

**SHORELINE COMMUNITY COLLEGE
BOARD OF TRUSTEES REGULAR MEETING OF OCTOBER 26, 2022**

3:30 PM Study Session – Board Room (#1010M), Bldg. 1000

4:30 PM Regular Session – Board Room (#1010M), Bldg. 1000

Remote Option via Zoom: <https://us02web.zoom.us/j/86772699838> -or-
(253) 215-8782 ■ Meeting ID: 867 7269 9838

A G E N D A

3:30 PM – STUDY SESSION			
NO.	AGENDA ITEM	RESPONSIBILITY	TAB
1.	Convene Study Session	<i>Chair Kim Wells</i>	
2.	Reserves, Cash Management & Investment Strategy	<i>Jack Kahn, President & Bob Williamson, Acting Vice President</i>	
3.	Action: Adjournment of Study Session	<i>Chair Kim Wells</i>	
4:30 PM – REGULAR SESSION			
NO.	AGENDA ITEM	RESPONSIBILITY	TAB
1.	Convene Regular Meeting & Land Acknowledgement	<i>Chair Kim Wells</i>	
2.	Report: Chair, Board of Trustees	<i>Chair Kim Wells</i>	
3.	Consent Agenda <ol style="list-style-type: none"> a. Approval of Previous Meeting Minutes <ul style="list-style-type: none"> ■ Regular Meeting of 2022 July 20 ■ Special Meetings of 2022 August 11, August 16, September 20, October 13 	<i>Chair Kim Wells & Trustees</i>	
4.	<p>Communication from the Public Public comment(s) will be presented to the Board verbally.</p> <ul style="list-style-type: none"> • <u>For attendees attending in-person:</u> Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 4:15 PM–4:30 PM on October 26, 2022. <u>For attendees connecting online:</u> Please sign up to provide a public comment via the Chat function in Zoom between 4:15 PM–4:30 PM on October 26, 2022. • The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the October 26, 2022 meeting will be no more than thirty (30) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than fifteen (15) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the October 26, 2022 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the October 26, 2022 meeting.) 	<i>Chair Kim Wells</i>	

5.	Report: College President & Executive Team Representatives	<i>Jack Kahn, President; Phillip King, Vice President; Bob Williamson, Acting Vice President; Veronica Zura, Executive Director</i>	
6.	Constituent Report: Shoreline Associated Student Government	<i>Chloe Mok, ASG President</i>	
7.	Constituent Report: Shoreline Faculty (SCCFT)	<i>Eric Hamako, SCCFT President</i>	
8.	Constituent Report: Shoreline Faculty Senate	<i>LeAnn DeLuna, Faculty Senate Chair</i>	
9.	Constituent Report: Shoreline Classified Staff (WFSE)	<i>Ric Doike-Foreman, WFSE Chief Shop Steward</i>	
10.	Action: Emergency Rule Update Student Conduct (Policy 5030/Chapter 132G-121)	<i>Veronica Zura, Executive Director</i>	1
11.	Report: Policy 1007 (COVID-19 Fully Vaccinated Campus) & Governor's Rescission of COVID-19 Emergency Proclamations (effective October 31, 2022)	<i>Jack Kahn, President</i>	
12.	Report: Enrollment Update (20 minutes)	<i>Phillip King, Vice President & Ann Garnsey-Harter, Associate Vice President</i>	
13.	Report: Accreditation (10 minutes)	<i>Phillip King & Ann Garnsey-Harter</i>	
14.	Report: Fiscal Year-End (2021-2022) (5 minutes)	<i>Bob Williamson, Acting Vice President</i>	
15.	Report: Board Calendar of Agenda Topics (5 minutes)	<i>Jack Kahn, President</i>	
16.	First Reading: Board of Trustees 2022-2023 Strategic Goals (20 minutes)	<i>Chair Kim Wells</i>	2
17.	Action: President's 2022-2023 Goals (20 minutes)	<i>Chair Kim Wells</i>	3
18.	Waves of Gratitude	<i>Jack Kahn, President</i>	

19.	Executive Session pertaining to: <ul style="list-style-type: none"> • RCW 42.30.110(1)(i) • RCW 42.30.140(4) 	<i>Chair Kim Wells</i>	
20.	Report: Closing Remarks – Board of Trustees	<i>Trustees</i>	
21.	Action: Adjournment	<i>Chair Kim Wells</i>	

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JULY 20, 2022

MINUTES – REGULAR SESSION

The regular meeting (“session”) of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Kim Wells at 4:03 PM by audio/visual conference. A quorum of the Board was present either in-person or remotely.

Chair Wells read the first paragraph of the Shoreline Community College’s Land Acknowledgement.

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pobe, and Kim Wells were present either in-person or remotely.

Assistant Attorney General (AAG) Tricia Boerger represented the Office of the Attorney General remotely.

REPORT: CHAIR, BOARD OF TRUSTEES

Chair Wells welcomed President Jack Kahn and Rebecca Ringer, whose term as the newest member of the Board of Trustees begins in October 2022.

CONSENT AGENDA

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

- a. Minutes from the regular meeting of June 22, 2022.

Motion 22:46: Motion made by Trustee Lux to approve the consent agenda.

Motion seconded by Trustee Chan. All three Trustees present (Rebecca Chan, Tom Lux, Kim Wells) for this action item, voted *aye* to approve the motion.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the July 20, 2022 regular meeting (“session”) of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

- For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 3:45 PM–4:00 PM on July 20, 2022.
- For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 3:45 PM–4:00 PM on July 20, 2022.

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REGULAR MEETING OF JULY 20, 2022

No one signed up to provide public comment(s).

REPORT: FULL-TIME BLACK, BROWN & ASIAN AMERICAN PACIFIC ISLANDER
CLUSTER HIRES: OUTCOMES & ONBOARDING PLANS

Human Resources Executive Director Veronica Zura provided an overview about the nineteen (19) tenure track faculty recruitments completed in the spring of 2022.

- “Seven (7) of the positions were made possible by funding from HB 5194 which among other things, provided funding for the purpose of increasing full-time faculty positions while using the hires as an opportunity to increase the diversity of Shoreline Community College’s full-time instructors.”
- “Twelve (12) of the positions represented replacement or new tenure-track positions, which were fully funded by the College.”
- “While the primary goal was to increase the diversity of the full-time faculty employed at Shoreline, the College also continued to be required to comply with the RCW which prohibits discriminatory and preferential treatment on the basis of protected status such as race, sex, ethnicity, etc.”
- “The recruitment created a unique opportunity to insert a focus on the faculty skill sets which support equitable learning environments. The College also tried something new—where applicants were asked to submit an audio response to DEI prompts on equity and inclusion within the faculty role.”
- “Pros and cons to the audio process were shared. General concerns: potential for implicit bias based on voices; the process created an increased workload for applicants, committee members, as well as for Human Resources staff. Positive feedback included that this was a boost for those who might not express themselves best in writing.”
- “At the end of the spring quarter, the College has successfully hired sixteen (16) of the nineteen (19) faculty positions. Out of the sixteen (16) faculty hires, 68.5% or eleven (11) report as racially diverse which brings an increase to the total full-time faculty reported racial diversity from about twenty-one percent (21%) at the start of this year, to twenty-six percent (26%).

Executive Director Zura thanked the more than seventy (70) employees who served as screening committee members, as well as the HR staff.

In response to a question from Trustee Chan on what the College will do to support and retain the newly hired faculty in the long-term, Vice President for Student Learning, Equity & Success Phillip King shared that the plan is to begin a cohort-based first-year faculty institute for all new faculty beginning in the fall, a continuous faculty mentor program, and the affinity group process.

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REPORT: FINANCIAL & BUDGET UPDATE
REPORT: FY 2021 FINANCIAL STATEMENT AUDIT

Due to presenter illness, both reports will occur at a future Board of Trustees meeting.

ACTION: RESOLUTION NO. 164—COMMENDING SERVICE OF TRUSTEE CATHERINE POST D’AMBROSIO, PhD, RN

Chair Wells read tab 1 [Action: Resolution No. 164—Commending Service of Trustee Catherine Post D’Ambrosio, PhD, RN].

Motion 22:47: Motion made by Trustee Lux to approve Resolution No. 164.

Motion seconded by Trustee Pobee.

Trustee Lux noted that he and Trustee Post D’Ambrosio joined the Board at the same time. “She’s been a very dedicated and good trustee for the College and community, and I appreciate her work.”

Trustee Chan shared that she enjoyed seeing Trustee Post D’Ambrosio’s enthusiasm for the Nursing Program.

Trustee Pobee expressed, “We all do our very best and to stay on from 2013 through the ups and downs of the College, going through several presidents, and still staying on, is remarkable.”

All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobee, Kim Wells) for this action item, voted *aye* to approve the motion.

