

**SHORELINE COMMUNITY COLLEGE
BOARD OF TRUSTEES REGULAR MEETING OF SEPTEMBER 25, 2024**

3:00 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

3:00 PM – REGULAR SESSION			
1.	Convene Regular Session & Land Acknowledgement	<i>Chair Rebecca Ringer</i>	
2.	Executive Session: The Board of Trustees may convene to an Executive Session to discuss matters pursuant to RCW 42.30.110. If necessary, action on items discussed in the Executive Session, may be taken.	<i>Chair Rebecca Ringer</i>	
3.	Report: Chair, Board of Trustees	<i>Chair Rebecca Ringer</i>	
4.	Report: Opening Remarks – Board of Trustees	<i>Trustees</i>	
5.	Consent Agenda a. Approval of Previous Meeting Minutes •Regular Meeting of 2024 July 17 •Special Meeting of 2024 August 14	<i>Chair Rebecca Ringer</i>	
6.	Communication from the Public 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 (#1010M) between 2:45 PM–3:00 PM on September 25, 2024. -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 September 25, 2024. The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the September 25, 2024 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 September 25, 2024 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the September 25, 2024 meeting.)	<i>Chair Rebecca Ringer</i>	
7.	First Reading: Parent Child Center Rate Increases (10 Minutes)	<i>Joe Mazur, Vice President & Junaid Haq, Director</i>	1
8.	Action: President’s Strategic Goals for 2024 - 2025	<i>Ann Garnsey-Harter, Associate Vice President</i>	2
9.	Action: Proposed Amendment to WAC 132G-104-010 (Time and place of board meetings.)	<i>Chair Rebecca Ringer</i>	3

10.	Constituent Report: Shoreline Associated Student Government (5 minutes)	<i>Liz Ho, ASG President</i>	
11.	Constituent Report: Shoreline Classified Staff (WFSE) (5 minutes)	<i>Norah Peters, WFSE Chief Shop Steward</i>	
12.	Constituent Report: Shoreline Faculty (SCCFT) (5 minutes)	<i>Kristine Petesch, SCCFT President</i>	
13.	Constituent Report: Shoreline Faculty Senate (5 minutes)	<i>Rashawn Smith, Faculty Senate Chair</i>	
14.	Report: College President & Executive Team Representatives (10 minutes) <ul style="list-style-type: none"> • Ben Weng, Vice President (Instruction) • Ryan Aiello, Vice President (Student Services) • Brian Crisanto Ramos, Vice President (Diversity, Equity, Inclusion & Accessibility) • Veronica Zura, Executive Director (Human Resources) 	<i>Jack Kahn, President</i>	
15.	Report: Board of Trustees Policies on College Website (5 Minutes)	<i>Jack Kahn, President</i>	
16.	Report: Enrollment Updates (10 Minutes)	<i>Ryan Aiello, Vice President & Ann Garnsey-Harter, Associate Vice President</i>	
17.	Report: Accreditation (5 minutes)	<i>Ann Garnsey- Harter, Associate Vice President</i>	
18.	Report: Foundation Board Update (5 minutes)	<i>Trustee Kim Wells</i>	
19.	Report: Office of Financial Management (OFM) Update (15 minutes)	<i>Jack Kahn, President</i>	
20.	Report: Finance & Budget (20 minutes)	<i>Joe Mazur, Vice President</i>	
21.	Discussion: President's Evaluation Process	<i>Chair Rebecca Ringer</i>	
22.	Waves of Gratitude	<i>Jack Kahn, President</i>	
23.	Action: Adjournment	<i>Chair Rebecca Ringer</i>	

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The July 17, 2024 study and regular sessions were held via hybrid modality.

- In-person: Board Room (#1010M)-Building 1000
 - Remotely:
 - Via link: <https://us02web.zoom.us/j/88349708605>
 - Via telephone: (253) 215-8782 • Meeting ID: 883 4970 8605
-

MINUTES – STUDY SESSION

The [study session](#) of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Ringer at 3:30 PM. A quorum of the Board was present.

