
Cash in Bank 7/1	23,491,460
<b>Board Reserves</b>	
Reserve Board Trustee	(535,064)
Reserve Capital Fund*	(2,000,000)
Reserve General Fund	(5,710,689)
Reserve Innovation Fund	(951,782)
Reserve Tuition Cont	(1,607,775)
Debt Service Reserve*	(1,500,000)
<b>Board Reserves</b>	<b>(12,305,310)</b>
<b>Commitments</b>	
Debt Service	(1,500,000)
Roundabout	(2,083,000)
Dental Program Move	(1,300,000)
<b>Total Commitments</b>	<b>(4,883,000)</b>
<b>Income/Deficit</b>	<b>(2,048,504)</b>
<b>Cash Balance</b>	<b>4,254,645</b>
<b>Cash in Bank (w/reserves)</b>	<b>16,559,956</b>
<b>Monthly Operating Expense</b>	<b>4,000,000</b>
Number of months without reserves	1.1
Number of months with reserves	4.1

\*Proposed Amounts



**Cheryl Roberts, Ed.D.**  
**President**  
**and**  
**Veronica Zura**  
**Executive Director for Human**  
**Resources**



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# Budget Principles

The Board directs the President of the College to maintain basic aspects of the College's mission, with a balance between equity, quality, and access, to the greatest extent possible. Through our budget development process, we are committed to the following principles and processes:

- Be respectful, inclusive, and treat each person with dignity
  - Incorporate long-term planning and forecasting that aligns with the Strategic Plan
  - Alignment to realistic projections
    - Washington state allocation model (as a growth model)
    - Forecasting of tuition
    - Enrollment and retention patterns
    - Allow for innovation that increases enrollment, revenue generation, and encourages efficiencies
  - Proposals be guided by historical data and future projections with input from all employees
  - Budget reductions/efficiencies should not be based simply on reallocating the workload to other employees. As we make budget adjustments, we also adjust how we do our work
  - Ensure reserves according to board policy
-





## **May – June 2020**

- 1. Survey Issued to all staff and faculty**
  - 2. ET reviewed and shared outcomes in 3 zoom hall meetings.**
  - 3. ET reviewed proposals**
  - 4. At the June 24 Board of Trustees (BOT) meeting, present initial 2020-21 Budget Proposal and request BOT to consider a continuing budget resolution**
-



## **July – September 2020**

- 1. ET reviewed combined proposals (employee survey, Deans/Exec. Director) and develops budget scenarios using budget efficiencies, reductions, and revenue enhancements**
  - 2. Town Hall update in August for budget.**
  - 3. Continued outreach to unions for feedback.**
  - 4. Met with Classified Union to hear their budget reduction proposal.**
-

## Survey Results

### Number of Suggestions by categories

#### Budget Efficiencies (92)

- Direct Submission to VPSL (6)
- Eliminate programs (4)
- Instructional change (8)
- Operations change (34)
- Personnel changes (17)
- Restructure program (5)
- Streamline process (7)
- Technology changes (7)
- Unspecified (4)

#### Budget Enhancements (95)

- Add/expand programs (21)
- Direct Submission VPSL (3)
- Fee increase (1)
- Funding change (13)
- Increase fees (20)
- Maintain program (1)
- Marketing change (11)
- Other (sell PPE) (2)
- Personnel changes (4)
- Rentals (17)
- Unspecified (2)

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## Survey Results

### Number of Suggestions by categories

#### Reduction to program or area (121)

- Direct Submission to VPSL (3)
- Eliminate programs (32)
- Personnel changes (74)
- Reduce programs (9)
- Unspecified response (3)

#### N/A Nonparticipation (51)

- Question (4)
- Non-Participation (47)

**Total: 175 Respondents**  
**359 Comments/solutions**

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## Executive Team Use of Data

- **Utilize budget principles**
  - Using best practice in organizational efficiencies
  - Focus on equity-minded practices in organizational structures
- **Make adjustments based on the State's loss of revenue**
- **Use full budget survey data and comments**
  - Transparency (yet anonymized)
- **Align our costs in scale to our known revenue**
  - Based on loss of permanent State funding
- **Use of cash reserves**
  - To support college to preserve employee positions while we assess the financial impact of Covid and develop a thoughtful permanent budget reduction plan

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## Budget Efficiencies

- Continue remote operations/Work-from-home options
  - Freezing of vacant positions
  - Reduce/restrict travel
  - Reduce work week/close on Friday
  - ctcLink, process improvement: technology, student experience
  - Program redesign
  - Organizational consolidations (Including combining of positions)
-

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## **Budget Reduction Strategies**

- **Temporary furloughs (tiered)**
  - **Layoffs**
  - **Freezing of vacant positions**
  - **Reduction in assigned hours**
  - **(Voluntary requests for reductions)**
  - **Reduced contracts**
  - **Offer limited tenure buy outs**
  - **Reduce Administration**
  - **Reduced operations**
    - **Business operation, student services, and instruction reductions**
-

# Revenue Enhancement

(Ways to Generate Revenue)

- **Increase fees**
- **Increase rental income**
- **New marketing strategies within a reduced budget**
- **Contract training for continuing education (CE) or instructional programs**
- **Developing new programs**





## Projected Vacant and Filled Reductions

As the College reviewed potential position changes, one of the first areas we considered included a review of vacant position lines. In many cases, vacant positions had been vacant for some time and the College had not utilized work from those areas or persons.