DISCUSSION: BOARD OF TRUSTEES SUMMER RETREAT

Chair Wells spoke about the plans for the Board’s summer retreat, which will be a day and a half long, and an opportunity for the Board to do planning as a group and to onboard President Kahn. Chair Wells went over the agenda topic(s) document entitled *9. Discussion: Board of Trustees Summer Retreat* (attached).

REPORT: COLLEGE PRESIDENT

President Kahn thanked the Board, the community, Dr. King, and Interim President Steve Hanson. He shared information about the meetings he’s attended in his first thirteen (13) days as Shoreline Community College’s president. Attached, July 2022 *President’s Report*.

President Kahn recommended that the Board consider the widening of the monthly presentations by having representation from the Faculty Senate. “The Faculty Senate represents the philosophy

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and heart and soul of teaching, curriculum and learning at the College. Think it would be wonderful for the Board to get monthly updates on how teaching and learning is going, what are the triumphs, what are the struggles.”

In addition, President Kahn recommended that under the President’s Report, that there be regular updates from “our leadership in Human Resources, Business & Administrative Services, and Student Learning, Equity & Success.”

Trustees Chan, Lux, and Wells concurred with President Kahn’s recommendations.

CONSTITUENT REPORT: SHORELINE FACULTY

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

CONSTITUENT REPORT: SHORELINE CLASSIFIED STAFF

IT Administrator & Chief Shop Steward Ric Doike-Foreman read report (attached) on behalf of the Classified Staff.

WAVES OF GRATITUDE

President Kahn noted the addition of the *Waves of Gratitude* to the Board’s agenda and in the written *President’s Report* (attached).

EXECUTIVE SESSION PERTAINING TO RCW 42.30.110(1)(g)

At 4:49 PM, Chair Wells announced that the Board would convene in executive session for fifteen (15) minutes and would return to open session at 5:05 PM.

Executive Session commenced at 4:50 PM.

At 5:05 PM, it was noted/announced in the open session’s *Zoom Room* that the Board was extending its executive session by five (5) minutes.

ACTION: 2022 EXCEPTIONAL FACULTY AWARD

Student Learning, Equity & Success Vice President Phillip King read tab 2 [Action: 2022 Exceptional Faculty Award].

Motion 22:48: Motion made by Trustee Lux to approve the committee’s recommendation to grant the 2022 Exceptional Faculty Award to Candidate A in the amount of \$1,000.00 (one-thousand dollars).

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Motion seconded by Trustee Pobe.

Chair Wells stated, “The criteria for this award, is outstanding. This is a great thing the College does.”

All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

Trustee Lux welcomed Dr. Kahn to “his first official meeting” and thanked Trustee Wells for a “well-run meeting” and Trustee Chan, as the “co-chair.”

Trustee Chan welcomed Dr. Kahn. “I appreciate all the engagement that he’s done with everybody in our community already and all the communications that we’ve gotten.”

Trustee Pobe remarked, “It’s a beautiful day and exciting to have Dr. Kahn. We are here to support one another but most importantly, we keep the students, first. So let’s continue to build with a very good spirit.”

ADJOURNMENT

Motion 22:49: Motion made by Trustee Chan to adjourn the meeting.

Motion seconded by Trustee Lux. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

Chair Wells adjourned the meeting at 5:17 PM.

Signed _____
Kim Wells, Chair

Attest: October 26, 2022

Lori Y. Yonemitsu, Secretary

9. Discussion: Board of Trustees Summer Retreat

<u>Agenda Topic(s)</u>
Board & President Roles
Report from the President
President's Goals (2022-2023) & Measurement of Progress
Discussion: Ongoing Onboarding Support <ul style="list-style-type: none"> a. Role of the Board/President b. Connecting Community Groups with the President
Board of Trustees Goals (2022-2023)
DEI (Diversity, Equity & Inclusion) Lens & the Board's Work
Metrics for Evaluating Institutional Health
Communication Norms for the Board (2022-2023)

President's Report

From the desk of Dr. Jack Kahn



CONGRATS 2022 GRADS!

Dr. Kahn attends WACTC

After a great retreat last week at the Washington Association of Community and Technical Colleges, President Jack has hit the ground running this month in reaching out to some key leaders in the area to learn more about how we are serving the community. In the next couple weeks, he will be meeting with the Superintendent of Shoreline Schools, Dr. Susana Reyes. In addition, he and Acting Associate Vice President for Advancement, Diana Dotter will be meeting with Shoreline Mayor Keith Scully and City Manager Debbie Tarry to learn more about the City Plan and our relationship to city planning overall. Dr. Kahn plans to meet with several leaders in the coming months (particularly those with a focus on diversity, equity and inclusion) to learn, collaborate and determine if there are new partnerships and opportunities to develop to serve our students.

But you don't have to wait until the next board report to get a jump on what our new President has been involved in. Keep an eye out for virtual office hours and a monthly community check-in event.



Dean of Access and Advising

The hiring committee held final interviews during the week of June 24th, 2022 for the Dean of Access and Advising. A final decision was made to offer the position to Chippi Bello. At the time of the offer, Ms. Bello held the role of director for the College's AANAPISI grant.

Chitpasong Bello, affectionately known as Chippi, has more than 25 years of higher education experience in the private and public sectors, as well as community colleges and four-year institutions. She was previously an Associate Dean of Financial Aid at Clark College where she oversaw veterans services, student employment, scholarships, financial aid, and workforce education services.

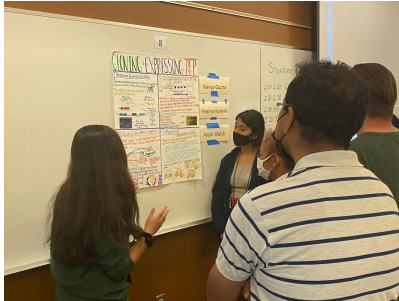
Currently, Chippi is the Director of the AANAPISI project and Acting Financial Aid Director at Shoreline. She comes to Shoreline with not only a wealth of experience in higher education – especially in the areas mentioned above – but also with personal experiences that help her see students' perspectives. She is a proud refugee from the country of Laos, where her family escaped in the early 1980s. They faced many challenges as United States immigrants, and Chippi recognizes those challenges as privileges to help others.

The College will begin immediate recruitment for the new director for the AANAPISI program.

Connections

Shoreline held an event July 15, 2022, “Showcase of Learning,” led by Dr. Reitha Weeks, Dr. Jan Chalupny and Dr. Dina Kovarik. The Showcase was the culmination of a 3-day camp, which included learning about Biotechnology Essentials, experiencing working a lab setting, and analysis of individual biotechnology projects. The outcomes were presented by the students as poster sessions to parents, staff and other students.

- This was an interactive camp where students were busy with lab experiments, bioinformatics lessons and learning about careers in biotechnology!
- The faculty reported that they couldn’t have been happier working with the 24 high school students, including students from eight different school districts. President Kahn and Diana Dotter have multiple events scheduled with community partners, K12 contacts and board members in both August and September.



Showcase of Learning, SCC Campus, (L-R) Dr. Dina Kovarik, Dr. Reitha Weeks and Dr. Jan Chalupny

Outreach, Inez Olive, MSML, Director, Outreach & Recruitment and Crystal Berry, PIO

The College will emphasize the following strategies for Fall 2022 to reduce the impact of losing domestic students showing interest in spring, but failing to register for fall:

- Enhancing our communication to incoming students
- Increasing the College’s presence on social media and marketing
- Working on the Outreach and Recruitment Landing page
- Focusing on Applied-Not-Enrolled Student with walk-in hours for support
- Creating financial aid outreach videos to support financial literacy

Outreach and Recruitment will be focusing on increasing communication to incoming new fall start students to reduce the impact of the summer melt. We are increasing our presence in the community this summer by engaging local events such as the farmers markets, City of Shoreline events and partner events.

Communications and Marketing had great success in summer quarter in collaborating with Outreach and Recruitment to attract new domestic students through improved social media strategy and updates to paid advertising platforms. The fall GROW and GO campaign is working to promote transfer pathways to partner universities and pathways to employment for professional technical programs.



Cultural Dance Party
[July 16th, SCC Campus- Dabuli and JHP share Traditional Dances.](#) Founder of JHP and Board Member Eben Pobee hosted a multicultural event and performed for the gathering.

- Summer 2022 *(The first table below shows a snapshot of enrollment by category with a comparison to the prior year for summer 2022).*
 - “New to Shoreline” student counts are significantly up over last year (current New to Shoreline increase : 479 FTE)
 - International student counts for this summer were up 55% (55 new international students compared to 30 last summer quarter) thanks to active overseas outreach by IE
 - A majority of international students chose to come to the U.S. and attend in-person hybrid classes.

- Fall 2022 *(The second table below shows a breakdown of enrollment differentiating domestic, international and other funding [FTE] sources comparing this upcoming fall quarter to fall 2021).*
 - New to Shoreline is projected to be up by an estimated 10%.
 - Fall 2022 Total enrollment is up 8% when compared to the same time last year

Colleges across the state show improvement in new student enrollment and we expect Shoreline to follow this trend.