DEVELOPMENT OF BOARD OF TRUSTEES & PRESIDENT’S GOALS FOR 2024 - 2025

Planning, Institutional Effectiveness & Project Management Associate Vice President Ann Garnsey-Harter led the discussion pertaining to the Board of Trustees Strategic Goals 2024-25 draft and the President’s Strategic Goals 2024-25 draft.

Board of Trustees Strategic Goals 2024-25 Draft Document (attached)

Associate Vice President Garnsey-Harter noted that “progress from last year, informed the goals drafted for this year.” Discussion related to specific outcomes, progress made to date on the outcomes, and whether the desired outcome was completed, ongoing or no longer a desired outcome.

President’s Strategic Goals 2024-25 Draft Document (attached)

President Kahn communicated that the President’s strategic goals were developed from last year’s goals and asked the Board if there were any goals that weren’t reflected on the President’s Strategic Goals 2024-25 draft document that the Board wanted to add. (The Board had no additions.)

Discussion related to each of the five (5) President’s goals, the action(s) to realize the goal(s), and the timeline for completion of the action(s).

ADJOURNMENT OF STUDY SESSION

Motion 24:39: Motion made by Trustee Wells to adjourn the study session.

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

Chair Ringer adjourned the study session at 4:29 PM.

MINUTES – REGULAR MEETING (“Session”)

The regular meeting (“session”) of the Board of Trustees of Shoreline Community College District

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Number Seven was called to order by Chair Ringer at 4:35 PM. Chair Ringer read part of the College's land acknowledgment and encouraged going to the College website "to read the totality of the acknowledgement and also some descriptions about using land acknowledgements in general."

A quorum of the Board was present.

MEMBERS PRESENT

Trustees Eben Pobee, Rebecca Ringer, James (Jamie) Stark, and Kim Wells were present either in-person or remotely.

Assistant Attorney General Tricia Boerger represented the Office of the Attorney General.

REPORT: CHAIR, BOARD OF TRUSTEES

Chair Ringer conveyed that she was sorry to have missed the commencement ceremony due to being away at the time and noted that she heard that the ceremony was "a most joyous and positive energy filled experience for everyone involved."

Chair Ringer expressed appreciation to Trustee Wells for getting the Board of the Foundation and the Board of Trustees together for a gathering at her home.

CONSENT AGENDA

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

- a. Minutes from the regular meeting of 2024 June 26.

Motion 24:40: Motion made by Trustee Wells to approve the consent agenda.

Motion seconded by Trustee Stark.

Trustees Pobee, Starks and Wells voted *aye* to approve the motion. Chair Ringer abstained from voting.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the July 17, 2024 regular 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 (#1010M) between 4:15 PM–4:30 PM July 17, 2024.

-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 July 17, 2024.

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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 July 17, 2024 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 July 17, 2024 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the July 17, 2024 meeting.)

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

CONSTITUENT REPORT: SHORELINE CLASSIFIED STAFF (WFSE)

Program Assistant and Classified Staff Union/WFSE Local 304 Shop Steward Kat Lyfoung read the Classified Staff Union's [report](#) (attached).

CONSTITUENT REPORT: SHORELINE FACULTY (SCCFT)

Professor and SCCFT Local 1950 Union President Kristine Petesch read the SCCFT's [report](#) which included:

- Supporting the Classified Staff in their desire for succession plans.
- Appreciation to the Board for the “new contract” and to Human Resources for “getting the COLAs distributed.”
- Welcoming the three (3) new vice presidents to campus, looking forward to how “we can collaborate over the summer and how the union can help to support that roll out in the fall.”
- Information on union/administration workgroups convening during the summer focused on discussions pertaining to the ARC (Appointment Review Committee) process and training and service to the College for full-time faculty. (What does that really mean? How does that play a role?)
- Wanting to hear what the Board “would like to know and hear from the union, from the Faculty Senate Council about the faculty, about what’s going on, on campus.”