2019-20		Reductions		
Emp Type	Filled Reductions	Vacant Reductions	TOTAL	% who lost jobs/type
Admin/Exempt	3	5	8	3.41%
Classified	3*	9	12	0.00%
FTF	1	0	1	0.69%

\*moved to other jobs

2020-21		Potential		Reductions	
Emp Type	Filled Reductions	Vacant Reductions	TOTAL	% who lost jobs/type	
Admin/Exempt	6	2	8	7.50%	
Classified	13	15	28	7.43%	
FTF	17	4	21	11.18%	

% Reduction Across 2019-21	% who lost jobs/type
Admin/Exempt	5.45%
Classified	3.71%
FTF	5.94%

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## **Next Steps**

### **Board of Trustees Regular Meeting**

Wednesday, October 28, 2020

3:00-4:00pm Study Session

4:00pm Regular Session

via ZOOM

### **Zoom Hall Budget Meeting**

Tuesday, September 29

1:30 - 3:00 p.m.

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**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF OCTOBER 28, 2020**

**TAB 1**

**CONSENT AGENDA**

**Subject: Changing December 2020 & March 2021 Board of Trustees Regular Meeting Dates**

**Background**

Due to the annual leaves of College personnel, please consider the proposal to change the dates of the December 2020 and March 2021 regular meetings of the Board of Trustees.

<b><u>FROM</u></b>		<b><u>TO</u></b>
<b>Wednesday, December 2, 2020</b> 3:00 PM (Study Session)/4:30 PM (Regular Meeting)	<b>→</b>	<b>Thursday, December 3, 2020</b> 3:00 PM (Study Session)/4:30 PM (Regular Meeting)
<b>Wednesday, March 17, 2021</b> 3:00 PM (Study Session)/4:30 PM (Regular Meeting)	<b>→</b>	<b>Thursday, March 18, 2021</b> 3:00 PM (Study Session)/4:30 PM (Regular Meeting)

**Recommendation**

It is recommended that the Board of Trustees take action, in its consent agenda, on the proposal to change the dates of the December 2020 and March 2021 regular meetings of the Board of Trustees.

Prepared by: Lori Yonemitsu, Executive Assistant to the President  
Shoreline Community College  
October 23, 2020

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF OCTOBER 28, 2020**

**TAB 2**

**FIRST READING**

**Subject: Board of Trustees 2020 – 2021 Professional Learning Goals**

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**BOARD OF TRUSTEES 2020 – 2021 PROFESSIONAL LEARNING GOALS**

During the September 8, 2020 Board of Trustees Retreat (“Special Meeting”), the Trustees discussed the following for its 2020 – 2021 Professional Learning Goals, acknowledging that the meetings and events may transpire in virtual spaces.

1. Continue with Shoreline 101.
  2. Review more data (deep dive), in more areas (e.g. national and state trends). Use mission fulfillment categories in dashboard to drive the data in support of each.
  3. Participate in the Board Winter Retreat and review deep dive data to answer the question: How is the College serving our students?
  4. Continue to meet on a regular/annual basis with the College Foundation Board.
  5. Participate in meetings with local partners (e.g. City of Lake Forest Park, City of Shoreline, and the Shoreline Public Schools Board).
  6. Attend a Board meeting of one of the Five Star Consortium colleges.
  7. Engage in more College events.
  8. Commit to attending local and national events as possible by using the annual calendar provided by the College President.
  9. Participate in individual meetings with the College President.
- 

Prepared by: Lori Yonemitsu, Executive Assistant to the President  
Shoreline Community College  
October 23, 2020

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF OCTOBER 28, 2020**

**TAB 3**

**ACTION**

**Subject: 2020 – 2021 College Budget**

**Background**

The College's most recent budgeted year (FY 2019-2020) ended June 30, 2020, along with the fiscal year of the State of Washington. In order to have proper spending authority in place, it is necessary for the College to adopt a budget for the current fiscal year (FY2020-2021), which begins July 1, 2020.

The total estimated operating expenditure is recommended to be \$42,868,864 for FY 2020-2021. This budget is expected to return \$397,217 to the carryforward cash balance.