Special Populations (FTE)	Current Qtr	Last Year Same-Day	Last Year Final
New to Shoreline	744	265	1141
Veterans	53	71	139
Online^	1096	485	945
Basic Skills		3	288
Running Start	145	153	272

Daily Enrollment - New Allocation Model (ENRALLOC)

This report shows current FTEs (full-time equivalent students) enrolled to date in the selected registration quarter. Final FTEs from the previous year quarter are provided for comparison.

Last year comparison date: [7/19/2021 5:14:07 AM](#)

Funding Sources (FTE)	Current Qtr (FALL 2022)	Last Year Same-Day (FALL 2021)*	Last Year Final (FALL 2021)	% Change
State-Supported	1131	1047	2746	8.1%
International Contract	302	261	616	15.7%
Running Start	145	153	272	-5.7%
Center for Education and Career Opportunities (CECO)	34	33	157	1.9%
Other	5	1	37	333.5%
Total	1617	1495	3828	8.1%

Shoreline
COMMUNITY COLLEGE

Grow & Go



Your Pathway to a Career in Nursing Starts at Shoreline.

Shoreline
COMMUNITY COLLEGE

Grow & Go



Your Pathway to a University Starts at Shoreline.

Events

PHINalize Your Future: A Job & Networking Fair

Thursday, August 4th
PUB

Disability Pride Month and the 32nd Anniversary of the Americans with Disabilities Act

First Day of Fall Quarter Classes

Wednesday, September 28th

Workforce Information Session- Get help paying for school expenses

Wednesday, July 20th
Zoom

Experience Shoreline Virtual Information Session

Monday, August 1st
Zoom

Final Exams Summer Quarter

Thursday, August 18th

Waves of Gratitude

THANK YOU

TO OUR RETIREE AURA RIOS-ERICKSON

For over three decades, she has acted as an advisor and supporter for the ESL department. She's been instrumental in serving English language learners at the college and expanding literacy in our community. We'll miss her tremendously and wish her well in retirement!



THANK YOU

TO OUR VCT FACULTY CLAIRE FANT

She earned her 3rd degree with our VCT program in 2004 and has worked tirelessly across the college in various services, including grants, curriculum development, and computer science design. Claire will be genuinely missed by her students, colleagues and co-workers.



THANK YOU

TO OUR RETIREE DR. JEFF JUNKINSMITH

He has been a music theory educator at Shoreline for 25 years. Dr. J. has served on numerous committees and even wrote the textbook for our music theory courses. A favorite among students and faculty alike, he is known for his passion for music, a profound understanding of music theory, and a great sense of humor. Dr. J. is a true professional and has seen the department through many changes and challenges. We wish him the best as he modulates into his "golden years."





SCCFT President Eric Hamako
Statement to the SCC Board of Trustees
2022.07.20
Permalink: <https://bit.ly/SCCFTtoBOT2022-07>

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).

Across the United States, workers are increasingly organizing ourselves into unions and renewing our commitments to worker solidarity. Even in industries where workers have previously struggled to build collective power and unionize, such as fast food service, e-commerce warehouses, and gig-workers, workers are now winning our struggles to unionize. When we're organized, workers experience the union difference.

Fundamentally, the union difference is about power – about workers' collective power to meaningfully influence decisions that affect our lives at work. With that power, with the union difference, we as workers are able to win better wages and benefits, better job security & due process, and safer working conditions. Where workers are not yet unionized, our employers act with greater impunity – wielding greater control over workers' lives at work. And that's one key reason why employers continue fighting so hard to prevent and to break-up workers' union power: employers prefer to reserve that power and impunity for themselves, so that they can do as they will.

For example, workers for the Starbucks corporation continue organizing themselves, so that they can achieve the union difference – so that they can have more power over the decisions that affect their lives at work. Unsurprisingly, Starbucks continues to oppose workers' organizing. Workers are experiencing intimidation, cuts to their hours, sudden firings, and even the closure of their stores. Some of the most powerful corporate employers have said that they would rather close stores and forgo some profits, rather than share power with workers over

decision making at work. The lengths to which employers are going to bust workers' unions are testament to the union difference, to the power that employers fear workers will build. Here at our college, our faculty experience the union difference – the difference our union makes in our lives traces the boundaries of the power we've built and that we maintain. Because it's not enough to *have* a union – the difference our unions make in our lives correspond to how united and mobilized we are in our unions.

For example, in 2020, when the COVID-19 pandemic was still in its first year, our faculty, through our union, had power enough to meaningfully influence the College's pandemic response and, for a time, secure safer working conditions by bargaining our first COVID Memorandum of Understanding (MOU). But, as the Federal and State governments have continued to roll back their public health measures, the College has asserted its right to end that MOU and the safer working conditions our faculty union had won for our faculty members. So, we can again see what the College will do when our faculty union is not able to sufficiently exercise our collective power. The College, currently able to act with greater impunity, has been rolling back the protections that our union had previously won. The College is reducing workers safety by reducing our access to remote work. The College is reducing safety requirements regarding masking, distancing, and ventilation to the lowest levels permitted by government regulations or "benchmarked" by peer colleges. Meanwhile, the COVID-19 pandemic continues to surge, with the nation, the state, and King County continuing to suffer, even despite the governments' lowered standards for gauging public health. So, our faculty's union continues to press the College to do better than the lowest allowable standards.

Or, for example, we can see the union difference in the College's control over faculty working conditions, such as the physical spaces in which we work. In the past few years, the College has been changing its policies and practices that govern faculty office spaces – and faculty involvement was limited to a few individual faculty members participating in a College-run working group. As a case study, our faculty can see a microcosm of how the College might operate in making decisions in other areas of our work, when our faculty's union does not involve itself. And that's why faculty are, through our faculty union, mobilizing to advocate for fairer & more transparent office space allocation, as well as reducing crowding and providing adequate office spaces in which we can do our work with students.

Or, for example, in 2016, when the State Legislature approved some funding for faculty wage increases, our faculty, through our union, had power enough to meaningfully influence the way those funds would be disbursed. The fact that the College has yet to make good on that collectively bargained agreement points to what the College would have done, without challenge, in the absence of our union's power. Without our union, the College would have been about to do as it wished from the start. Since 2016, the College has had at least four different people sitting in the College President's seat – President Roberts, Acting President Stevens, Acting President King, and Interim President Hanson. Who has sat in that seat has not made a meaningful difference in the College's position on our yet-unpaid raises. But, because we have a union, we are able to better challenge the College's impunity; we're able to collectively seek redress through grievances, legal action, and now through arbitration.

Currently, the College is again changing some of its upper management. The College President's position is now filled by President Jack Kahn. The College Board's Chair position, recently vacated by Trustee D'Ambrosio, is now filled by Trustee Wells. The College Board's Trustee Position 1, vacated by Trustee D'Ambrosio, will be filled by incoming Trustee Rebecca Ringer. These changes are not unwelcome. But, as a union, the difference we work toward is not merely different people sitting in the College's positions of power, but a different distribution of power – with workers having greater say in the decisions that affect us at work. That's the union difference.

Good night.

###

Good afternoon everyone. My name is Ric Doike-Foreman and I have the honor to serve as the Washington Federation of State Employees (WFSE) Chief Shop Steward.

I would like to extend a warm welcome to Chair Wells and President Jack Kahn.

The Classified Staff bargaining continue to move forward in its non-economical stage fighting to protect the rights of our constituency. Some of the major concerns we have are

- (1) improving employee retention through internal promotion opportunity
- (2) fair and equitable access and protection for all part-time and hourly employees
- (3) preventing work from be contracted out or having positions gapped due to short term hires

There have been significant changes across our campus affecting our classified staff. These changes are resulting in growing discontent due to ongoing and increasing pressures of additional workload due to lack of staffing, hardships in converting to ctcLink, toxic administration, and general lack of strategic planning and direction. These ongoing issues are causing a substantial loss of quality and talented staff members.

There continue to be concerns about the lack of provided reasoning for supporting a full return to campus for fall quarter when some data appears to show 14-30% of students have a desire for their appointments being in person.

We are hopeful and optimistic president Kahn will continue to push forward and engage in a participatory fashion. We are hopeful that the current toxic environment does not affect his ability to manage positive change to our campus.

Thank you.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 11, 2022

MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Kim Wells at 9:07 AM in the Board Room (#1010M), located in the Administration building (#1000) at Shoreline Community College. A quorum of the Board was present.

MEMBERS PRESENT

Trustees Rebecca Chan, Catherine Post D'Ambrosio, Tom Lux, Eben Pobe, and Kim Wells were present.

Incoming Trustee Rebecca Ringer, whose term begins on October 1, 2022, was also present.