REPORT: COLLEGE PRESIDENT & EXECUTIVE TEAM REPRESENTATIVES

[Reports](#) from the College President & Executive Team Representatives included updates from:

Human Resources – Veronica Zura, Executive Director

- Preparations are underway for an administrative and classified staff training day, scheduled for the last Thursday in August.
- Planning for Opening Week has commenced, in partnership with Student Services and Instruction.

Student Services – Ryan Aiello, Vice President

- The enrollment team has been working on improving processes and clarifying roles and responsibilities.
- Working on Opening/Welcome Week with a focus on “enhancing opportunities for students

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to engage with faculty and staff.”

Diversity, Equity, Inclusion & Accessibility – Brian Crisanto Ramos, Vice President

- “Looking at our structure, see if it all makes sense, what processes are going on within our structure in the Office of DEIA, and to start the process of streamlining so it’s nice and clean and works well.”

Instruction – Ben Weng, Vice President

- Working on simplifying processes related to late registration and student complaints. “Consulted with HR, the Dean Team, the faculty union to form ideas to simplify these processes—not only to be efficient for students, faculty, and deans but to be a lot more accessible to our students. We think that’s key to addressing equity issues for underrepresented students.”

President

- “Commencement was fantastic.”
- Attended the statewide Government to Government Summit at The Evergreen State College “which brought together most of the presidents from across the state with some of our indigenous representatives.”
- Twenty plus members from the College attended the Muckleshoot Tribal College’s teaching institute.

REPORT: ENROLLMENT UPDATES

[Enrollment updates](#) by Planning, Institutional Effectiveness & Project Management Associate Vice President Ann Garnsey-Harter and Student Services Vice President Ryan Aiello included the following:

- An overview of the “10th Day” Enrollment Report – Summer 2024 document (attached).
- Outreach efforts (e.g., calls to students to offer support with the financial aid process) which contributed to the positive summer 2024 enrollment numbers.

REPORT: ACCREDITATION

The accreditation [report](#) started with Planning, Institutional Effectiveness & Project Management Associate Vice President Ann Garnsey expressing “congratulations to the campus on our accreditation status. Our accreditation page now says our accreditation status is substantially in compliance.”

The Northwest Commission on Colleges and Universities (NWCCU) gave the College two years to work toward compliance. “We did it in one-year.”

Associate Vice President Garnsey-Harter noted, “this was a huge effort by everyone” and thanked all for the “countless hours that went into this effort.” She expressed appreciation to/for the

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Accreditation Committee and to those who contributed to the report.

“Thank you to Romina Plozza for providing wonderful leadership in outcomes assessment and for creating a culture of assessment at the campus.”

Associate Vice President Garnsey-Harter went over the NWCCU 7 Year Accreditation Cycle document (attached), as well as the Accreditation Recommendations for Improvement Shoreline Community College document (attached).

REPORT: FINANCE & BUDGET

Business & Administrative Services Vice President Joe Mazur’s [report](#) included an overview of the following documents: 2023-24 Operating Budget and Year-to-Date Revenues and Expenses as of June 30, 2024 (attached) and the 2023-2024 Grants & Contracts Year-to-Date Revenues and Expenses as of June 30, 2024 (attached).

“The numbers are not final. The State Board does not close the general ledger for the entire system until August 15.”

Vice President Mazur concluded his report by referring to the critical projects he spoke about in December 2023, noting that the estimated cost of unfunded projects is \$8.4 million. “In a great position when it comes to our revenues and expenses. A surplus would help knock these critical projects off the list.”

The trustees requested that the critical list of projects be prioritized, include dollar amount estimates which include cost escalations, and that the list, be recirculated to the Board.

