

SHORELINE COMMUNITY COLLEGE
BOARD OF TRUSTEES REGULAR MEETING OF FEBRUARY 22, 2023
4:30 PM Regular Session – Board Room (#1010M), Bldg. 1000
Remote Option via Zoom: <https://us02web.zoom.us/j/88349708605> -or-
 (253) 215-8782 ▪ Meeting ID: 883 4970 8605

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.	Accreditation	<i>Ann Garnsey-Harter, Associate Vice President</i>	
3.	<ul style="list-style-type: none"> •2023-24 Budget Development Timeline & Process •Budget Forecasting Tool 	<i>Ann Garnsey-Harter, Associate Vice President & Bill Saraceno, Interim Vice President</i>	
4.	Action: Adjournment of Study Session	<i>Chair Kim Wells</i>	
4:30 PM – REGULAR SESSION			
1.	Convene Regular Session & Land Acknowledgement	<i>Chair Kim Wells</i>	
2.	Report: Chair, Board of Trustees	<i>Chair Kim Wells</i>	
3.	Consent Agenda <ul style="list-style-type: none"> a. Approval of Previous Meeting Minutes <ul style="list-style-type: none"> •Regular Meeting of 2023 January 25 •Special Meeting of 2023 February 15 	<i>Chair Kim Wells & Trustees</i>	
4.	Communication from the Public Public comment(s) will be presented to the Board verbally. <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 February 22, 2023. • <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 February 22, 2023. • The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the February 22, 2023 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 February 22, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the February 22, 2023 meeting.) 	<i>Chair Kim Wells</i>	

5.	Constituent Report: Shoreline Associated Student Government	<i>Chloe Mok, ASG President</i>	
6.	Constituent Report: Shoreline Faculty (SCCFT)	<i>Eric Hamako, SCCFT President</i>	
7.	Constituent Report: Shoreline Classified Staff (WFSE)	<i>Ric Doike-Foreman, WFSE Chief Shop Steward</i>	
8.	Report: College President & Executive Team Representatives (10 minutes) <ul style="list-style-type: none"> • Melanie Dixon, Vice President (Diversity, Equity & Inclusion) • Phillip King, Vice President (Student Learning, Equity & Success) • Bill Saraceno & Holly Woodmansee, Interim Vice Presidents (Business & Administrative Services) • Veronica Zura, Executive Director (Human Resources) 	<i>Jack Kahn, President</i>	
9.	Report: Finance & Budget (10 minutes) <ul style="list-style-type: none"> • Budget Forecast Results 	<i>Bill Saraceno, Interim Vice President</i>	
10.	Report: President's Outcomes related to Goals (15 minutes)	<i>Jack Kahn, President</i>	1
11.	Report: Anti-Racist Policy Development & Framework for DEI Policy Review (15 minutes)	<i>Melanie Dixon, Vice President</i>	
12.	Waves of Gratitude	<i>Jack Kahn, President</i>	
13.	Action: Amendments to 100.E50 College Debt: Financial Planning & Activities in the Shoreline Community College Board of Trustees Policies Manual (5 minutes)	<i>Bill Saraceno, Interim Vice President</i>	2
14.	Action: Faculty Sabbatical Leave Proposals (2023-2024) (10 minutes)	<i>Phillip King, Vice President</i>	3
15.	Executive Session: <ul style="list-style-type: none"> • To discuss collective bargaining contract negotiations and proposals or grievances [RCW 42.30.140(4)]—Exempt from the Open Public Meetings Act (OPMA) • To review the performance of a public employee [RCW 42.30.110(g)] 	<i>Chair Kim Wells</i>	
16.	Report: Closing Remarks – Board of Trustees	<i>Trustees</i>	
17.	Action: Adjournment	<i>Chair Kim Wells</i>	

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JANUARY 25, 2023

MINUTES – STUDY SESSION

The study session of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Kim Wells at 3:30 PM. A quorum of the Board was present either in-person or remotely.

PRESENTATION BY MIG: STRATEGIC PLAN DEVELOPMENT FOR SHORELINE COMMUNITY COLLEGE

Sou Garner and Kate Joncas from [MIG](#) facilitated a discussion related to the development of Shoreline Community College’s strategic plan which can be found during this [segment](#) (approximately 5:01 – 51:54) on the January 25, 2023 Board of Trustees study session recording.

ADJOURNMENT OF STUDY SESSION

Motion 23:01: Motion made by Chair Wells to adjourn the study session.

All Trustees present for the action item, voted *aye* to approve the motion.

Chair Wells adjourned the study session at 4:22 PM.

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 4:30 PM. A quorum of the Board was present either in-person or remotely.

Chair Wells read a section of Shoreline Community College’s [Land Acknowledgement](#).

Trustee Chan read Governor Inslee’s Proclamation of January 22, 2023 as *Lunar New Year 2023*.

Chair Wells spoke about the recent Association of College Trustees (ACT) conference in Olympia, which included meetings with state legislators and gave an overview of the January 25 regular meeting (“session”) agenda.

MEMBERS PRESENT

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

Assistant Attorney General (AAG) Tricia Boerger represented the Office of the Attorney General in-person.

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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 2022 December 7.

Motion 23:02: Motion made by Trustee Ringer to approve the consent agenda.

Motion seconded by Trustee Lux. All Trustees present for the action item, voted *aye* to approve the motion.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the January 25, 2023 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 4:15 PM–4:30 PM on January 25, 2023.
For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 4:15 PM–4:30 PM on January 25, 2023.
- The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the January 25, 2023 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 January 25, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the January 25, 2023 meeting.)

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

REPORT: COLLEGE PRESIDENT & EXECUTIVE TEAM REPRESENTATIVES

Reports from Executive Team (ET) representatives Vice President Phillip King (Student Learning, Equity & Success), Executive Director Veronica Zura (Human Resources), Vice President Melanie Dixon (Diversity, Equity & Inclusion), and President Kahn can be found during this [segment](#) (approximately 9:30 – 21:14) on the January 25, 2023 Board of Trustees regular meeting (“session”) recording.

Written January 2023 Report to the Board (attached).

REPORT: 2023 WASHINGTON ACT TRANSFORMING LIVES AWARD(S) – CAMPUS NOMINEES • BOARD’S RECIPIENT

Trustee Chan provided an overview of the Washington Association of College Trustees (ACT) Transforming Lives Award(s). The Board received nominations from the campus community for

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former or current Shoreline Community College students Zubeir Abdi, Evelyn Aguilar, and Justin Buch.

Trustee Ringer noted, “As the committee to decide this, we were tasked with a very challenging job of selecting only one from among three really stand out students. In the end, we decided to send on Zubeir Abdi because of his grit. This was a person who had to face an enormous challenge of taking on a new language, in a new country only a short eight and a half to nine years ago and showed exceptional diligence and hard work in overcoming that challenge. Mr. Abdi set very clear goals, worked hard to meet those goals, and throughout all of it, maintained an incredibly positive and upbeat attitude. We were quite impressed at his ability to find and use mentors to be successful at Shoreline Community College.”

Nominee Evelyn Aguilar connected to the meeting remotely from work and shared, “I’m so grateful for Shoreline. I get to do what I love and if it weren’t for Shoreline, I don’t know where I’d be. I came to Shoreline after having a really rough year at a four-year college. After finding a course that I enjoyed and having so many impactful instructors and teachers, I was able to find where I needed to be and where I’m happy and thriving. Thank you so much Shoreline!”

CONSTITUENT REPORT: SHORELINE ASSOCIATED STUDENT GOVERNMENT

Associated Student Government (ASG) President Chloe Mok read report (attached).

CONSTITUENT REPORT: SHORELINE FACULTY (SCCFT)

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

CONSTITUENT REPORT: SHORELINE CLASSIFIED STAFF (WFSE)

IT Administrator & Chief Shop Steward Ric Doike-Foreman was unable to join the meeting.

REPORT: FINANCE & BUDGET

The Finance & Budget report from Business & Administrative Services Interim Vice President Bill Saraceno can be found during this [segment](#) (approximately 38:36 – 57:35) on the January 25, 2023 Board of Trustees meeting recording and included an overview of the Washington State Board for Community & Technical Colleges January 2023 Fiscal Health Risk Analysis document (attached) and the 2022-23 Operating Budget, Revenues and Expenses – December 2022 spreadsheet (attached).

REPORT: ctcLink

The ctcLink report from Planning, Institutional Effectiveness & Project Management Associate Vice President Ann Garnsey-Harter can be found during this [segment](#) (approximately 58:07 – 1:15:58) on the January 25, 2023 Board of Trustees meeting recording.

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REPORT: AUDIT OF SYSTEMS IMPROVEMENTS

The Audit of Systems Improvements report from Student Learning, Equity & Success Vice President Phillip King can be found during this [segment](#) (approximately 1:16:20 – 1:40:12) on the January 25, 2023 Board of Trustees meeting recording.

WAVES OF GRATITUDE

President Kahn spoke about the *Just in Time* process put together by Dean Chippi Bello, Dean Derek Levy, the Financial Aid staff, and Faculty Advisors—a retention-oriented calling campaign in December 2022 to continuing students about registering for winter 2023 quarter classes.