COMMUNICATION FROM THE PUBLIC

Per the notice for the August 11, 2022 special meeting of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

- For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 8:45 PM–9:00 AM on August 11, 2022.
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The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the August 11, 2022 meeting will be no more than ten (10) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than five (5) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the August 11, 2022 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the August 11, 2022 meeting.)

Steve Bogart read statement (attached).

OVERVIEW OF THE AGENDA & ICEBREAKER

Chair Wells introduced Dr. Mary Spilde, retreat facilitator.

Dr. Spilde led an ice breaker and provided an overview of the agenda.

- BOARD AND PRESIDENT'S ROLES (GOVERNANCE AND BEST PRACTICES)
- PRESIDENT'S REFLECTIONS: CHALLENGES AND OPPORTUNITIES FOR SHORELINE CC; BOARD REFLECTIONS
- PRESIDENT'S DRAFT GOALS—PRIORITIES FOR 2022-2023 AND ONGOING SUPPORT FOR ONBOARDING

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 11, 2022

•BOARD COMMUNICATION PROTOCOLS AND COMMITMENTS TO COMMUNICATION

A slide presentation (attached) served as the outline for the discussions and included:

- Setting the College and President Up for Success
- Partnership between the board and the president
- Board Purpose
- Common Statutory Responsibilities
- Board’s Role – Board Responsibilities
- Board Role – Effective trusteeship
- CEO’s Role
- NWCCU Standards
- The Board and Accreditation – Higher Learning Commission Example
- Board-CEO Partnership
 - Communication
 - What does it look like on the ground?

President Kahn shared his observations from his first six (6) weeks as Shoreline Community College’s president. The trustees shared their reflections.

President Kahn and the trustees discussed the president’s draft goals for 2022-2023.

Dr. Spilde led the trustees and President Kahn through multiple exercises and discussions throughout the day related to Board commitments to support the President; President’s commitment to support the Board; and communication protocols.

ADJOURNMENT

Motion 22:50: Motion made by Trustee Post D’Ambrosio to adjourn the special meeting of August 11, 2022.

Motion seconded by Trustee Lux. All five Trustees present (Rebecca Chan, Catherine Post D’Ambrosio, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

Motion carried.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 11, 2022

Signed _____
Kim Wells, Chair

Attest: October 26, 2022

Lori Y. Yonemitsu, Secretary

Note: The Board had a morning break, lunch break, and afternoon break during the special meeting of August 11, 2022.

Good morning! I'm Steve Bogart. I started teaching math part-time at Shoreline in 1993 and have been a full-time instructor since 1999. I am the most recent recipient of the college's Exceptional Faculty Award (and I'll milk that for the next month).

President Kahn, greetings and welcome to Shoreline! I love the work I do at the college and hope your experience here will be as positive as mine has been. I look forward to working with you as we figure out and implement a vision of Shoreline that fits our changed, and changing, world. President Roberts and I had a warm and supportive relationship and I hope the same will be true of us.

Something's been on my mind that I'd like to express to the Board and President. At Board meetings, I've heard folks talk about looking forward. Of course we must look and move forward, but I caution against ignoring the past. President Kahn inherits a college with a long history, not a tabula rasa. The employees at Shoreline have a lot of strengths but there are wounds in the organization and organizational culture. Those wounds don't go away with a change of administration. They only shrink, close, or heal with intentional and difficult work – and the first step is to understand and acknowledge what they are. I haven't seen that from our Board, even when they made a costly choice to dismiss a president for convenience during a budget crisis. I haven't seen it from admin in a long time. President Kahn, I'm asking for it from you.

OK, enough heavy talk. It's a beautiful day at a beautiful campus. I'm looking forward to a few weeks off-contract and to the start of a new year with exciting new opportunities, challenges, and leadership. Take care and stay safe.

Happy Day,
Steve

Shoreline Community College Board Retreat

August 11, 2022

Mary Spilde, PhD
Facilitator



ACCT Module 3

1



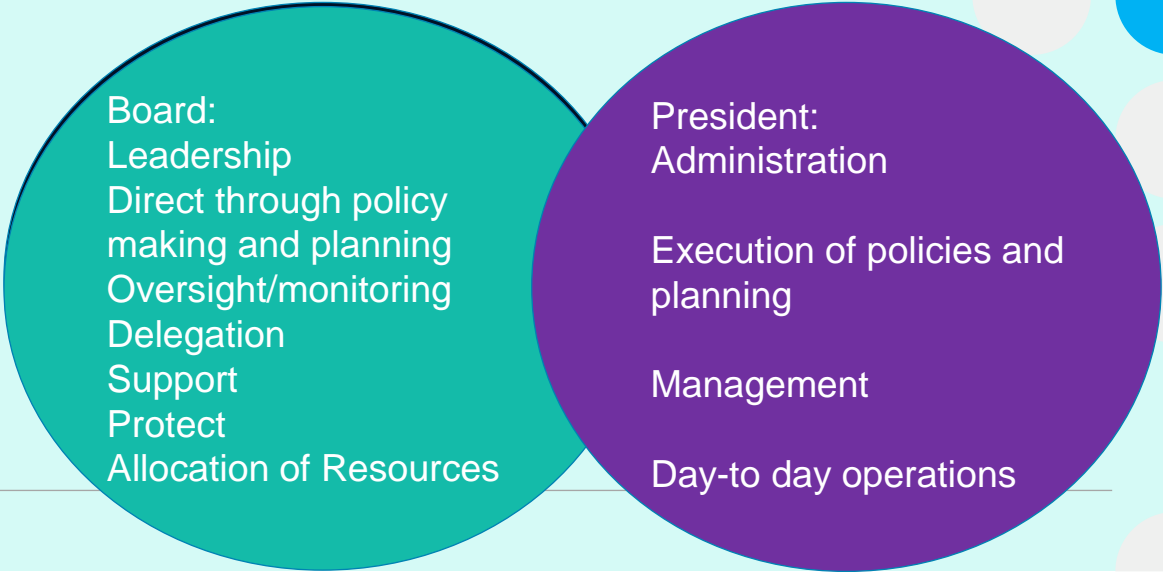
Setting the College and President Up for Success

- Good Board Governance
- Effective Board/President Relations
- Clear expectation and strategic priorities
- Agreed upon evaluation system
- Communication Protocols
- Identifying what support looks like

ACCT Module 3

2

Partnership between the board and the president

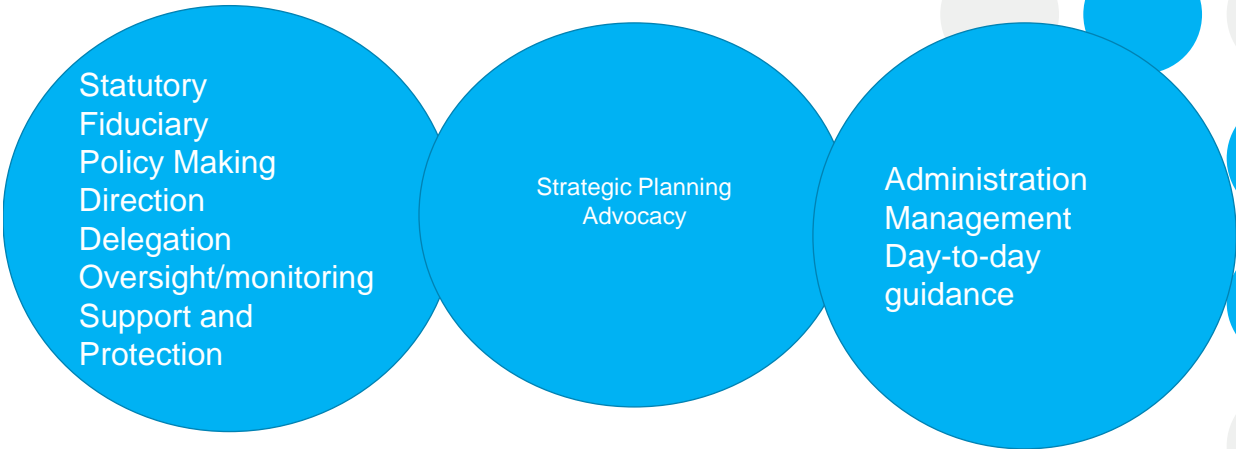


3

Governance

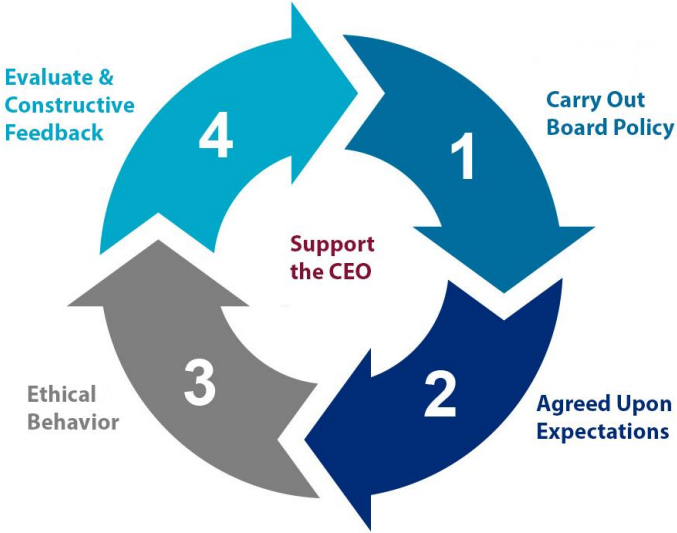
Consultation

Administration



4

CEO AND BOARD AS A TEAM



ACCT Module 3

5

Board Purpose

- Stewardship of the institution in service of the public interest
- Protect institution
- Assure fulfillment of mission
- Strategically plan for future