DISCUSSION: BOARD OF TRUSTEES SUMMER 2024 RETREAT TOPICS

The Board reviewed and [discussed](#) a list of ten possible agenda topics for its summer 2024 retreat and agreed upon the following topics:

- Board Policies Manual – Development of 3-Year Review & Approval Schedule
- Study Session Topics (2024-2025)
- Board’s Overall Functioning
- Open Public Meetings Act (OPMA)
- Update: Instruction Organization

WAVES OF GRATITUDE

President Kahn passed the [waves of gratitude segment](#) to Human Resources Executive Director Veronica Zura who shared a wave of gratitude to Human Resources staff Terrell Fox and Aleksa Overby for their hours and hours over the last couple of months, calculating the updated placements and retroactive pay due faculty. She also expressed appreciation to/for Cris Walters, Tamami

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Eggers, Anne Jenness, and Terrell Fox for spending days “doing a mass data update” to ensure the accuracy of paychecks. Executive Director Zura closed by sharing a wave of gratitude for faculty bargaining lead Trevor Pelletier. “He was right there with us, calculating out the variations that could apply for how the money was distributed, and was consistently calm and collaborative across every interaction I’ve had with him.”

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

Trustee Wells stated, “The College has been doing tremendous work.”

EXECUTIVE SESSION

At 5:42 PM, Chair Ringer announced that the Board would “convene in executive session for 30 minutes or longer as extended by the Board.” She stated:

- “Upon reconvening in open session following the executive session, the Board has the option of acting on an emergent item, if necessary, or to adjourn the meeting.”
- “We will be going into executive session pursuant to title 42, chapter 30, section 110, subsection 1i and 1ii.

Trustees in attendance in-person, convened in the Central Conference Room (#1020M) in building 1000 for the executive session, and were joined by trustees attending remotely, via virtual meeting.

The executive session commenced at 5:45 PM.

The Board reconvened in open session in the Board Room (#1010M) in building 1000.

ADJOURNMENT

Motion 24:41: Motion made by Trustee Wells to adjourn the meeting.

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

Chair Ringer adjourned the meeting at 6:16 PM.

Signed _____
Rebecca Ringer, Chair

Attest: September 25, 2024

Lori Y. Yonemitsu, Secretary

Board of Trustees - DRAFT Strategic Goals 2024-25

Progress on [2022-2023 Goals](#)

Describe progress on your goals for 2022-23 to determine if they are completed, ongoing, or no longer a goal:

Goal #1	Timeline
Demonstrate, through specific actions and approach to policy setting, the Board’s commitment to Diversity Equity Inclusion (DEI) and anti-racism.	January 25, 2023-January 26, 2024

Specific Outcomes	Progress you have made to date	Completed, ongoing, or no longer a desired outcome?
Create a Board policy/By Law regarding our commitment to DEI and the institution’s commitment to being an anti-racist organization.	Board statement/resolution	Completed
Establish a set of questions for use when reviewing data, policies, By Laws, or any other actions affecting the College to allow for an intentional DEI focus.	Waiting for new VP-DEI.	Ongoing
Take DEI training in Canvas (the same mandatory training that all employees take) in solidarity with VP-DEIA	Have Board members completed the training? Could the BOT discuss the training with the new VP-DEI?	Ongoing
Solid understanding of what higher learning institutional structures support DEI.	Waiting for new VP-DEI	Ongoing
Specific policy/By Law regarding pronoun usage with community engagement.	More discussion needed	Ongoing

Goal #1 status: Ongoing

Goal #2	Timeline
Continue to onboard both the President and new trustees; focus on support for building community relationships and providing background information regarding practices and policies.	January 25, 2023-January 26, 2024