FIRST READING: AMENDMENTS TO 100.E50 COLLEGE DEBT: FINANCIAL PLANNING & ACTIVITIES IN THE SHORELINE COMMUNITY COLLEGE BOARD OF TRUSTEES POLICIES MANUAL

Business & Administrative Services Interim Vice President Bill Saraceno went over tab 1 [First Reading: Amendments to 100.E50 College Debt: Financial Planning & Activities in the Shoreline Community College Board of Trustees Policies Manual].

ACTION: 2022-2023 SERVICES & ACTIVITIES (S&A) BUDGET & SECOND HALF OF FY 2022-2023 (JANUARY-JUNE 2023) ALLOCATIONS

Associated Student Government (ASG) President Chloe Mok and Budget & Finance Officer Kate Nguyen presented the Services & Activities Fee Budget Allocation Proposal for Winter & Spring 2023 (attached).

Motion 23:03: Motion made by Trustee Ringer to approve the allocations of \$530,714 from the S&A fee budget for disbursement to programs and clubs for the second half of FY 2022-2023 (January-June 2023).

Motion seconded by Trustee Lux. All Trustees present for the action item, voted *aye* to approve the motion.

ACTION: BOARD OF TRUSTEES 2022-2023 STRATEGIC GOALS

Chair Wells went over the changes to the Board of Trustees 2022-2023 Strategic Goals, as recommended by the trustees at its regular meeting (“session”) on December 7, 2022.

Motion 23:04: Motion made by Trustee Chan to approve the Board of Trustees 2022-2023 Strategic Goals.

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Motion seconded by Trustee Lux. All Trustees present for the action item, voted *aye* to approve the motion.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

Trustee Lux reported on the legislative conference that he, Trustee Chan, and President Kahn attended. “It was a good conference and we were able to meet with five of our six legislators. We spoke about the capital budget but mainly about the operating budget and emphasized what the State Board is emphasizing...we really need to have the compensation fully funded. It’s a strain on the college budgets and we need the state’s help on this.” Trustee Lux referred to SCCFT President Dr. Hamako’s statement regarding the “decision to change the service time,” noting “I’m a little confused as to why that was changed.”

Trustee Chan added to Trustee Lux’s remarks about the meetings with legislators.

Chair Wells shared that she and Trustee Chan will be meeting with Vice President Dixon “this Friday and we’ll begin to talk about our goals and the Board’s commitment. We will also be meeting with the Foundation Board’s president Vince Madden next week.”

Trustee Chan noted that she and Trustee Ringer have been working together to onboard Trustee Ringer. “She is doing a great job and getting through those checklists.”

ADJOURNMENT

Motion 23:05: Motion made by Trustee Lux to adjourn the meeting.

Motion seconded by Trustee Ringer. All Trustees present for the action item, voted *aye* to approve the motion.

Meeting adjourned: 6:46 PM.

Signed _____
Kim Wells, Chair

Attest: February 22, 2023

Lori Y. Yonemitsu, Secretary

President's Report

From the desk of Dr. Jack Kahn

Shoreline
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Activities and Visits for the President

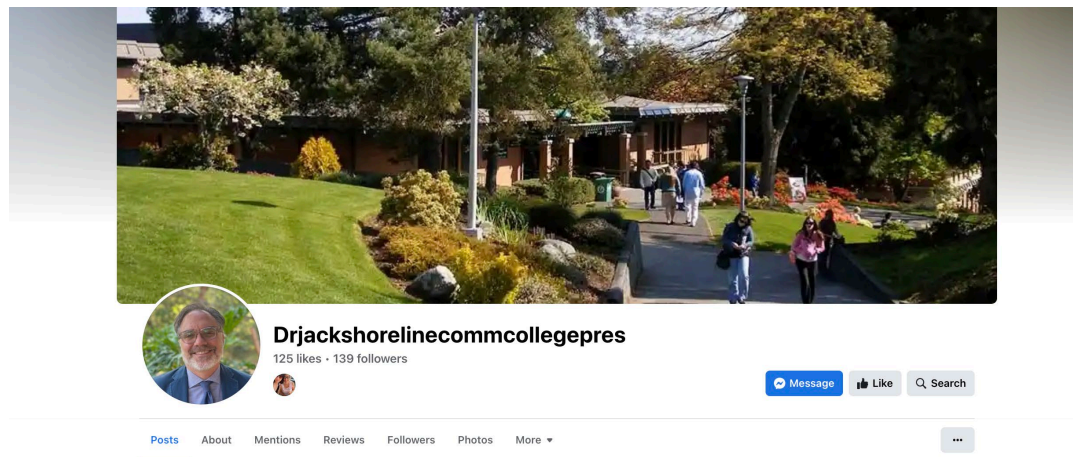
The last two months in 2022 and this month, have been very busy months for the president's office despite time-off during the holiday season.

Dr. Kahn attended Governor Inslee's Equity Summit with Trustee Chan on November 30, 2022. The meeting was attended by a diverse group of state employees from across the state of Washington. The goal of the summit was to learn how personnel have implemented equity practices in their workspaces. It was a powerful event, and it will be exciting to see new initiatives that result from some of the conversations.

Our new VP for DEI Melanie Dixon began this month and has been very busy meeting campus representatives as well as community partners. In the last couple weeks, she joined the president and other campus representatives in several meetings—with Lynn Palmanteer-Holder, Director, Tribal Government Affairs for the SBCTC, Suni Tolton, Diversity & Inclusion Coordinator for the City of Shoreline, Black Coffee Northwest owners and entrepreneurs DarNesha & Erwin Weary, Paula Lamas of Univision Seattle, and Lynnwood City Councilmember Julieta Altamirano-Crosby. We are excited to connect further for future partnering with these folks in expanding access and support to our diverse community.

January has also been a month for planning. The team met with Hanover Research to discuss how to re-launch the climate survey to campus with the hope of getting better representation of faculty and staff. In addition, we designed processes for focus groups to better understand why people responded the way they did in the survey, with a special focus on students, faculty, and staff of color. The survey was re-launched last week, and we should have updated data by next month. The College also coordinated a free assessment administered by Ruffalo Noel Levitz to help us better understand our enrollment and retention gaps so we can begin to address those more specifically. This work launched on January 15th and we should have updated information to the community next month.

And finally, our DEI strategic planning has also begun! MIG, the organization the College has contracted with to assist with the development of our strategic plan, has met with the Executive Team, and will be presenting at the Board's January 25 study session.



President's Report

From the desk of Dr. Jack Kahn

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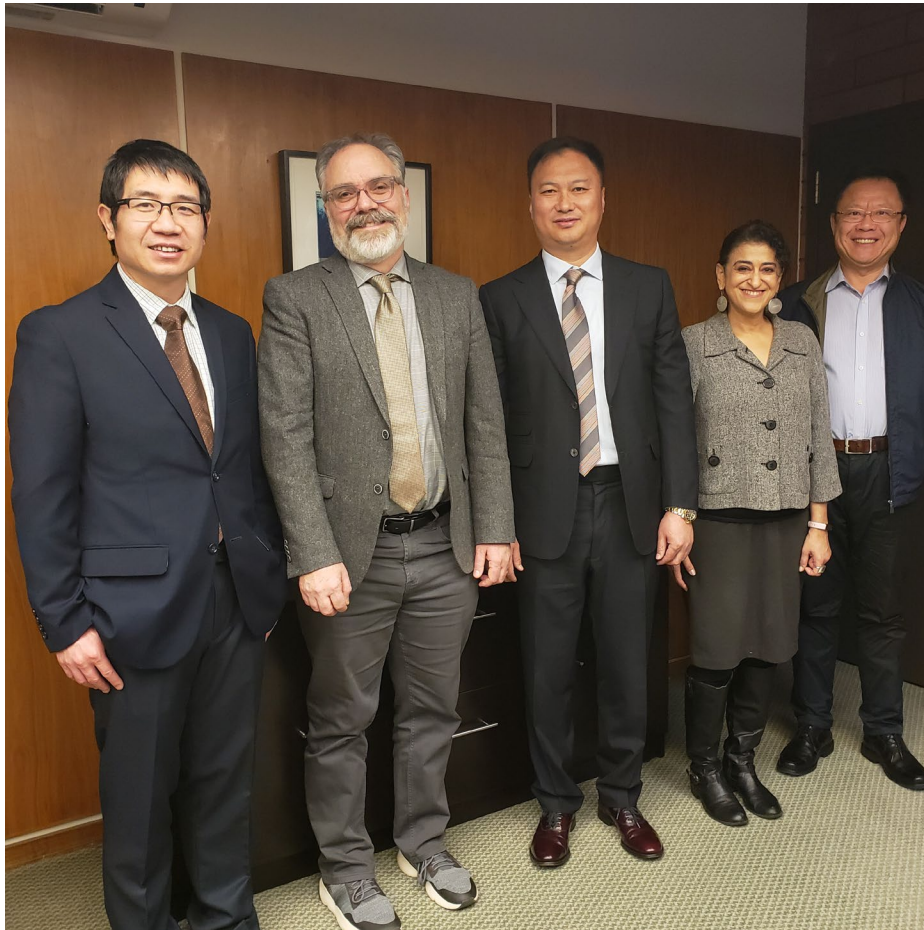
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Events- Fall & Winter 2022

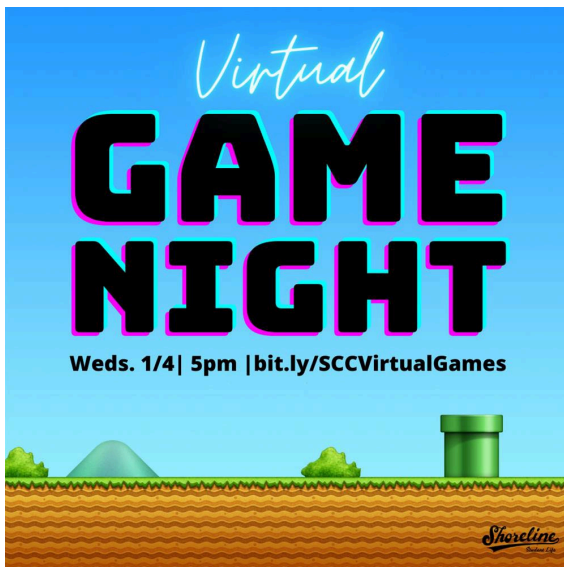
Shoreline Community College hosted a series of events since the last Board Meeting.