State allocation	\$27,461,988
Tuition and major contract revenues (Domestic, International, Running Start, CEO)	15,804,093
<u>Carry forward cash balance</u>	<u>(397,217)</u>
Estimated operating budget for FY2020-2021	<u>\$42,868,864</u>

- Mandatory expenditure increases include health care, pensions, and compensation adjustments (3% cost of living adjustments and 5% King County premium payment)
- Reductions in state allocation and enrollment resulted in \$3.2M revenue deficit
- Recommend eliminating most vacant positions and some filled positions
- Budget reduction from non-labor expense has been implemented to ease the impact on the labor reductions
- No recommendation for fee increases

**Recommendation**

That the Board adopt the following motion:

MOVED, That the Board of Trustees of Shoreline Community College authorizes a fiscal year 2020-2021 operating budget of \$42,868,864 with the reduced expenditure levels as for fiscal year 2020, plus mandatory expenditure increases for health care, pensions, and compensation adjustments; and FURTHER MOVED, That the college President may adjust the operating budget up or down by up to one (1) percent of estimated operating revenues.

Prepared by: Cheryl Roberts, President  
Dawn Beck, Vice President for Business & Administrative Services  
Shoreline Community College  
October 28, 2020

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF OCTOBER 28, 2020**

**TAB 4**

**ACTION**

**Subject: Addition of Debt Reserve Procedure to Board of Trustees Policies Manual**

**Background**

The Board of Trustees conducted a first reading at its meeting of September 25, 2020 regarding the recommendation to add the following debt reserve procedure to the 100.E50 – College Debt • Financial Planning & Activities section of the [Shoreline Community College Board of Trustees Policies Manual](#):

Designate cash reserves to cover one year of the Certificate of Participation (COP) debt payment requirements to a debt reserve fund.

**Recommendation**

It is recommended that the Board of Trustees take action on adding a debt reserve procedure (as denoted above) to the 100.E50 – College Debt • Financial Planning & Activities section of the [Shoreline Community College Board of Trustees Policies Manual](#).

Prepared by: Cheryl Roberts, President  
Dawn Beck, Vice President for Business & Administrative Services  
Shoreline Community College  
October 23, 2020

**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF OCTOBER 28, 2020**

**TAB 5**

**ACTION**

**Subject: Capital Reserve Levels Recommendation for Board of Trustees  
Policies Manual**

**Background**

The Board of Trustees conducted a first reading at its meeting of September 25, 2020 regarding the recommendation related to the amount to be set aside to maintain the local capital fund reserves:

To increase the amount set aside to maintain the local capital reserves fund from \$1,500,000 to \$2,000,000 in order to comply with the procedure related to local capital fund reserves\* contained in the 100.E50 – College Debt • Financial Planning & Activities section of the [Shoreline Community College Board of Trustees Policies Manual](#).

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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.

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**Recommendation**

It is recommended that the Board of Trustees take action on increasing the amount set aside to maintain the local capital reserves fund from \$1,500,000 to \$2,000,000.

Prepared by: Cheryl Roberts, President  
Dawn Beck, Vice President for Business & Administrative Services  
Shoreline Community College  
October 23, 2020

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**SHORELINE COMMUNITY COLLEGE  
DISTRICT NUMBER SEVEN  
BOARD OF TRUSTEES  
(VIRTUAL) SPECIAL MEETING OF OCTOBER 28, 2020**

**TAB 6**

**ACTION**

**Subject: Washington Association of College Trustees (ACT) Transforming Lives Awards**

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**Background**

The Washington ACT Transforming Lives Awards recognize current or former students *whose lives have been transformed* by attending a Washington State Community or Technical College (CTC). Due to COVID-19, the holding of the ACT's winter 2021 conference and Transforming Lives Awards ceremony in a virtual space, and recognizing the hardships students face:

- The Board of Trustees from each of the thirty-four (34) community and technical colleges will select **one** award recipient based on the ACT Transforming Lives criteria. \*
- The recipient from each college will be awarded \$200.00.
- All thirty-four (34) recipients will be recognized virtually during the Transforming Lives Awards ceremony.

**\*Criteria**

- A current or former Washington community or technical college student [within the last 3 academic years (2017-18; 2018-19; 2019-20) of completing a degree, certificate or transfer]; or
- A current student who is making significant progress toward completing a degree or certificate that is helping her/him/they prepare for success in her/his/their future endeavors.
- The recipient must share in written format (maximum 600 words) about overcoming barriers to achieve higher education goals and how the education and support received at her/his/their community or technical college was life transforming.

The packet containing information on the Board's recipient is due to the ACT office by Friday, December 4, 2020.

**Recommendation**

It is recommended that the Board of Trustees identify two (2) members of the Board to review the nomination submissions and recommend the Shoreline Community College Board of Trustees' recipient for the 2021 ACT Transforming Lives Awards to the ACT Awards Committee.

Prepared by: Lori Yonemitsu  
Executive Assistant to the President  
Shoreline Community College  
October 23, 2020