Specific Outcomes	Progress you have made to date	Completed, ongoing, or no longer a desired outcome?
Use ACT Onboarding Checklists (30/90 days and one year) as a guide and supplement with specific policies and practices of Shoreline CC.	Onboarded two new board members: Trustees Ringer and Stark. New Board members have been assigned a buddy.	This is now an established practice that is documented/ institutionalized as Guidelines for the BOT Chair/Board in the Office of the President.
Get introductions to elected officials in order to build relationships to foster Shoreline Community College as a valued resource.	New board members sent their bio/press release to elected officials.	This is now an established practice that is documented and institutionalized as Guidelines for the BOT Chair/Board in the Office of the President.
Establish a strong relationship with the Foundation Board; help bring in new Foundation Board members and align with the Foundation Board on strategies to support the College.	Trustee Wells and President Kahn are now part of the Foundation Board meetings. Developed strong relationship with new Executive Director of the Foundation.	This is now an established practice.

Goal #2 status: Completed and institutionalized as on-going work, so this goal will not be listed the following year.

Goal #3	Timeline
Create and implement new processes for President and Board evaluations, paying attention to best practices of utilizing both qualitative and quantitative data and stakeholder input.	January 25, 2023-January 26, 2024

Specific Outcomes	Progress you have made to date	Completed, ongoing, or no longer a desired outcome?
Visible process and status reports posted to the College website.	Strategic Plan created with performance measures.	Ongoing
Clear feedback for both the Board and President on progress made and opportunities for growth.	Completed the President’s performance evaluation in December 2023. Solicited stakeholder input into that process by asking constituent groups to fill out a survey. The evaluation process was vetted with Bellevue College and best practices were implemented.	Ongoing.

Goal #3 status: Ongoing.

Goals for 2024 – 2025

List the top goals for 2024-25 (July 1, 2024-June 30, 2025).

- Most of your goals should support the [Equity-Centered Strategic Plan](#).

Goal #1	Supports which Strategic Goal/Objective?	
Demonstrate, through specific actions and approach to policy setting, the Board’s commitment to Diversity, Equity, Inclusion, and Accessibility (DEIA) and anti-racism.	C5 . Instill a culture and practice of cultural humility, inclusion and equity through continuous growth and improvement at the individual and department level through ongoing professional development (e.g., DEI/anti-racism training) for faculty, staff, the Board of Trustees and students related to and aligned with one’s role at the College.	
Action(s) to realize your goal	Action to be completed by	Lead person(s) responsible
Establish a set of questions for use when reviewing data, policies, By Laws, and any other actions affecting the College to allow for an intentional DEI focus.	End of spring quarter 2025	BOT member TBD with President Kahn (work with new VP-DEIA)

Take trainings on microaggression and unconscious bias, as well as Get Inclusive training in solidarity with Vice President-DEIA.	End of spring quarter 2025	BOT member TBD with President Kahn (work with new VP-DEIA)
Develop a solid understanding of what higher learning institutional structures support DEI.	End of spring quarter 2025	BOT member TBD with President Kahn (work with new VP-DEIA)
Create a specific policy/By Law regarding pronoun usage with community engagement. The President will bring to the BOT what practices are happening on campus. The BOT may create a resolution for the College to wrestle with the issue and then make a recommendation to the Board.	End of fall 2024	BOT member TBD with President Kahn (work with new VP-DEIA)

Goal #2	Supports which Strategic Goal/Objective?	
<p>Assess current processes for evaluating the President and Board of Trustees and make changes to improve, paying attention to best practices of utilizing both qualitative and quantitative data, including stakeholder input.</p>	<p>C1. Evaluate, clarify, and restructure Shoreline’s operational infrastructure where necessary (e.g., hiring, onboarding, job descriptions, ctcLink, employee and faculty evaluations, interdepartmental knowledge, collaboration inter-departmentally/departmentally/unions, employee & faculty accountability, etc.) and ensure that new processes are well-documented.</p> <p>C10. Track and evaluate progress on Strategic Plan implementation in a publicly accessible format, identifying how all College-wide projects related to the Strategic Plan.</p>	
Action(s) to realize your goal	Action to be completed by	Lead person(s) responsible
<p>Ask the President how helpful the prior year’s evaluation process was and how to improve it.</p>	<p>End of winter 2025</p>	<p>BOT member TBD</p>
<p>Determine if and how the campus Climate survey is an indicator of the effectiveness of the BOT and President.</p>	<p>End of winter 2025</p>	<p>BOT member TBD</p>