(re) UNITED (Shoreline Employee Art Exhibition):
Artists' Reception!



President Kahn, AVP Samira Pardanani, and Director Bo Fu welcomed Director Dai Wenhua (third from left) from China's prestigious Tsinghua University's Hebei Inst. of Technology. Shoreline has been partnering with the institute pre-pandemic, including a visit to Tsinghua by Pardanani and Fu in 2019. With the re-opening of China, there is interest in furthering collaboration with the College. Aaron Quan, a local partner, accompanied Director Dai Wenhua.





Shoreline International Education welcomed over 110 new international students in winter quarter 2023!

Shoreline is also among a handful of institutions around the country to welcome the first UAE government-sponsored students (below)



Connections and Outreach

Shoreline
COMMUNITY COLLEGE

THURSDAY
U.S. Culture
Chat

MARTIN LUTHER KING JR.
Thursday, January 19
7:00 – 8:00 PM (PST)
Zoom Link:
tinyurl.com/uschat2023winter
ALL STUDENTS WELCOME!

Winter Advising Events

Shoreline Community College | International Education

JAN 18 (W) 8:00 PM	Transfer 101: First-year students us02web.zoom.us/j/86357748760
Jan 19 (Th) MORNING	Virtual Transfer Webinar (14 universities) RSVP: tinyurl.com/big10spring2023
Jan 19 (Th) 8:00 PM	Transfer 102: Second-year students us02web.zoom.us/j/86357748760
JAN 24 (Tu) 4:00 PM	UW Foster School of Business us02web.zoom.us/j/86357748760
JAN 26 (Th) 4:00 PM	UW CS and Engineering, Informatics us02web.zoom.us/j/86357748760
Jan 31 (Tu) 10 AM - 12 PM	International Transfer Fair On campus: PUB Main Dining Room
TBD	Writing a Personal Statement UW Engineering UW International Admissions Rennes School of Business (France)

Some Winter 2023 events for Current IE Students



Dr. Kahn and representatives from International Education (IE) and Outreach & Recruitment (O&R), as well as student leaders, attended the 55th Anniversary “Ariang” event of the Seattle-Washington State Korean-American Association. The event, held on our campus, attracted over 250 attendees despite snowy conditions. It featured traditional Korean music, dance, and food. Dr. Kahn gave welcome remarks, as did several other dignitaries, including mayors, WA State representatives, the Consul General of the Republic of Korea (Seattle), and others.



WINTER 2023

- Total enrollment (FTE) for WINTER 2023 is down ~4.8% from same day last year. One Full-Time Equivalent Student (FTES) is the equivalent of one student enrolled for 15 community college credits per quarter.
- Special Audience Data Points:
New to Shoreline enrollment is up by 14.9% over last winter.
International enrollment also is up 11.6%.
Online enrollment also is up by 38.4%.
Basic Skills enrollment also is up 21.7%.
- Total enrollment (FTE) exceeds budgeted FTES (111.9% of budgeted FTES). Budgeted FTES = the # of FTES budgeted per quarter in the current operating year to project tuition and fee revenue.

Funding Sources (FTE)	Current Qtr (WINTER 2023)	Last Year Same-Day (WINTER 2022)	Last Year Final (WINTER 2022)	% Change	FTE Change
State-Supported	2459	2615	2537	-5.9%	(155)
International Contract	634	568	564	11.6%	66
Running Start	246	260	258	-5.3%	(14)
Center for Education and Career Opportunities (CECO)	97	137	157	-28.8%	(39)
Other	1	31	38	-96.8%	(30)
Total	3438	3610	3554	-4.8%	(172)

Special Populations (FTE)	Current Qtr	Last Year Same-Day	Last Year Final	% Change	FTE Change
New to Shoreline	602	524	515	14.9%	78
Veterans	106	126	127	-15.6%	(20)
Online^	1674	1242	1224	34.8%	432
Basic Skills	420	345	304	21.7%	75
Running Start	246	260	258	-5.3%	(14)

Quarter	Funding Source	Actual FTES	Budgeted FTES	% of Budget
WINTER 2023				
	State Supported	2459	2197	111.9%
	International Contract	634	486	130.4%
	Running Start	246	238	103.6%
	CECO	97	141	68.9%
	Total	3438	3064	112.2%

Staff Updates

We are in the process of hiring an Associate Director of Outreach and Recruitment, as well as a second Career Navigator, Student Transition and Success position.

Outreach Efforts

This December, we were able to continue our sponsorship of the Shoreline Farmers Market by participating in the Shoreline Holiday Festival on December 17. It was a great, chilly day, and we received a lot of interest in the College and program offerings.

Campus tours and high school visits are returning but were slow in December due to the weather and the holidays. We presented at Edmonds Woodway High School and Meadowdale High School.

We continue our outreach, recruitment, and case management work with Shorewood and Shorecrest High Schools. We are continuing to foster a great relationship with the school district and assisting their students in a way that works best for each individual student.

We continue to assist in processing applications for Enrollment Services. This was vital to ensure that we assisted all students who wanted to enroll in courses for Winter Quarter. We also sent out emails to students who applied to Shoreline for Winter Quarter but had not enrolled in courses, students who enrolled in within the previous four quarters but hadn't enrolled in Winter Quarter, and other prospective students.

All Outreach & Recruitment staff assisted in a calling campaign to reach potential students for Winter Quarter enrollment. The calls were made to students who had applied but not yet enrolled, and those who had been enrolled for Fall Quarter but hadn't registered for Winter Quarter.

Our office is continuing the important work of reaching out to local businesses and community-based organizations. We continued to foster relationships with Mary's Place, Ballard Food Bank, Korean Community Service Center, Aurora Oaks, YMCA, NUHSA, and various faith-based organizations. We are connecting with business associations including the Shoreline Chamber of Commerce, Ballard Alliance, and the Seattle Chamber of Commerce (Community Business Connector program).

With minor impacts from the ice and snow, Forma, the general contractor for the Health Sciences and Advanced Manufacturing Classroom Complex (HSAMCC) has been able to install walls on the first level, continue with brick work on the south side of the building, continue with installation of metal wall panel on north side of building, and Curtain wall installation has begun. The south-facing row of classrooms and the main entry are going to have some great natural lighting. The project remains on schedule for completion in August 2023. As for our other major project, STEAM, we are 75% through our Design Phase. Construction is tentatively scheduled to start at the end of Fall 2023.

Minor capital projects underway include:

- 3000 fitness center remodel – the small gym and racquet ball courts in the 3000 building are being remodeled to accommodate the fitness center, creating greater ease access to the space. Expected completion date is June 2023.
- Using student funds, the first-floor gender neutral restroom in the 9000 building is being remodeled to comply with code and gender specific restrooms on the second floor are being converted into gender neutral facilities.
- Facilities is currently working with Campus Security and our campus on-call Architect to conduct a lighting study of the campus. We are looking to make some improvements to the lighting of walkways around campus.

Foundation Updates

Winter Quarter 2023 Scholarships

- 18 scholarships awarded for a total of \$18,250

Spring Quarter 2023 and 2023-2024 Annual Scholarships

- Spring scholarship application will be open February 1 – March 5
- Spring application review period will be March 6 - 15
- Annual scholarship application will be open February 1 – March 29
- Annual application review period will be April 3 – 30
- Volunteers are needed to score applications for both cycles

Emergency Aid 2022-2023

- To date Student Success emergency aid has been awarded to 13 students for a total of \$8,852.30
- To date United Way of King County grant funding has been awarded to 169 students for a total of \$89,064.47

Winter College Support

- The Foundation is providing funding to support the screening of Buffalo Soldiers: Fighting on Two Fronts on February 16, 2023

- Following with the Executive Team and College Council, HR will be finalizing the updated campus Telework policy and procedure this month. Updates include a greater number of telework options (such as emergent, hybrid, ongoing, etc.) for which employees can work with their supervisor and HR to use where appropriate.
- HR is also revamping the Administrative/Exempt evaluation process to include "360 degree" feedback from peers, direct reports, and system colleagues as well as their direct supervisor. The updated evaluation process will be shared with campus beginning this quarter, for use/completion beginning this academic year.
- Lastly, the HR team has begun work with VP-DEI Melanie Dixon on HR systemic updates to better support access and equity within HR operational practices.