6

Fiduciary Duties

- Duty of Care - engagement, attendance, informed, strategic, monitor
- Duty of Loyalty – operate in the interest of the college, and entire community -not a special interest
- Duty of Obedience – follow state and federal laws, system and college policies, act within the scope of these documents



7

Common Statutory Responsibilities

- Establish policies and regulations to implement state law
- Establish policies for and approve institutional plans
- Approve annual budget and monitor the fiscal condition
- Establish policies for and approve educational programs
- Establish employment policies
- Manage and control district property
- Establish local tax rates or mill levies

8



Govern through policy

- Govern as a whole body, not as an individual
- Set a tone of respect and civility
- Focus on listening to and learning from the external community
- Exercise fiduciary responsibility –duty of care, duty of loyalty, duty of obedience
- Focus on strategic planning and leadership
- Focus on policy making, not administering
- Powerfully delegate
- Publicly support the CEO
- Hold the CEO accountable through monitoring
- Provide a contract with the CEO
- Evaluate the CEO
- Monitor successes & deficiencies of college
- Know the financial status of the college

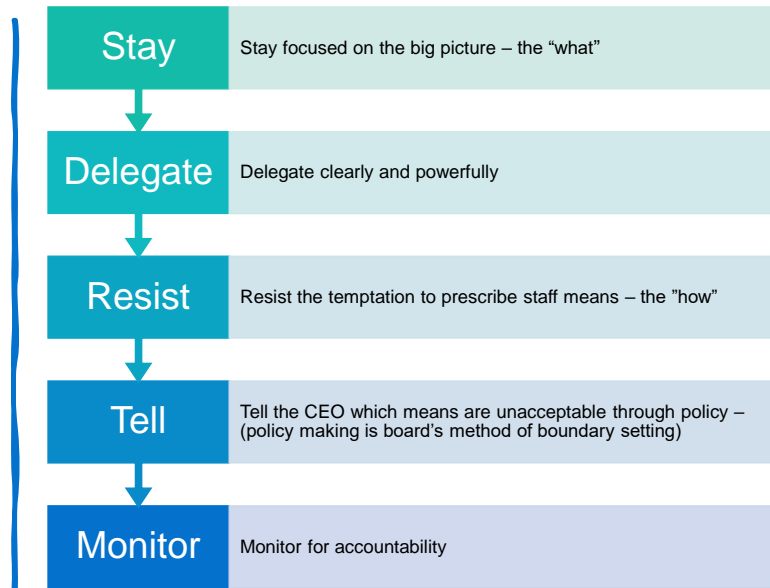
9

Board Responsibilities

- Set standards through policy setting
- Act as a unit with one voice –no power to act on own
- Work as a member of the board team
- Discourage partisan politics –allegiance to college not political party
- Represent the public for whom they hold the college in trust
- Govern transparently
- Set the college's strategic direction
- Employ, evaluate and support the CEO
- Set realistic goals in collaboration with the president
- Define standards for quality and prudence through policy making
- Assure fiscal health and stability through establishing policy standards for stewardship of public funds
- Create a positive climate
- Monitor institutional performance
- Support and advocate for the college
- Make board a priority- do homework, attend college events, be an ambassador

10

Board Role



ACCT Module 3

11

Effective trusteeship

- Work as a member of the board unit – Abide by board principles and and support board decisions
- Prioritize being a trustee – doing homework, showing up
- Understand the college and its role
- Know the community and represent its interests
- Be visionary and thoughtful
- Support the college’s pursuit of its mission
- Act with integrity, respect and civility
- Use influence effectively
- Avoid conflicts of interest

12

CEO's Role

ACCT Module 3

- Respect the Board and its role
 - Listen
 - Engage the board in policy level discussions
 - Make recommendations that include analysis and options
 - Publicly support the board
 - Adhere to board policy
 - Facilitate trustee involvement in community and college
 - Do not ask to make decisions without advance preparation
- Provide all board members with same information
 - Treat all equally
 - Respect time
 - Stay out of board politics
 - Keep Board informed of financial condition of college
 - Manage/administer all aspects of the operations of the college within policy framework

13

NWCCU STANDARDS

2.A.1 The institution demonstrates an effective and widely understood system of governance with clearly defined authority, roles, and responsibilities. Its decision-making structures and processes make provision for the consideration of the views of faculty, staff, administrators, and students on matters in which they have a direct and reasonable interest.

2.A.5 The board acts only as a committee of the whole; no member or subcommittee of the board acts on behalf of the board except by formal delegation of authority by the governing board as a whole.

2.A.6 The board establishes, reviews regularly, revises as necessary, and exercises broad oversight of institutional policies, including those regarding its own organization and operation.

2.A.7 The board selects and evaluates regularly a chief executive officer who is accountable for the operation of the institution. It delegates authority and responsibility to the CEO to implement and administer board-approved policies related to the operation of the institution.

2.A.8 The board regularly evaluates its performance to ensure its duties and responsibilities are fulfilled in an effective and efficient manner.

•

ACCT Module 3

14

The Board and Accreditation Higher Learning Commission Example

- **2.C.** The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.
- The governing board is trained and knowledgeable so that it makes informed decisions with respect to the institution's financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.
- The governing board's deliberations reflect priorities to preserve and enhance the institution.
- The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
- The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties.
- The governing board delegates day-to-day management of the institution to the institution's administration and expects the institution's faculty to oversee academic matters.

ACCT Module 3

15

Board-CEO Partnership

ACCT Module 3

Communication

- Open, appropriate and even-handed
- Explore issues to achieve mutual understanding
- Provide the board with comprehensive, relevant, timely information (clarify what information is needed to inform board's decision making)
- Establish protocol for connecting with internal stakeholders
- Share concerns with the CEO
- No surprises
- Sounding board
- Exhibit mutual respect and support

16

Communication

ACCT Module 3

Board communicates all requests for information through the CEO

Communication with individual employees/groups must begin with the Board Member indicating that any information shared will be shared with the CEO

The CEO must communicate (and not just good news) to the board

17

What does it look like on the ground?

ACCT Module 3

Clarity, clarity, clarity

A trusting relationship among board members and with the CEO

Vigorous debate...but once vote taken -speak with one voice

Enhanced dialogue, consultation, advice seeking and giving

18

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 16, 2022

MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Kim Wells at 9:01 AM in the Board Room (#1010M), located in the Administration building (#1000) at Shoreline Community College. A quorum of the Board was present either in-person or remotely.

MEMBERS PRESENT

Trustees Rebecca Chan, Catherine Post D'Ambrosio, Tom Lux, Eben Pobee, and Kim Wells were present either in-person or remotely.

Incoming Trustee Rebecca Ringer, whose term begins on October 1, 2022, was also present.

COMMUNICATION FROM THE PUBLIC

Per the notice for the August 16, 2022 special meeting of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

- For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 8:45 PM–9:00 AM on August 16, 2022.
- For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 8:45 AM–9:00 AM on August 16, 2022.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the August 16, 2022 meeting will be no more than ten (10) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than five (5) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the August 16, 2022 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the August 16, 2022 meeting.)

Steve Bogart read statement (attached).

RECAP & DEBRIEF: AUGUST 11, 2022 BOARD RETREAT

Dr. Mary Spilde, retreat facilitator, recapped the August 11, 2022 Board retreat and led a discussion with thoughts about the August 11 retreat.

DEI (DIVERSITY, EQUITY & INCLUSION) LENS & THE BOARD'S WORK

Dr. Spilde led a *pair and share* exercise related to equity.

A slide presentation (attached) on the *Board Role in Diversity, Equity, Inclusion and Belonging* served as the outline for the DEI lens discussion and the Board's work.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 16, 2022

BOARD OF TRUSTEES 2022-2023 GOALS

Dr. Spilde led the Board in generating its goals for 2022-2023.