Visible process and status reports posted to the College website.	End of winter 2025	BOT member TBD
Board chooses 3-5 key areas to evaluate its effectiveness such as active support of the President, etc.	End of winter 2025	BOT member TBD

Goal #3		Supports which Strategic Goal/Objective?
Work collaboratively with the Foundation Board of Directors to help them create goals that support the College’s Equity-Centered Strategic Plan.	Entire Strategic Plan and E8 . Strengthen and leverage the College’s alumni network.	
Action(s) to realize your goal	Action to be completed by	Lead person(s) responsible
Hold one joint meeting with the Foundation Board of Directors.	End of fall quarter 2024	Chair Ringer and President Jack (with Ex Dir Coates)
Share updates with the Board	End of fall quarter 2024	Trustee Wells and President Kahn

Goal #4		Supports which Strategic Goal/Objective?
Continue to foster close and effective relationships with elected officials.	C9 . Identify opportunities for the Board of Trustees and College leadership to advocate for increased compensation within our State system. Goal F : Enrollment Management and Fiscal Stability Goal D : Facilities and Technology	
Action(s) to realize your goal	Action to be completed by	Lead person(s) responsible
Educate ourselves on how best to get the attention of our legislators.	End of spring quarter 2025	BOT member TBD
Increase the amount of face-to-face time the Board spends with elected officials.	End of spring quarter 2025	BOT member TBD
Direct reach outs to support specific budget items, fiscal needs, capital needs, and/or new	End of spring quarter 2025	BOT member TBD

instructional programming/workforce programs throughout the region.		
Look for ways to include students in Board advocacy work.	End of spring quarter 2025	BOT member TBD

Good afternoon, Board of Trustees and everyone,

My name is Kat Lyfoung, I am a shop steward for the Classified Staff Union, local 304. I will be giving this statement in the absence of our Chief Shop Steward, Norah Peters. I would like this to be entered into the record.

First, I would like to say how excited we were to receive the email this week from President Jack Kahn about our accreditation and the fact that our warning will be removed. This is amazing news, and we want to take this moment to thank and recognize everyone at the college for making this happen. Kudos to all!

As the new academic year begins, I would like to continue the conversation concerning classified staff position vacancies, reclassification efforts and succession plans. I know these have been brought up before and the fact that we must continue to bring these up means that we are still not where we want to be, where we should be.

Vacant Positions

Every month, during UMCC—our classified leadership meeting with management, we receive a Classified staff vacancy report. It is disheartening to keep seeing vacant Classified positions on our campus, many have been vacant for over 6 months to over a year, with the longest vacancy on the list being from 2021. It is now 2024.

We know that the Human Resources department has been working very hard to get these positions filled. We are also aware of how hard it is to recruit for positions that pay so little while meeting the minimum requirements. Having vacant positions means that we are not and have not been fully staffed, that we are not and have not been adequately staffed to operate and do our jobs. This means that current staff members continue to do double or even triple the work they would normally be doing, or that there is limited or no coverage to cover leaves, if at all granted. This has been said over and over in the past few years. This is not new. This is not only overwhelming but has caused staff to get burned out and eventually leave Shoreline, creating more vacancies, which from our experience can be left vacant for months or years. It is a vicious cycle, and it is not unique to classified staff. We have seen employees from all constituencies leave Shoreline. Being understaffed affects everyone on our campus, including our students.