Safety & Security

- The College is in the process of identifying a new fire systems contractor for campus after just completing the annual fire system and suppression testing campus-wide this month. More information will be forthcoming in future months as the College identifies and moves forward with additional safety updates needed.
- College shuttles from 160th/Aurora "E-line" bus stop to campus have resumed daily operations, joining the ongoing evening shuttles to local grocery stores for on-campus residents.
- Following the December 2022 outdoor lighting inspection, the College has begun moving forward with in-house improvements such as increasing illumination in areas with bigger or different exterior bulbs, while reviewing options to add more exterior lighting across campus.

DEI Updates, Message from Melanie Dixon, VP of DEI

Firstly, I want to start by thanking you for the warm welcome as I transition into the college and my new role to engage in DEI efforts alongside all of you. It has been refreshing to meet so many in the community who are full of innovative ideas and eager to engage.

Today marks my 14th day at the college and I've learned a lot about the rich history of this campus community. The history reflects the commitment to DEI, and I am appreciative of all those responsible for laying a foundation for us to build upon. There is much still left to accomplish in this space to achieve our commitment to equity and inclusion. As an individual who believes wholeheartedly in co-creation, I am confident that together we can identify barriers to inclusion and dismantle them together. I also have no doubt that collectively we can address equity gaps that undermine academic and professional success. Recognizing the importance of a name and preferred pronouns or understanding the implications of power structures will require intentionality and mindfulness. I am eager to make certain all members of the community are seen, heard, and valued. I come to you with humility, compassion and always extending grace. I value transparency and effective communication to make sure everyone is involved in DEI efforts. My responsibilities are at the system level and thus my work will touch all areas of the college.

That said, I think it's important for the community to be aware of individuals and areas pertaining to the important work of DEI.

- Savena Garrett, (she, her, hers), Dean of Support Services
- Miranda Levy, M.A., CRC, ADAC (she, her), Accessibility Service
- Roberto Enrique Lopez, (he, him, his), Gender Equity Center
- James Lawrence Ardeña, (he, him, his) Multicultural Center
- Tasha Nãlei Jugas, (she, her, hers), AANAPISI Center (Directly Reports to Advising)
- Courtney Llacuna, (she, her, hers), AANAPISI Center
- Fabian Fuentes, (he, him, his) Benefits Hub
- Aisha Hauser, (she, her, hers), DEI Trainer
- DEI Advisory Group

I plan to regularly report progress on DEI efforts occurring across the college. You can find updates in weekly all-staff memos starting in February, DAAG posts, and email updates from me.

If you have immediate questions or would like to talk about DEI work, please contact me! Let's chat!

My office is located Administration Building, Room 1019B, my email is mdixon@shoreline.edu and office hours are M-F 8am-5pm.

Waves of Gratitude for **Ric Doike-Foreman of Technology Support Services for Respect, Community Engagement and Hard Work**. Thank you to Ric for working so tirelessly and patiently on the Wi-Fi issues on campus for days. This is no easy task and sending out frequent updates is much appreciated as well. Thanks so much, Ric! Submitted by Miranda Levy of Student Accessibility Services.

As a reminder, for those wishing to acknowledge the work of fellow shoreline staff members or a group at Shoreline, you need only submit a [Waves of Gratitude form for individuals](#) or a [Shoreline Shoutout for groups](#). Thank you from the Employee Recognition Committee – Rob, Wanda, and Megan.

College Calendar

The graphic features the Shoreline Community College logo on the left. To its right, the text 'Winter Quarter' is above 'IMPORTANT DATES'. Below this, a dark green wavy banner contains calendar icons and dates for January, February, and March. January dates are in yellow, February in light blue, and March in green.

Month	Date	Event
January	2	Campus Closed
	9	First Day of Instruction
	16	Campus Closed
February	20	Campus Closed
March	20	Last Day of Instruction
	22-24	Final Exams
	29	Grades Available

Important Dates:

[Employee Calendar](#)

[College Calendar](#)

[Academic Calendar](#)

Important College Updates (DAAG)

[Vice President of Business & Administrative Services Update](#)

[Important Update about Enrollment Management \(Updated\)](#)

[Community and technical college students to be recognized by trustees](#)

[Shoreline CC SPOTLIGHT: Scott Geer](#)

[Shoreline CC students are welcome to take these cultural workshops for free!](#)

[Campus Blood Drive on Thursday, Feb. 2](#)

[Improvements on the Horizon for Shoreline Early Alert](#)

[Shoreline Community College Continuing Education- Winter Registration is still open!](#)

Good afternoon, everyone. I am Chloe Mok, the Associated Student Government President.

ASG's main purpose is to serve as a voice for all Shoreline Community College students. It is, therefore, not only crucial for us to acknowledge and see the validity in student opinion, but also to advocate for improvements and change that support and promote equity, engagement and accessibility that ensures student success. To achieve that, we have created a survey that allows students to provide feedback and input on a variety of issues such as communication and outreach, food service, and the availability of campus resources. Upon receiving responses from our students, we hope to share the data to allow a productive and focused analysis of our overall school climate, while also providing a representative snapshot of the Shoreline experience through their eyes. I would like to take this opportunity to acknowledge my wonderful teammates who were involved in constructing our student survey, which will hopefully allow us to make more informed decisions in the future. We are currently in the final stages of collecting students' responses to our survey, and I am excited to share with you the results soon.

I look forward to speaking with you again later when I review the Services and Activities Fee Budget Allocation Proposal for Winter and Spring quarters with ASG Budget and Finance Officer, Kate.

Thank you.



SCCFT President Eric Hamako
Statement to the SCC Board of Trustees
2023.01.25
Permalink: <https://bit.ly/SCCFTtoBOT2023-01>

Good evening. 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).

This evening, I'd like to talk to you about two issues important to faculty: shared governance and collective bargaining.

Of late, the College has put renewed attention on the issue of college governance. A few years ago, the College floated the idea of marginalizing the Faculty Senate Council and supplanting its role with that of an Instructional Council. Now, the College is exploring changing the role of College Council – although, this time, perhaps in ways that may strengthen, rather than weaken, that council. And, as the College engages an outside consultant to manage the development of the College's next Strategic Plan, it remains to be seen how much of that work will involve the Strategic Plan & Budget Council. Regardless, as the Administration has reminded us, each of those governance bodies are, ultimately, only advisory to the President and the Board of Trustees.

But, there is one faculty organization whose role with the College is more than advisory: Our faculty labor union. As a labor union, we collectively bargain with the College over mandatory subjects of bargaining, such as wages and working conditions. The Collective Bargaining Agreements (CBAs) that our faculty labor union negotiates with the College are not advisory – they are legally binding and cannot be reversed or disposed of at will. For faculty, our labor

union and the Collective Bargaining Agreements we bargain and enforce are our most stable and most powerful forms of sharing in the governance of the College.

As Community & Technical College faculty in Washington State, we essentially bargain with two bosses: First, through our legislative advocacy, we bargain with the Washington State Legislature, who determines how much of our tax dollars it will allocate to each of our colleges. And, second, we bargain with you, our College Board of Trustees, who delegates bargaining responsibility to the College's bargaining team, and who approves or disapproves the Collective Bargaining Agreement that the College bargains with us. Tonight, I'll briefly address bargaining with each of our two bosses.

Since last I addressed the Board of Trustees, Governor Inslee has sent the Legislature his proposal for the Legislature's biennial budget for 2023-2025. The Governor's proposal falls far short of what our local and the American Federation of Teachers Washington is advocating – and also short of what the State Board of Community & Technical Colleges is advocating. Here are three shortcomings of the Governor's budget proposal. First, while the Governor's proposal includes money for Cost of Living Adjustments (COLAs), which is legally required by Initiative 732, it proposes that the legislature fund only 83% of those COLAs. This leaves individual colleges to fund the remaining 17% of the COLAs from their local budgets. Second, the Governor's proposal includes zero dollars for salary increases for CTC faculty. And, third, the Governor's proposal includes zero dollars for increasing adjunct faculty salary scales, to close the salary gap with Full-Time Faculty salary scales. So, because the Governor's proposed budget insufficiently invests in public higher education, our local and our state faculty labor union are advocating that the Legislature create a better budget for 2023-2025.

Our faculty union local, the Federation, has resolved to advocate for a biennial budget that invests in public higher education, with AFT Washington's Bridge to the Future campaign. We want the Legislature to fund a 6.5% salary increase for CTC faculty starting July 1, 2023 – and another 6.5% salary increase starting July 1, 2024, for a total of 13% salary increase over two years. For workers, this would help redress years of unfunded raises and stagnant wages. And, for our state economy, such raises would be both a direct investment in the higher education sector and also an indirect investment in improving the quality of education and career opportunities for our students. Further, we want the Legislature to provide funding to close the salary gap for adjunct faculty, so that adjunct faculty salary scales are at parity with full-time faculty scales, so that adjunct faculty are paid the same wages for the same work at the same level of experience.