INTRODUCTION TO KEY DATA MEASURING COLLEGE SUCCESS

President Kahn shared and discussed with the trustees, the draft annual presentation items to the Board: Institutional Effectiveness; Innovative Pedagogies & Guided Pathways; Tenure; Sabbatical Leaves; Status of Financial Statements/Financial Audits; Budget Development; Liability & Investment Strategy; Capital Projects; Title IX & Human Resource Compliance; Policy Updates; Retention & Succession Planning; Staffing Plan & DEI Outcomes; Climate Update; Foundation: Community Engagement; Marketing Strategy Update; Learning Outcomes & Service Area Outcomes/Program Review; Labor Market Data/Regional Trends; Annual Awards; Emergency Preparedness; Strategic Plan Update; Accreditation; College Governance Structure & Communication Plan.

ADJOURNMENT

Motion 22:51: Motion made by Trustee Lux to adjourn the special meeting of August 16, 2022.

Motion seconded by Trustee Pobee. All five Trustees present (Rebecca Chan, Catherine Post D'Ambrosio, Tom Lux, Eben Pobee, Kim Wells) for this action item, voted *aye* to approve the motion.

Meeting adjourned: 12:04 PM.

Signed _____
Kim Wells, Chair

Attest: October 26, 2022

Lori Y. Yonemitsu, Secretary

Note: The Board had a morning break during the special meeting of August 16, 2022.

Good morning! Public speaking is much easier for me at 4 pm than at 9 am. I'm Steve Bogart, long-time math professor (and still the most recent recipient of the Exceptional Faculty Award). After my comments at last week's Board retreat, Dr. D'Ambrosio said she'd been thinking about what a show of support from the Board to the campus could look like and Mr. Lux wondered about the expectation of an apology. Those are great questions that show you are taking my comments to heart. I wish I had clear answers. Instead, at 9 am, I have a jumble of thoughts from which I'll share a handful of bullet points.

- The words and actions of the Board significantly impact the campus community
- The silence of the Board significantly impacts the campus community
- Expand the voices heard by the Board, both in meetings and in the evaluation of the president
- Find ways to support the president without simply dismissing criticism or discrediting critics
- Reflect on problems and failures of the past to develop policies that foster more transparent and inclusive administration of the college

Thanks again for listening. The Board and President have tough jobs with levels of responsibility far beyond what I could manage. I very much appreciate your willingness to serve and believe we are all committed to the success of our students and of our institution. I'm excited about working with President Kahn as Shoreline continues to evolve. Take care and stay safe.

Happy Day,
Steve

SHORELINE COLLEGE

BOARD RETREAT PART II
AUGUST 16, 2022

THE BOARD ROLE IN DIVERSITY, EQUITY, INCLUSION
AND BELONGING

1

Given our union in a democracy committed to liberty, opportunity and justice for all, the equity divides that deface our educational system raise questions both at home and abroad about the meaning and integrity of America's democratic promise... The deep educational divides that reflect and perpetuate inequality will take concerted systemic, transforming action to overcome.

Carol Geary Schneider, President Emerita
Association of American Colleges and Universities(AACU)

2

The postsecondary system is more and more complicit as a passive agent in the systematic reproduction of white racial privilege across generations.

Anthony Carnevale and Jeff Strohl

3

Unless reforms identify explicitly how they will address racial disparities in student outcomes and undo structural racism that contributes to these disparities it is unlikely that equity gaps will close.

Estela Bensimon

4

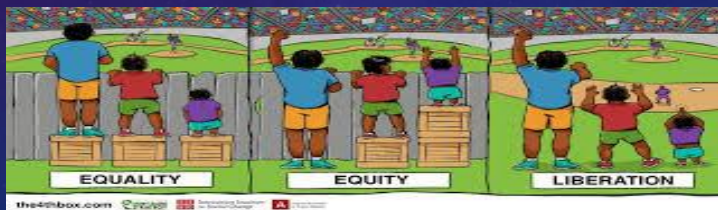
The only way to undo racism is to consistently identify and describe it — and then dismantle it.

-Ibram X. Kendi

5

Anti-Racist—A person or institution that opposes racism and works through policies, practices, and behaviors to dismantle it.

-Washington CTC's Diversity & Equity Officers Commission (DEOC)



6

Equity-minded leaders are aware of the historical context of exclusionary practices in higher education and recognize the impact of history.

Equity-minded leaders also reject the ingrained habit of blaming inequities in access, opportunity and outcomes on students' own social, cultural and educational backgrounds.

Equity-minded leaders use asset-based frames rather than deficit-based frame

Equity minded leaders use this mindset to act for change to dismantle policies and practices that create barriers for students.

7

ENGAGE LEADERS WITH THE GREATEST LEVEL OF INFLUENCE

Racial equity works needs the legitimacy, protection and sense of urgency that the highest level of leadership in an organization or community can provide.

Aspen Institute

8

TRUSTEE ROLE

- Trustee leadership
- Articulation of the “WHY?” and the “WHAT?”
- Policy Development and Planning – Mission, Strategic Priorities
- Accountability and Continuous Improvement
- Community Engagement
- Accountability and Monitoring

9

TRUSTEE ROLE

The college mission statement should reflect the college’s commitment to equity

Resources should be allocated to programs with proven track records in meeting students’ need and promoting equitable opportunities

The board should be visibly unified in its commitment to promoting access, success and equity

Integrate an equity agenda into institutional plans and clearly outline roles and responsibilities in strategic plan, student affairs and HR policies, facilities, procurement

Ensure that plans are distributed broadly

Conduct an independent assessment of institutional practices in relation to equity

10

TRUSTEE ROLE

- Monitor the progress being made
- Regularly review disaggregated data on enrollment, retention, persistence, completion
- Conduct regular periodic reviews of labor market data
- Assess current and projected demographics of the community

11

FIVE PRINCIPLES FOR ENACTING EQUITY BY DESIGN

1. Clarity in language, goals and measures.
2. Equity-mindedness should be the guiding paradigm for language
3. Equitable practice and policies are designed to accommodate difference in the contexts of students' learning - not to treat all students the same.
4. Enacting equity requires a continual process of learning, disaggregating data and questioning assumptions about relevance and effectiveness
5. Equity must be enacted as a pervasive institution- and system-wide principle.

12

CRITICAL STEPS

1. Create an equity-minded board and institution
 - Developing equity-mindedness n board and college culture
 - Increase the institutional capacity for making change
 - Review all policies with equity firmly in mind
2. Monitor and Evaluate College Progress on Equity Goals
 - Disaggregated data
 - Equity Plans and Reports
3. Annually evaluate board leadership, effectiveness and continuous improvement on DEI Goals

13

POSSIBLE STEPS

- Undertake professional learning specifically related to equity
- Develop data systems to support equity
- Develop accountability goals and measures of progress
- Continually assess areas of inequity
- Target resources
- Publicize equity goals and activities

14

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF SEPTEMBER 20, 2022

MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Kim Wells at 3:31 PM. A quorum of the Board was present either in-person in the Board Room (#1010M), located in the Administration building (#1000) at Shoreline Community College or remotely.

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pobee, and Kim Wells were present either in-person or remotely.

Incoming Trustee Rebecca Ringer, whose term begins on October 1, 2022, joined the meeting remotely.

COMMUNICATION FROM THE PUBLIC

Per the notice for the September 20, 2022 special meeting of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

- For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 3:15 PM–3:30 PM on September 20, 2022.
- For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 3:15 PM –3:30 PM on September 20, 2022.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the September 20, 2022 meeting will be no more than ten (10) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than five (5) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the September 20, 2022 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the September 20, 2022 meeting.)

No one signed up to provide public comment(s).

REPORT: FY 2021 FINANCIAL STATEMENT AUDIT

Acting Vice President for Business & Administrative Services Bob Williamson began by recognizing Budget Director Cliff Frederickson. “It was a clean opinion from the Auditor’s office. No findings. This is a real reflection of the work that Cliff Frederickson did.”

Concerns (not findings) raised in the exit interview with the auditors:

1. The lack of a risk assessment being completed by the College in the last two (2) or three (3) years. Acting Vice President Williamson stated that “we should be doing risk

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF SEPTEMBER 20, 2022

assessments annually” and recommended that the College utilize a comprehensive risk assessment tool that the State Board provides.

2. Uncashed checks dated more than one-hundred and eighty (180) days.
3. We have fallen behind in cash management.
4. We have fallen behind in cash reconciliation—“a casualty of ctcLink. We have engaged a firm called Spectrum to bring cash management and reconciliations up to date and to memorialize the process.”

Acting Vice President Williamson shared that the Director of Financial Services left the College and the process for hiring a new Director of Financial Services will begin.

President Kahn requested that metrics, indicators, and trends be presented to the Board at its October meeting if the year-end (for FY 2021-22) close is not ready to be presented at that time.

Budget Director Frederickson joined the meeting via telephone. He:

- Addressed the discrepancy between the 2020 and the 2021 financial statement audits regarding “deferred inflows and outflows related to pension.”
- Addressed the “minor presentation and disclosures. These included some typos, some account description, and page header edits.”
- Stated that the College has had clean financial statement audit reports in 2019, 2020, and 2022.
- Shared that the several items must be fixed (“getting things into an auditable state first”) before the next financial statement audit can be scheduled.