With our resolution, “[Building solidarity among CTC faculty and staff for legislative action to fund our future](#),” our local has resolved that we will prioritize issues of inadequate compensation and pay inequity for the CTC workforce in the 2023 legislative session” and that we will do so by actively supporting policies and funding by participating in lobbying efforts, including the Bridge to the Future Lobby Day on Presidents Day 2023. We will do so by building solidarity with students, labor allies and community organizations on campus and across the state. We will do so by organizing and mobilizing members to support legislation that advances our goals. And, we will do so by engaging in labor actions that elevate and amplify the work being done across the state to secure needed investments in the CTC workforce.

These are goals on which our labor union and the College can work together, to lobby the Legislature. The State Board of Community & Technical Colleges (SBCTC), in its 2023-2025 Biennial Operating Budget Proposal, advocates that the Legislature fund 100% of the Cost of Living Adjustments and fund salary increases of 13% over the two years of the biennium. And, Senator Lias has submitted a bill to fund pay parity for adjunct faculty. There is precedent for the College and our faculty union working together on such legislative advocacy. A few years ago, the College supported our faculty labor union’s legislative advocacy by working with us to support a faculty walkout demonstration on Aurora Avenue, which advocated for legislative investment in faculty and in our Community & Technical Colleges (CTCs). So, this evening, I ask you, the Board, to consider and to direct the College to work with us, again, to support another faculty demonstration in mid-April, to show the Legislature our mutual commitment to increasing investment in our CTCs, our workers, and our students.

And, here at the College, our faculty labor union is preparing to re-negotiate our Collective Bargaining Agreement (CBA) with the College. As a labor union, we will present proposals and advocate for improvements to compensation, workload, workplace safety, and other faculty concerns. But, tonight, I’d like to address an overarching concern for our union: The College’s attempts to undercut our faculty union’s ability to bargain a new CBA. The College has recently made the unilateral decision that it will no longer count faculty collective bargaining work as service to the College. To be clear, the College did, until recently, count such work as part of faculty members’ service work – Full-Time Faculty members counted that work toward the service component of our workload and Associate Faculty were paid the hourly rate for their service work, as Associate Faculty contracts don’t normally include service work at all. But now, the College is attempting to undercut one of our faculty’s surest and most stable forms of “sharing governance” with the College: Our collective bargaining with the College. The College acknowledges that its own Administrators’ bargaining work is service to the College – the College does not ask that they do this work without pay. But, the College is now moving to disallow faculty from counting that same bargaining work as service to the College. By doing so,

the College is rather blatantly disincentivizing faculty members from participating in our bargaining work. As a prelude to our collective bargaining, the College's action bodes poorly for our labor-management relations. So, I ask you, the Board, to consider whether the College will restore its past practice of supporting faculty collective bargaining by recognizing it for the service it is – or whether the College will continue this attempt to undercut our faculty's collective bargaining power.

As our faculty union bargains with our two bosses, there *are* some issues on which we have shared interests and can work together. For example, working together to advocate for better legislative funding for our colleges. And, there are some issues for which our union and the College will inevitably conflict. For those issues, we'll address our conflicts and work to come to a mutual collectively bargained agreement. But, for some issues, such as the College's undercutting of our faculty's ability to participate in that collective bargaining process, we regard that as the College moving to strike at one of the foundational ways that our faculty share in the governance of the College. As a labor union, we are not here in an advisory capacity – we are here to collectively bargain agreements to which both we and you, the Board of Trustees, are legally bound. That is a more powerful, more meaningful way that the Board can share the governance of our workplace.

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FISCAL HEALTH RISK ANALYSIS

JANUARY 2023



WACTC WORKGROUP

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Kevin Brockbank, Spokane Community College
Kimberlee Messina, Spokane Falls Community College
Ivan Harrell, Tacoma Community College
Lin Zhou, Bates Technical College
Tim Stokes, South Puget Sound Community College
Julie White, Pierce College
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About WA state Fiscal Health Risk Analysis Tool

WACTC has developed the Fiscal Health Risk Analysis (FHRA) as a tool to help evaluate a college district's fiscal health and risk of insolvency in the current and two subsequent fiscal years. This tool is intended for use by colleges to assist in the routine review of fiscal health. Through regular review, colleges can identify, prevent, and resolve financial, human resources and data management challenges.

The FHRA includes 15 sections, each containing specific questions. Each section and specific question were identified by a workgroup as indicators of risk or potential insolvency. Each section of this analysis is critical to an organization, and lack of attention to these critical areas could eventually lead to a district's financial insolvency and loss of local control.

The greater the number of "no" answers to the questions in the analysis, the higher the score, which points to a greater potential risk of insolvency or fiscal issues for the district. Not all sections in the analysis and not all questions within each section carry equal weight; some areas carry higher risk and thus count more heavily toward or against a district's fiscal stability percentage. For this tool, 100 percent is the highest total risk that can be scored. A "yes" or "n/a" answer is assigned a score of zero, so the risk percentage increases only with a "no" answer. Identifying issues early is the key to maintaining fiscal health.

Diligent planning will enable a district to better understand its financial objectives and strategies to sustain a high level of fiscal efficiency and overall solvency. A district should consider completing the FHRA annually to assess its own fiscal health risk and progress over time.

Use of this tool can also provide fiscal and management analysis used not just to help avert fiscal crisis, but to promote sound financial practices, support the training and development of chief business officials and help to create efficient organization.

Introduction

Background

[College District Information]

Study Guidelines

This analysis was completed [date]. This report is the result of that internal review.

This report's focus is on systems and processes that may need improvement. Those that may be functioning well are generally not commented on in the report.

Study Team

The study team was composed of the following members:

[Review team names and titles]

Fiscal Health Risk Analysis

1. Annual Independent Audit Report

Yes No N/A

1.1	Has the independent audit report for the most recent fiscal year been completed and presented to the board within the statutory timeline?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Was the district's most recent independent audit report free from material findings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Has the district corrected all audit findings from the current and past two audits?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Budget Development and Adoption

Yes No N/A

2.1	Does the district develop and use written budget assumptions and multiyear projections that are reasonable, clearly articulated, and aligned with the allocation model? Just Started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Does the district use a budget development method other than a prior-year rollover budget, and if so, does that method include tasks such as review of prior year estimated actuals by major object code and removal of one-time revenues and expenses?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	Does the district use position control data for budget development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	Are clear budget development processes codified in Board policies and/or administrative procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Does the budget development process include input from faculty/ staff/ administrators, the governing board, and/or a budget advisory committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6	Are expected revenues more than or equal to expected expenditures in the district's adopted budget (budget is not dependent on carry over funds to be balanced)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Budget Monitoring and Updates**Yes No N/A**

3.1	Are actual revenues and expenses consistent with the most current budget?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.2	Are budget revisions posted at least quarterly in the financial system?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3.3	Following Board approval of collective bargaining agreements, does the district make necessary budget revisions in the financial system to reflect settlement costs before the next financial reporting period?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4	Has the district addressed any budget-related deficiencies identified in the most recent accreditation report?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5	Does the district encumber and adjust encumbrances for salaries and benefits?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6	Are all balance sheet accounts in the general ledger reconciled each quarter, at a minimum?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4. Cash Management**Yes No N/A**

4.1	Does the district balance all cash and investment accounts with bank statements monthly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Are outstanding amounts in the cash and investment account reconciliations less than one year old, or if older, have a resolution?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.3	Has the district had a positive cash balance at the end of the month during the most recent 12 months?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	Does the district have a plan to address cash flow needs during the current fiscal year?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	Does the district have sufficient cash resources in its other funds to support its current and subsequent two fiscal year's projected obligations in those funds?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Collective Bargaining Agreements**Yes No N/A**

5.1	Does the district quantify the effects of collective bargaining agreements and include them in its budget and multiyear projections?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Has the district settled with all its bargaining units for the current year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Deficit Spending**Yes No N/A**

6.1	Is the district avoiding a structural deficit in the current and two subsequent fiscal years? (A structural deficit is when ongoing unrestricted expenditures and contributions exceed ongoing unrestricted revenues.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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7. Enrollment and Attendance**Yes No N/A**

7.1	Has the district's enrollment been increasing, remaining stable or decreasing for the current and two prior years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.2	Does the district track historical enrollment data to establish future trends?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.3	Are the district's enrollment projections and assumptions based on historical data, demographic trend analysis, high school enrollments, community participation rates and other industry standards?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Facilities**Yes No N/A**

8.1	Does the district have sufficient and available capital outlay and/or bond funds to cover all contracted obligations for capital facilities projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2	Does the district properly track and account for facility-related projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.3	Does the district include facility needs (maintenance, repair, and operating requirements) when adopting a budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Fund Balance and Reserve for Economic Uncertainty	Yes	No	N/A
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9.1 Does the district have at least five percent reserve for economic uncertainty in the current year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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10. General Fund — Current Year	Yes	No	N/A
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10.1 Does the district either ensure that restricted dollars are sufficient to pay for staff assigned to restricted programs or have a plan to fund these positions with unrestricted funds?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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11. Information Systems and Data Management	Yes	No	N/A
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11.1 Does the district use a human resources system and position control system that is integrated with the financial reporting system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.2 Does the district have emergency electrical back-up and data recovery systems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.3 Are the enrollment management and budget development systems integrated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.4 Does the district conduct regularly scheduled evaluations of the security measures that protect student and employee personal information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Internal Controls and Fraud Prevention	Yes	No	N/A
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12.1 Does the district have controls that limit access to and include multiple levels of authorizations within its financial system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.2 Are the district's financial system's access and authorization controls reviewed and updated upon employment actions (e.g., resignations, terminations, promotions, or demotions) and at least annually?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Internal Controls and Fraud Prevention (continued)

12.3 Does the district ensure that duties in the following areas are segregated, and that they are supervised and monitored?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A. Accounts payable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Accounts receivable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Cash management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Budget monitoring and review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Purchasing and contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Purchasing and contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Associated student body	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Warehouse and receiving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.4 Are beginning balances for the new fiscal year posted and reconciled with the ending balances for each fund from the prior fiscal year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.5 Does the district review and clear prior year accruals by June 30 th ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.6 Does the district reconcile all suspense accounts, including salaries and benefits, at least each quarter and at the close of the fiscal year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.7 Has the district reconciled and closed the general ledger (books) within the time prescribed by Washington State?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.8 Does the district have processes and procedures to discourage and detect fraud?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Leadership and Stability**Yes No N/A**

13.1 Does the district have a chief business official who has been with the district more than two years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13.2 Does the district have a chief executive officer (CEO) who has been with the district more than two years?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13.3 Does the CEO meet with all members of the administrative cabinet on a scheduled and regular basis?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.4 Is training on financial management and budget provided to district, college, and department administrators who are responsible for budget management?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.5 Does the governing board review and revise policies and administrative regulations at least annually?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.6 Are newly adopted or revised board policies and administrative regulations formally implemented, communicated, and available to staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.7 Is training on the budget and governance provided to board members at least every two years?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.8 Is the CEO's evaluation performed according to the terms of the contract?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Multiyear Projections**Yes No N/A**

14.1 Does the district use its most current multiyear projections when making financial decisions? <i>We will this year.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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15. Position Control**Yes No N/A**

15.1 Does the district identify a budget source for each new position before the position is authorized by the president/chancellor?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Total Risk Score, All Areas**Key to Risk Score**

High Risk:	40% or more
Moderate Risk:	25-39%
Low Risk:	24% or lower

Summary of Findings



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Washington State Board for Community and Technical Colleges

SHORELINE COMMUNITY COLLEGE

2022-23 Operating Budget, Revenues and Expenses - December 2022

Revenues		FY23 Budget	Actuals Thru December 2022	Variance Favorable (Unfavorable)	Percentage	Comments
State Operating Appropriations		\$33,856,901	\$ 14,194,776	\$ (19,662,125)	41.93%	This amount includes \$435K for Utility Expense Accrual for June to December
Operating Tuition		9,363,611	6,458,810	(2,904,801)	68.98%	
International Education reimbursement of Operating Budget expenditures		2,556,495	1,278,248	(1,278,248)	50.00%	
Running Start reimbursement of Operating Budget expenditures		2,163,312	1,081,656	(1,081,656)	50.00%	
CEO reimbursement of Operating Budget expenditures		951,320	475,660	(475,660)	50.00%	
		48,891,639	23,489,149	(25,402,490)		
Natural Classification Expenditures		FY23 Budget	Actuals Thru December 2022	Variance Favorable (Unfavorable)		
Exempt		5,569,364	2,669,880	2,899,484	47.94%	
Full-Time Faculty		10,446,188	4,169,554	6,276,634	39.91%	
Part-Time Faculty		8,937,688	4,130,853	4,806,835	46.22%	
Classified		6,459,703	3,413,558	3,046,145	52.84%	\$271K for one-time payments (\$2K)
Hourly, Students and Others		628,233	483,037	145,196	76.89%	\$177K of leave buy out YTD
Benefits		10,646,056	5,141,767	5,504,289	48.30%	
Personal Services Contracts		501,547	402,286	99,261	80.21%	
Goods and Services		4,044,589	1,400,931	2,643,658	34.64%	This amount includes \$435K for Utility Expense Accrual for June to December
Travel		102,270	46,155	56,115	45.13%	
Capital Outlays - Fixed Assets		420,099	243,117	176,982	57.87%	
Computers and Related Hardware		205,923	18,095	187,828	8.79%	
Client Services and Financial Aid		828,543	30,935	797,608	3.73%	
Debt Service		389,236	30,110	359,126	7.74%	
	Subtotal	49,179,439	22,180,279	26,999,160		
Intra Agency Reimbursements		(368,200)	(184,100)	(184,100)	50.00%	
	Total Expenditures	48,811,239	21,996,179	26,815,060		
	Surplus (Deficit)	\$ 80,400	\$ 1,492,971	\$ 1,412,571		



Services & Activities Fee Budget Allocation Proposal Winter & Spring 2023

Presented by:

Kate Nguyen, ASG Budget & Finance Officer

Chloe Mok, ASG President

Sundi Musnicki, Director of Student Leadership & Residential Life

1

Summer/Fall S&A Budget Recap

In June 2022, BOT approved the allocation of \$851,672 to S&A programs, student clubs, and discretionary funds for the period of summer and fall quarters, based on an anticipated budget of \$1.4 million. S&A anticipated \$1 million in revenue with the possibility of accessing up to \$400,000 from reserves.

As of late fall:

- Revenue: \$457,665
- Expenses: \$262,399

2

Winter & Spring S&A Budget Allocation

To allow for continued flexibility, the S&A committee intended to allocate funding on a quarter basis for the remainder of the 2022-2023 academic year. In October, programs were asked to submit funding requests for winter quarter. In late November, the committee was advised that a presentation should be given for winter and spring S&A allocations. Programs were then asked to submit their spring funding requests by early January.

- Total requests received for winter & spring: \$614,207
- Total amount allocated for winter & spring: \$530,714

3

S&A Expenses to Date & Winter Allocations

S&A Supports:

- 19 Programs
- Student Clubs
- Discretionary

Funding: Mini-Grant & Contingency

Programs	Summer/Fall 2022 Allocation	Summer/Fall 2022 Spent	Summer/Fall 2022 Remaining	Winter/Spring 2023 Requested	Winter/Spring 2023 Allocation
Arts & Entertainment	\$44,515	\$16,480	\$28,035	\$46,231	\$46,231
Art Gallery	\$0	\$0	\$0	\$4,343	\$4,343
Assoc. Student Gov.	\$41,868	\$12,364	\$29,504	\$30,670	\$30,670
ASG - Student Clubs	\$25,000	\$6,035	\$18,965	\$0	\$0
ASG - Mini-Grant	\$100,000	\$11,080	\$88,920	\$0	\$0
Athletics	\$289,985	\$72,485	\$217,500	\$0	\$0
Benefits Hub	\$1,600	\$503	\$1,097	\$0	\$0
Choral Groups	\$9,712	\$760	\$8,952	\$0	\$0
Concert Band	\$2,532	\$0	\$2,532	\$5,637	\$5,337
DECA	\$0	\$0	\$0	\$10,000	\$10,000
Ebbtide	\$15,138	\$6,679	\$8,459	\$31,516	\$23,784
Gender Equity Center	\$15,241	\$2,596	\$12,645	\$18,786	\$8,647
Instrumental Music	\$0	\$0	\$0	\$4,287	\$4,287
Multicultural Center	\$10,579	\$1,601	\$8,978	\$47,785	\$47,785
Opera & Musicals	\$18,219	\$2,179	\$16,040	\$0	\$0
Parent/Child Center	\$26,500	\$0	\$26,500	\$106,000	\$53,000
Plays & Video	\$8,828	\$6,430	\$2,398	\$12,895	\$12,895
Spindrift	\$0	\$87	-\$87	\$24,875	\$24,875
Student Life	\$208,623	\$100,649	\$107,974	\$188,623	\$188,623
Theater Tech	\$0	\$5,041	-\$5,041	\$23,370	\$23,370
Tutoring	\$33,332	\$17,430	\$15,902	\$59,189	\$46,867
TOTAL	\$851,672	\$262,399	\$589,273	\$614,207	\$530,714

4

Notable Changes

Programs	Summer/Fall 2022 Allocation	Summer/Fall 2022 Spent	Summer/Fall 2022 Remaining	Winter/Spring 2023 Requested	Winter/Spring 2023 Allocation
ASG - Student Clubs	\$25,000	\$6,035	\$18,965	\$0	\$0
ASG - Mini-Grant	\$100,000	\$11,080	\$88,920	\$0	\$0
Athletics	\$289,985	\$72,485	\$217,500	\$0	\$0
Benefits Hub	\$1,600	\$503	\$1,097	\$0	\$0
Choral Groups	\$9,712	\$760	\$8,952	\$0	\$0
Opera & Musicals	\$18,219	\$2,179	\$16,040	\$0	\$0

- No budget request was submitted for winter & spring quarter for the above programs.
- If funding is needed prior to the end of the year, it may be requested through the ASG mini-grant process.