Acting Vice President Williamson shared that the College will be busy come the new year with “program accountability audits focused on financial aid, grants, and reporting of time and effort for federal grants.”

ACTION: WASHINGTON ASSOCIATION OF COLLEGE TRUSTEES (ACT)
TRANSFORMING LIVES AWARDS

Chair Wells read tab 1 [Action: Washington Association of College Trustees (ACT) Transforming Lives Awards].

Motion 22:52: Motion made by Trustee Pobee to nominate two (2) Board members for “the ACT Program.”

Motion seconded by Trustee Lux. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobee, Kim Wells) for this action item, voted *aye* to approve the motion.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF SEPTEMBER 20, 2022

Trustee Chan and incoming Trustee Ringer volunteered to choose the “one student who will go forward and be Shoreline Community College’s nominee.”

RECOGNITION OF TRUSTEE CATHERINE POST D’AMBROSIO

Chair Wells asked Trustees Lux and Pobee to say some words about Trustee Catherine Post D’Ambrosio whose term as a trustee ends on September 30, 2022.

Trustee Lux shared, “It’s been really great working with Catherine. She always thinks about what’s best for the College as a whole, especially putting the students first and what’s best for the students. I will definitely miss working with Catherine. She’s been a leader on this Board but she’s also a leader in our community and will continue to help the College as she can.”

Trustee Pobee shared, “It’s been fantastic working with Trustee D’Ambrosio for the past three (3) years and it’s a delight to see how passionate she was about every matter and how she always wants to prioritize the best interests of the students. She will be missed but we know that she has also promised to continue to be a community member and we will definitely see her in the community.”

Trustee Chan read **Resolution No. 164—Commending Service of Trustee Catherine Post D’Ambrosio, PhD, RN** which was approved by the Board at its regular meeting of July 20, 2022.

Chair Wells remarked, “Catherine saw many of the key programs that started in the history that she was serving on the Board—everything from the Lexus program to the changes in the Nursing Program, the growth of the International Program, the Dental Hygiene Program moving to the University of Washington, the growth in the film and artistic programs, as well as the continued excellence in the core areas. There was a tremendous amount of change on the campus during the years that she's served, of the different presidents, and a pretty remarkable time for the College.”

ADJOURNMENT

Motion 22:53: Motion made by Trustee Lux to adjourn the special meeting of September 20, 2022.

Motion seconded by Trustee Chan. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobee, Kim Wells) for this action item, voted *aye* to approve the motion.

Chair Wells adjourned the meeting at 4:16 PM.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF SEPTEMBER 20, 2022

Signed _____
Kim Wells, Chair

Attest: October 26, 2022

Lori Y. Yonemitsu, Secretary

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF OCTOBER 13, 2022

MINUTES

The special meeting of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Kim Wells at 3:01 PM. A quorum of the Board was present remotely. The Board Room (#1010M), located in the Administration building (#1000) at Shoreline Community College, was open for those able to attend the meeting in-person.

Chair Wells read the first paragraph of the Shoreline Community College's Land Acknowledgement.

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pobe, Rebecca Ringer, and Kim Wells were present remotely.

Assistant Attorney General (AAG) Tricia Boerger represented the Office of the Attorney General remotely.

COMMUNICATION FROM THE PUBLIC

Per the notice for the October 13, 2022 special meeting of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

- For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 2:45 PM–3:00 PM on October 13, 2022.
- For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 2:45 PM–3:00 PM on October 13, 2022.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the October 13, 2022 meeting will be no more than ten (10) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than five (5) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the October 13, 2022 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the October 13, 2022 meeting.)

Steve Bogart read statement (attached).

CONVENE IN EXECUTIVE SESSION PERTAINING TO AGENCY LITIGATION AND COLLECTIVE BARGAINING PURSUANT TO [RCW 42.30.110\(1\)\(i\)](#); [.140\(4\)](#)

At 3:05 PM, Chair Wells announced that the Board would convene in executive session for thirty (30) minutes related to litigation and collective bargaining, pursuant to the RCW 42.30.110.

Executive Session commenced at 3:13 PM.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF OCTOBER 13, 2022

At 3:43 PM, it was noted/announced in the open session's *Zoom Room* that the Board was extending its executive session by twenty (20) minutes.

At 4:03 PM, it was noted/announced in the open session's *Zoom Room* that the Board was extending its executive session by fifteen (15) minutes.

RECONVENE SPECIAL MEETING
ADJOURNMENT

The Board reconvened in open session.

Motion 22:54: Motion made by Trustee Lux to adjourn the special meeting of October 13, 2022.

Motion seconded by Trustee Pobee. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobee, Rebecca Ringer) for this action item, voted *aye* to approve the motion.

Vice Chair Chan adjourned the meeting at 4:18 PM.

Signed _____
Kim Wells, Chair

Attest: October 26, 2022

Lori Y. Yonemitsu, Secretary

I'm Steve Bogart, professor of mathematics.

When I have a thorny issue about student interactions or equity in the classroom, Professor Crystal Hess is one of the people I turn to for advice. She's great at helping me analyze the situation through a student-focused lens and figure out how to move forward.

There are a couple of people without whom the college would cease functioning. Jenifer Aydelotte is among them. She solves so many behind-the-scenes problems and was instrumental in making ctCLink registration work for math corequisite classes.

When I want to make technology work for my pedagogy, Amy Rovner is a great resource. I've worked with her on issues including accessibility and academic integrity, and appreciate that she's always on the lookout for new resources that would benefit math students.

Crystal, Jenifer, and Amy received awards during Opening Week – Exceptional Faculty Award, Classified Star of the Year, and Administrator of the Year. There are so many deserving employees, but I have worked with each of these three many times. I'm here to publicly express my appreciation of them. Thank you, Crystal, Jenifer, and Amy.

I encourage the college as an institution to find more ways to show appreciation of members of our community. I encourage the same of all of us as individuals, from the Board down. Being appreciated is really meaningful to me, and I find that the effort of actively appreciating others is well worth it. Take care and stay safe.

Happy Day,
Steve

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF OCTOBER 26, 2022**

TAB 1

ACTION

**Subject: Emergency Rule Update Student Conduct
 (Policy 5030/Chapter 132G-121)**

-TAB 1: Forthcoming-

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF OCTOBER 26, 2022**

TAB 2

FIRST READING

Subject: Board of Trustees 2022–2023 Strategic Goals

Board of Trustees 2022–2023 Strategic Goals

During day two of the Board of Trustees retreat (“special meeting”) on August 16, 2022, facilitator Dr. Mary Spilde assisted the trustees in generating the following for its 2022–2023 Strategic Goals.

1. Equity and Student Success
 - Review relevant policy around student success and equity/anti-racism and create policy that reflects the board’s commitment
 - Issue statements as appropriate to respond, or be proactive, to incidents
 - Integrate DEI focus into regular policy review
 - Develop language re: pronouns as to why it is important and what it means at Shoreline
2. Develop set of critical questions to assess reports that come to board from an equity perspective
3. Identify data needs to inform decisions
4. Create an effective board evaluation process
5. Onboard new trustee
6. Continue to onboard and support the President
7. Participate in professional learning particularly regarding Equity. For example, read Equity Talk to Equity Walk, McNair and Bensimon

Prepared by: Lori Yonemitsu
Executive Assistant to the President
Shoreline Community College
October 18, 2022

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF OCTOBER 26, 2022**

TAB 3

ACTION

Subject: President's 2022-2023 Goals

Background

During day one of the Board of Trustees retreat (“special meeting”) on August 11, 2022, facilitator Dr. Mary Spilde led President Jack Kahn and the trustees in reviewing and discussing the President’s draft goals for 2022-2023.

To Follow

President’s Goals Draft (October 2022 – October 2023).

Recommendation

That the Board of Trustees, by motion and subsequent action, approve the President’s 2022-2023 Goals.