5

Notable Changes

Programs	Summer/Fall 2022 Allocation	Summer/Fall 2022 Spent	Summer/Fall 2022 Remaining	Winter/Spring 2023 Requested	Winter/Spring 2023 Allocation
Parent/Child Center	\$26,500	\$0	\$26,500	\$106,000	\$53,000

- Funding for staff salaries; helps to offset cost for SCC students who utilize the center
- Annual request of \$106,000 submitted in the past
- Only \$26,500 submitted for summer/fall, amount of \$53,000 allocated for winter/spring

6

Notable Changes

Programs	Summer/Fall 2022 Allocation	Summer/Fall 2022 Spent	Summer/Fall 2022 Remaining	Winter/Spring 2023 Requested	Winter/Spring 2023 Allocation
Student Life	\$208,623	\$100,649	\$107,974	\$188,623	\$188,623

- Funding for 4 full-time staff + 1 intern position for winter and spring
- No additional funding for goods & services was requested

7

In Conclusion...

- The S&A Committee allocated \$851,672 for summer and fall quarters. As of early December, the fee has brought in **\$457,665** in revenue and S&A programs have spent a total of **\$262,399**.
- Based on requests received, the committee has allocated **\$530,714** for winter & spring quarters, noting that any funding not approved may continue to be requested from ASG through the mini-grant process.

8



Thank You. Questions?



SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF FEBRUARY 15, 2023

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 5:00 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 attending the meeting in-person.

Chair Wells read a section of Shoreline Community College's [Land Acknowledgement](#).

MEMBERS PRESENT

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

COMMUNICATION FROM THE PUBLIC

Per the notice for the February 15, 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 4:45 PM–5:00 PM on February 15, 2023.
- For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 4:45 PM–5:00 PM on February 15, 2023.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the February 15, 2023 meeting will be no more than six (6) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotment will be made if more than three (3) individuals sign up to speak. (For the entering of a public comment into the record and attaching to the minutes of the February 15, 2023 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the February 15, 2023 meeting.)

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

ACTION: LETTER OF UNDERSTANDING (LOU) BY AND BETWEEN SHORELINE COMMUNITY COLLEGE AND THE SHORELINE COMMUNITY COLLEGE FEDERATION OF TEACHERS (SUMMER QUARTER 2023 START DATE CHANGE)

Associate Vice President & Executive Dean Lucas Rucks provided an overview of tab 1 [Action: Letter of Understanding (LOU) By and Between Shoreline Community College and the Shoreline Community College Federation of Teachers (Summer Quarter 2023 Start Date Change)].

Recommendation: “That the Board of Trustees approve the Letter of Understanding (LOU) By and Between Shoreline Community College and the Shoreline Community College Federation of Teachers (Summer Quarter 2023 Start Date Change) as presented.”

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF FEBRUARY 15, 2023

Motion 23:06: Motion to approve made by Trustee Lux

Motion seconded by Trustee Chan.

All Trustees present for the action item, voted *aye* to approve the motion.

ADJOURNMENT

Motion 23:07: Motion made by Trustee Chan to adjourn the meeting.

Motion seconded by Trustee Lux. All Trustees present for this action item, voted *aye* to approve the motion.

Chair Wells adjourned the meeting at 5:07 PM.

Signed _____
Kim Wells, Chair

Attest: February 22, 2023

Lori Y. Yonemitsu, Secretary

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF FEBRUARY 22, 2023**

TAB 1

REPORT

Subject: President's Outcomes related to Goals

President Jack Kahn
Goals & Outcomes
February 2023-February 2024
Shoreline Community College

Improve communication & relationship building on campus

- Create new structures for administrators and the campus for regular and consolidated communication & relationship building that focuses on (a) trust (b) transparency and (c) includes follow-up and rationale for decision making.
- Rebuild Communication & Marketing team with emphasis on improving internal and external communications.
- Meet regularly with the union and senate leadership for ongoing understanding and problem-solving (not related to negotiation).
- Gather input from campus on building trust and implement actions to support approved recommendations.
- Attend at least five faculty and student focused events on campus.
- Create and support at least three new events that bring the Shoreline community together.
- Expand social media strategy for community building that includes at least two pieces of User Generated Content per month and one poll/quiz/contest per quarter.
- Use data from Climate Survey (which assesses students, faculty and staff needs) and additional data points to determine progress on concerns identified in the results.
- Introduce participatory governance models to highlight value and utility to the college.

Increase Shoreline's presence in the broader community

- Meet with the City of Shoreline, K-12, and Community representatives in regularly scheduled planning meetings and/or community partnership advisories (monthly, quarterly TBD).
- Attend and support at least five community events on and off campus.
- Work with partners to bring at least five new community events to campus.
- Advocate for and introduce new opportunities to increase use of rentals.
- Advocate for and introduce new opportunities to increase attendance in Continuing Education and other mechanisms that target community inclusion.
- Annual participation in lobbying in Olympia and Washington through attendance, letter writing, or developing relationships with representatives.

Work collaboratively with all campus groups to create a systemic and integrated plan (pre-strategic plan) to realize improved targeted enrollments in 2022-2024

- Invite Ruffalo Noel Levitz to work with staff and faculty to identify and prioritize gaps that affect recruitment, enrollment, and retention and determine action items to address, and collaborate with staff to prioritize and bring to action.
- Create and begin to implement year-long comprehensive retention plan.
 - Decide on how 3Cs, Message Center, Starfish, and Salesforce will be used to communicate with applicants and students.
 - Develop texting protocol for students.
- Develop new Workforce & community partnerships in line with DEI goals.

- Fund faculty ingenuity and creativity in pedagogy in line with DEI goals.
- Create Strategic Enrollment Committee reporting to Strategic Planning Budget Council to set data-informed targets and coordinated plans with DEI focus.
- Ensure that Guided Pathways Goals are integrated into the DEI Strategic Plan and integrated into all Institutional plans to improve outcomes at graduation.
- Support strategies to facilitate and demonstrate robust international enrollment in a competitive environment.

Create professional development opportunities for me (the President) and for the campus

- Attend WACTC meetings to better understand the role of the college president, form relationships with other presidents, and bring best practices to SCC.
- Attend ACT meetings to better understand and advocate for legislative needs of the college.
- Invite and host at least one legislative representee on campus.
- Attend monthly meetings with college presidents to learn and revisit best practices and plan regionally for improved impact.
 - Create and implement at least one shared project with another institution in the region.
- Attend at least two DEI leadership training sessions and other Pro-D as appropriate throughout the year.
- Create Professional Development Committee to report to College Council.
- Ensure development of Pro-D annual calendar for the campus that is public, searchable, and meets the needs of faculty and staff per staff and faculty recommendations as well as recommendations of supervisors.
- Develop method for employees to track their own Pro-D.
- Develop DEI Retention of Employees plan and implement three new Retention initiatives. which includes how to support Pro-D for staff.

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

- Hire VP for DEI.
- Hold Indigenous Summit on Campus.
- Offer all institutional messages in the top three languages spoken within our community.
- Expand engagement of International Education to connect with local communities with global ties, domestic BIPOC communities, and create new opportunities for engagement and global presence throughout campus.
- Launch DEI Strategic Plan process.
- Re-launch Climate survey for benchmarking and then redistribute results.
- Use results of Climate Survey to set DEI goals for the year.
- Demonstrate positive change in Climate based on quantitative and qualitative data.
- Review and provide feedback on DEI Advisory Groups Antiracism policy recommendations for board adoption.
- Communicate to campus how DEI is prioritized in the hiring process and address hiring practices through DEI lens including training, role of committees, etc.
- Develop process of DEI goal setting in individual units and create spaces to move those goals into action with student input.

To assess basic infrastructure throughout the college, bring a compliance plan, and demonstrate progress throughout the year.

- Stabilize ctcLink operations, improve user knowledge, and summary communications of progress.
- Demonstrate compliance with Accreditation standards by timeline given.
- Ensure Financial Aid team has support needed to timely and efficiently serve students.
- Provide transparent and clear budget information on the financial position of the college.
- Identify, prioritize and move forward in improving systems that impact overall student access.

- Fill vacant leadership and identify and implement necessary work/assistance to the campus operational units.
- Create Institutional Effectiveness team, comply with accreditation requirements, and create a structure to support a culture of accreditation for Shoreline Community College.
- Evaluate functional needs that may have been lost previously that are needed to move the institution forward in achieving DEI And strategic goals.
- Organize campus structures to work efficiently and in unison rather than in silos.

Prepared by: Jack Kahn
President
Shoreline Community College
February 17, 2023

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF FEBRUARY 22, 2023**

TAB 2

ACTION

Subject: Amendments to 100.E50 College Debt: Financial Planning & Activities in the Shoreline Community College Board of Trustees Policies Manual

Background

The Board conducted a first reading of the proposed amendments to the 100.E50 College Debt: Financial Planning & Activities section in the Shoreline Community College Board of Trustees Policies Manual at its regular meeting of January 25, 2023.

To follow/attached: *Side-by-Side* document containing the current policy and the proposed amendments to the 100.E50 College Debt: Financial Planning & Activities section.

Recommendation

That the Board of Trustees approve the proposed amendments to the 100.E50 College Debt: Financial Planning & Activities section in the Shoreline Community College Board of Trustees Policies Manual.

Prepared by: Bill Saraceno
Interim Vice President – Business & Administrative Services
Shoreline Community College
February 17, 2023

100.E50 COLLEGE DEBT: FINANCIAL PLANNING & ACTIVITIES

CURRENT POLICY	RECOMMENDED AMENDMENTS TO CURRENT POLICY
<p>The President establishes operational policies and procedures that carry out the Board policy:</p> <ol style="list-style-type: none"> 1. Expend only those funds that have been approved by the Board in the fiscal year, unless the Board's approval to do otherwise has been obtained. Notify the Board within 45 days of any expenditure that deviates by more than one-half of one percent (0.5%) of the approved operating budget. 2. Promote fiscal integrity by expending College funds in a manner that will result in a zero or positive fund balance at the close of the fiscal year, except for Board-designated transfers from reserves. 3. Provide to the Board, quarterly and annual reports of the College's current financial condition that will continually enhance the Board's ability to meet its fiduciary responsibility, including reserves. 4. Maintain a general fund balance reserve to provide for such items as adequate cash flow, emergencies, budget contingencies, multi-year planning, revenue shortfalls, unplanned but necessary expenditures, or operating changes that occur outside of the planned annual budget. The general fund balance reserves will be 10-12% of the College's most recently completed fiscal year's actual operating expenditures, unless a different level is necessary to sustain operations. 5. Maintain, as necessary, local capital fund reserves to manage facilities needs that are not funded, or are underfunded, by the state. The President will annually recommend to the Board of Trustees an amount to be set aside to maintain this fund, which is subject to approval 	<p>Purpose The purpose of this policy is to define the Board Operational Reserves for Shoreline Community College.</p> <p>Board Policy Manual, Fiscal Responsibility</p> <p>Definitions <i>Fund:</i> A fiscal and accounting entity with a self-balancing set of general ledger codes in which cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, are recorded and segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.</p> <p><i>Fund Balance (Reserves):</i> The difference between a fund's assets and liabilities.</p> <p><i>Budget:</i> A plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.</p> <p><i>Operating Budget:</i> A plan of current expenditures and proposed means of financing them. The operating budget is the primary means of ensuring that the financing acquisition, spending, and service delivery activities of the College are controlled.</p> <p>Policy In compliance with the Shoreline Community College Board of Trustee's direction, the College will maintain an operational reserve balance to ensure the College can conduct its mission. The Board in its fiduciary capacity for prudent fiscal management, directs the College to accumulate and maintain sufficient reserves to accomplish specific, strategic objects of the College. The Shoreline Community College Board of Trustees has directed the college to begin each fiscal year with local operating reserves of no less than 15% of the annual operating revenue</p>

<p>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.</p> <ol style="list-style-type: none"> 6. Maintain a tuition contingency reserve of 15% of the previous year's tuition collections, to provide financial cover in the event of unforeseen fluctuations in enrollment. 7. Maintain an innovation and opportunities reserve fund up to 2% of the operating budget to facilitate College investment in initiatives that demonstrate the potential for substantial return on investment, and that are deemed by the President as vital to the College's future. The President will approve all distributions, and will recommend future designations based on the College's overall financial performance. The President will provide the Board of Trustees with at least semi-annual financial reports. Each self-supported program will budget up to 10% of each applicable budget for reserves. 8. Designate between 5-8% of the most recently completed fiscal year's operating budget surplus to the Board of Trustees Reserve Fund. Under the sole authority of the Board of Trustees, funds may be used for special board initiatives, and/or to ensure that sufficient funds are available in the event of an unbudgeted emergency. 9. Designate cash reserves to cover one year of the Certificate of Participation (COP) debt payment requirements to a debt reserve fund. 	<p>budget of the College except for Board-approved expenditures.</p> <p>The operational reserves are intended for use in non-recurrent situations. Examples of such situations may be:</p> <ul style="list-style-type: none"> • One-time expenditures for program start-up • Expenditures to cover building damages from natural disasters • Non-government-funded portions of capital projects • Other situations as determined by the President and/or approved by the Board of Trustees <p>Procedure</p> <p>Assessment of this reserve balance will be provided through the annual budgeting process. The funds included for this assessment are:</p> <p>Fund 148 – Dedicated Local - exclusive of restricted fee revenue</p> <p>Fund 149 – Operating Local</p> <p>Fund 145 – Grants and Contracts – exclusive of restrictions, reimbursable grants.</p> <p>All recommendations to expend reserve funds will be forwarded to the Executive Team and the President. Board Approval must be obtained prior to expenditure.</p> <p>Expenditures of greater than \$50,000 will be submitted by the President to the Board of Trustees for approval prior to the use of such funds.</p>
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**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF FEBRUARY 22, 2023**

TAB 3

ACTION

Subject: Faculty Sabbatical Leave Proposals (2023 – 2024)

Background

From the January 19, 2023 memorandum from President Jack Kahn to SCCFT President Eric Hamako and Members of the Sabbatical Selection Committee regarding sabbatical calculation for 2023-24:

Please consider this confirmation of the annual calculation used to determine the maximum number of sabbatical quarters which can be granted for 2023-24 consistent with provisions of the Federation Agreement, Article XIV, Section A.1.a. effective June 1, 2019 through June 30, 2023.

$$\text{Sabbatical Leave Available} = 127 \text{ (total faculty*)} \times .024 = 3.0 \times 3 \text{ qtrs} = 9.0$$

Sabbatical Leave Available = 9 qtrs**

The award of sabbaticals shall be subject to the terms and conditions of the Federation Agreement and to action by the Board of Trustees. Please take special note that the cost of sabbaticals may not exceed 150% of the cost of salaries which otherwise would be paid to personnel on leave. Depending on funding and with regards to the allowable maximum compensation rate, it may not be possible to recommend or award all sabbaticals at the maximum rates and/or the total number of quarters.

** Includes full-time faculty currently on sabbaticals or leaves of absence and excludes temporary or replacement appointments.*

The 2023-2024 Faculty Sabbatical Selection Committee (Emma Agosta, Gloria Anderson, Stephanie Bartlett (Chair), Cynthia Okawara, Gary Parks, Christine Shafner) recommends:

- A total of nine (9) quarters of sabbatical leave for the 2023 – 2024 academic year.
- Two (2) quarters of sabbatical leave each, for four (4) faculty members (Elena Esquibel, Crystal Hess, Nirmala Savage, Mayumi Steinmetz), and 1 quarter of sabbatical leave for one (1) faculty member (T. Sean Rody).

1.	<u>Name</u> Elena Esquibel	<u>Division</u> Business, Communication Studies, and Social Sciences	<u>Number of Quarters</u> <u>Recommended</u> 2
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Purpose of Sabbatical: 1. Implement Quality Matters Best Practices Across All Online Courses; 2. Student Retention in the Online Classroom; 3. Cutting-Edge Online Pedagogy and Creativity; and 4. Anti-Racist Pedagogy.

2.	<u>Name</u> Crystal Hess	<u>Division</u> Science, Technology, Engineering, Math (STEM)	<u>Number of Quarters</u> <u>Recommended</u> 2
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Purpose of Sabbatical: Take full time programming courses, likely either focused on Data Science or full-stack web development and learn current industry programming skills, tools, and applications.

3.	<u>Name</u> Nirmala Savage	<u>Division</u> Science, Technology, Engineering, Math (STEM)	<u>Number of Quarters</u> <u>Recommended</u> 2
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Purpose of Sabbatical: 1. Research assessment methods and philosophies; 2. Design and prepare implementation; and 3. Share with colleagues.

4.	<u>Name</u> Mayumi Steinmetz	<u>Division</u> Business, Communication Studies, and Social Sciences	<u>Number of Quarters</u> <u>Recommended</u> 2
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Purpose of Sabbatical: To create the online version of EASIA 216, a hybrid course that I have taught as IDS and to add English and Japanese captions to an additional five Japanese language courses, after already completing this work for one of the courses.

5.	<u>Name</u> T. Sean Rody	<u>Division</u> Humanities	<u>Number of Quarters</u> <u>Recommended</u> 1
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Purpose of Sabbatical: To deepen, enrich, and renew for my role as a Professor of English at Shoreline Community College by studying the effects of the pandemic and the governmental responses on current and future students; To develop a range of supportive activities and educational approaches for students who have been through an unprecedented change in education due to a pandemic; To serve the college and to make myself more effective in as many roles as possible, including developing some expertise on the effects of the pandemic on students

and staff and presenting what I discover through workshops; and To study Spanish to better understand the difficulties that polyglot students face in the classroom, and to better connect to students who come from a Spanish-speaking background.

Recommendation

It is recommended that sabbatical leaves during the 2023 – 2024 academic year, at 100% compensation, be granted to: Elena Esquibel, Crystal Hess, Nirmala Savage, and Mayumi Savage

- for (2) quarters each.

It is recommended that sabbatical leave during the 2023 – 2024 academic year, at 100% compensation, be granted to: T. Sean Rody

- for (1) quarter each.

Prepared by: Phillip King, Vice President for Student Learning, Equity & Success
Shoreline Community College
February 17, 2023