Prepared by: Lori Yonemitsu
Executive Assistant to the President
Shoreline Community College
October 18, 2022



President's Goals Draft

October 2022 - October 2023

GOAL 1 - Improve communication & relationship building on campus

Mapped to Vision, Mission, Values	Mapped to DEI policy & Goals	Mapped to Accreditation	Mapped to current Strategic Plan	Mapped to Budget & Fiscal	Mapped to Guided Pathways	Mapped to Academic Plan	Map to Trust Exercise
Values: Respect, Inclusion, Student Engagement	<ol style="list-style-type: none"> 1. Continue support for DEI advisory to explore and further define DEI principles and practices with all college. 2. Ensure completion and communication of DEI climate survey; and subsequent college (DEI) conversations. 3. Ensure disaggregated data for students and staff regularly made available. 	<ol style="list-style-type: none"> 1. Participate in student learning, program review, and academic planning. 2. Build program outcomes for AA-DTA. 3. Participate college-wide in governance and planning is increased, documented, and measured. 4. Develop, sustain, and assess each area for regular cycles of review. 5. Update and improve CTE Programs - with differentiated rotations and increased frequency of assessment cycles. 6. Complete CECO Program review. 		<ol style="list-style-type: none"> 1. Adopt new budget development policy and procedure. 2. Provide at least monthly budget updates to college community once process begins. 3. Engage SPBC in meaningful conversations about budget allocation. 4. Communicate how SPBC feedback was used in creating new budget. 5. Maintain Fiscal Stewardship and Accountability SharePoint site. 	<ol style="list-style-type: none"> 1. Leverage the current buildout of Starfish and 3Cs to ensure thoughtful, integrated communication across campus and with students. 2. Continue to define and expand the network of academic advisors with training and differentiated responsibilities. 3. Ensure the development of middle funnel that will provide immediate communication support prior to, during, and after enrollment. 	<ol style="list-style-type: none"> 1. Develop and practice monthly quarterly, and annual review of academic programs for better planning and awareness of process. 	

GOAL 2 - Increase Shoreline's presence in the broader community

Mapped to Vision, Mission, Values	Mapped to DEI policy & Goals	Mapped to Accreditation	Mapped to current Strategic Plan	Mapped to Budget & Fiscal	Mapped to Guided Pathways	Mapped to Academic Plan	Map to Trust Exercise
<p>Vision: We are recognized for inclusive excellence in teaching and learning, student success, and community engagement</p> <p>Mission: We serve the educational, workforce, and cultural needs of our diverse students and communities.</p>	<ol style="list-style-type: none"> 1. Ensure full development of DEI training – base knowledge, history, inclusion practices, and communication strategies - full college constituencies including BOT. 	<ol style="list-style-type: none"> 1. Maintains/increase community awareness of accreditation standards to increase confidence in the educational quality of college programs. 2. Continue to review and plan processes to provide greater credibility. 	<ol style="list-style-type: none"> 1. Attract students and community learners and ensure successful attainment of their goals through our programs, services, and teaching and learning environments. 		<ol style="list-style-type: none"> 1. Build awareness and assurance of Guided Pathway Goals - public has greater awareness of college programs, areas of study and entry to pathways. 	<ol style="list-style-type: none"> 1. Ensure review and participation in academic review by program advisories, local high school, and other CBOs. 2. Develop and connect workforce liaisons from college to the community - and integrate them into regular academic planning. 	

GOAL 3 - Work with campus groups to see improved targeted enrollments in 2022-2023

Mapped to Vision, Mission, Values	Mapped to DEI policy & Goals	Mapped to Accreditation	Mapped to current Strategic Plan	Mapped to Budget & Fiscal	Mapped to Guided Pathways	Mapped to Academic Plan	Map to Trust Exercise
<p>Vision: We are recognized for inclusive excellence in teaching and learning, student success, and community engagement</p>	<ol style="list-style-type: none"> 1. Increase targets and enrollments for Low SES and URM students. 2. Continue support and development of early college opportunities for students of color/URM through HS partnerships, year-long camps for 8-12 graders, and through continuing education. 			<ol style="list-style-type: none"> 1. Use data-driven FTES estimates as basis for revenue projections. 	<ol style="list-style-type: none"> 1. Build awareness and assurance of Guided Pathway Goals - target populations have greater awareness of college programs, areas of study and entry to pathways. 2. Partner with Shoreline School district to develop defined pathways to our prof tech programs (K through 14 model). Biotech and automotive are the models. Potential for business, nursing, VCT, film. 3. Build an onramp for pre-health degrees, support success: library research, medical math, jumpstart to (nursing, DH), conceptualized Eng&101 and Math&146. Curriculum updates/ changes to MLT and DH. 	<ol style="list-style-type: none"> 1. Account for academic plan increases and differentiate in-person, hybrid, and online growth; RS or dual enrollment growth; adult cohort growth; integrate and develop IBEST; CPL options; and key program success. 2. Participate in regular review of enrollment, forecasting, and projecting new programs. 	



President's Goals Draft

October 2022 - October 2023

GOAL 4 - Create professional development opportunities for me and for the campus

Mapped to Vision, Mission, Values	Mapped to DEI policy & Goals	Mapped to Accreditation	Mapped to current Strategic Plan	Mapped to Budget & Fiscal	Mapped to Guided Pathways	Mapped to Academic Plan	Map to Trust Exercise
	<ol style="list-style-type: none"> 1. Create and implement year-long progressive plan for DEI for staff, for leadership, for BOT, and for students. 2. integrate a community of practice options for all the above. 	<ol style="list-style-type: none"> 1. Increase collaboration and education related to governance and participation should result in greater awareness of the planning cycle, how decisions are made, and how resources are allocated. 	<ol style="list-style-type: none"> 1. Continually strive for disciplined excellence and focused improvement in all that we do. 	<ol style="list-style-type: none"> 1. Dedicate operating revenue to PD for all faculty and staff. 	<ol style="list-style-type: none"> 1. Continue to educate campus of simplified systems with Guided Pathways; four pillars; and importance of limited steps for students to success. 2. Train and educate all staff regarding use of Starfish and emphasis of advising. 3. Develop and support for Lean/Six Sigma/Business analysis to reinforce GP principles of reduce redundancies and eliminate silos. 	<ol style="list-style-type: none"> 1. Within the academic plan, integrate learning and the development of a DEI framework to strengthen college's work. 2. Plan comments on the use of community of practice as a mainstay for the continued development of the college as a learning organization. 	

GOAL 5 - Demonstrate Shoreline's continuing dedication to diversity, equity and inclusion

Mapped to Vision, Mission, Values	Mapped to DEI policy & Goals	Mapped to Accreditation	Mapped to current Strategic Plan	Mapped to Budget & Fiscal	Mapped to Guided Pathways	Mapped to Academic Plan	Map to Trust Exercise
<p>Mission: We serve the educational, workforce, and cultural needs of our diverse students and communities. Values: Respect, Inclusion, Student Engagement</p>	<ol style="list-style-type: none"> 1. Review of each units (nursing first) mission and vision for DEI Alignment. 2. Continue anti-racist writing training, and labor-based grading learning, and grading for equity. 3. Continued Emphasis of SIP/GP grant that will ensure the URM/AANAPISI students receive wrap-around service and increase success in graduation or transfer. 4. Finalize Gardner Institute research review to institutionalize equity-based student support systems. 5. Ensure continuous support for embedded outreach navigators with multi-language capabilities. 6. Continued support for OER. 7. Study/teach abroad programs for students and faculty. 8. Continued review and assessment of the addition of sports that can increase enrollment (esp. that for URM groups). 		<ol style="list-style-type: none"> 1. Ensure that a climate of intentional inclusion permeates our decisions and practices, which demonstrate principles of ecological integrity, social equity, and economic viability. 	<ol style="list-style-type: none"> 1. Dedicate operating revenue to support DEI initiatives. 	<ol style="list-style-type: none"> 1. Continue Gateway course analysis and curriculum review to ensure timely and successful transition for key courses for URM students. 2. Continue inclusive Pedagogy Institute with culturally responsive curriculum. 	<ol style="list-style-type: none"> 1. Plan incorporates awareness of needs of students related to program modality, cohort success, use and efficacy of on-line tools, and training needed to support students with a focus on URM (as a universal design principle). 	

GOAL 6 - Address institutional standards, systemic improvements, requirements, and expectations to fulfill institutional obligations (accreditation, fiscal stewardship etc.).

Mapped to Vision, Mission, Values	Mapped to DEI policy & Goals	Mapped to Accreditation	Mapped to current Strategic Plan	Mapped to Budget & Fiscal	Mapped to Guided Pathways	Mapped to Academic Plan	Mapped to Trust Exercise	Mapped to Board Goals
<p>Mission: We serve the educational, workforce, and cultural needs of our diverse students and communities. Values: Respect, Inclusion, Student Engagement</p>	<ol style="list-style-type: none"> 1. Ensure DEI goal planning moves forward and is implemented and connected to college DEI goals. 	<ol style="list-style-type: none"> 1. Ensure compliance. Improve structure for future accreditation work. 	<ol style="list-style-type: none"> 1. Ensure the strategic plan process moves forward and is implemented and connected to the future strategic plan. 	<ol style="list-style-type: none"> 1. Ensure Fiscal Stewardship. Ensure planning for the college is mission-driven and tied to budget development. 	<ol style="list-style-type: none"> 1. Ensure Guided Pathways work is integrated into the institutional plans of the college 	<ol style="list-style-type: none"> 1. Ensure academic plans are tied to accreditation requirements, emphasizing cyclical assessment and meaningful changes for student success. 	<ol style="list-style-type: none"> 1. Ensure that new practices for improving trust and communication are implemented. 	<ol style="list-style-type: none"> 1. Ensure there is alignment and conversation around Board Goals