For those of us who are still here, it is an ongoing struggle to meet our job's demands and have work-life balance or to even meet more basic needs like having lunch coverage. At our last UMCC, we heard from our Parent Child Center staff and their director about the struggles and challenges they have been facing while waiting for 5 PCC vacancies to be filled, with 3 of those positions vacant for almost 2 years. Five vacancies at the PCC means that they are operating with ½ the staff needed. That it has taken this long for them to come forward and voice their frustrations and concerns is a testament to their dedication and endurance, and that there is always a breaking point. We thank the PCC staff and their director for their courage to come forward and expose the reality they have been dealing with while operating with ½ a crew. I also want to express my sincere apologies; we have been guilty of looking at these reports for almost the last two years and moving on to the next agenda item without having a firm plan of action to support you. We pledge to do better.

Reclassification

We have been told that the college can reclassify positions when they are vacant but not while a staff is still employed, hence we have seen the increase of new hires as Program Specialist 2 and 3, Program Coordinators, and the slow extinction of Customer Service and Program Assistant positions in the last couple of years. It does not go unnoticed, and it is the direction we want the college to continue to move towards, to offer positions with higher wages and classification. We are happy for our new hires and departments to finally have the staffing needed thanks to the college's strategic reclassification hiring efforts to be more competitive, but we cannot ignore the fact that with these new efforts, other positions and staff have been left behind. Through the pandemic, through our change of leadership and through our ransomware, none of us are working the way we used to 5 or 6 years ago or more, and none of us have seen a decrease or sameness in our workload. We have not been stagnant, why should our positions be. We talk about retention, but how is the college respecting employees who have stayed on, when to attract new employees, the college is disregarding those with many years of service who are still here at Shoreline? Do we all need to vacate our positions in order to have our positions reclassified to today's standards/demands? Reclassification should be done across the board and not just when staff leave or only within specific departments. We would like to explore ways the college could address **reclassification for all**. Individual requests for reclassification take a lot of work and time, making it difficult for staff to actually get anywhere. We have been asking for the process to be reviewed and we look forward to finally receiving some training in reclassification in August. We should all move forward and not leave some behind.

Succession Plans

We are happy to hear that HR is working on new processes to address succession transitions when employees leave Shoreline.

Two things we would like to address are urgency and timeline. It seems that whenever an Administrator leaves the college, there is an urgency to have an Acting or Interim employee in place to cover that role until hiring can be completed, or hiring is prioritized to fill the position quickly (in a timely manner) while classified staff vacant positions can stay open for years, as documented in our vacancy report. Why isn't there a similar process for Classified positions?

We all know our hiring process takes a long time, from the time of waiting for personnel request to posting the announcement. This can leave areas missing a critical position for an undetermined amount of time. A timeline and process should be established to address vacancies to ensure smooth transitions and decrease gaps. Having someone in place who can train with the departing employee would help with retaining the historical knowledge we keep losing when someone leaves. Having a succession plan would help with office flow and prevent other classified staff members, new or "old" from burning out from the extra duties assigned to them with limited training or clear guidance. We look forward to having succession plans and processes from HR to address this on-going issue.

Thank you for your time.



“10th Day” Enrollment Report – Summer 2024

Background

Tenth day census enrollment¹ identifies the number of students officially enrolled in credit courses as of the end of the regular registration period. It is intended to provide a snapshot or point-in-time view of enrollment.

“10th Day” Enrollment (Summer)

The data presented are for the full-time equivalents (FTE²) reflected on the census date for Summer 2024 compared to the census enrollment figures³ for the previous 5 summer quarters. Figure 1 presents Total FTE enrollment; Figure 2 displays the relative trends for 3 funding sources for students at the College – State-supported, International Contract, and Running Start. Note: CECO and Other not displayed. **Based on this preliminary data, Summer enrollments have seen a 9.2% increase compared to last year.**

Figure 1. Summer Census Date Enrollment - Total Full-Time Equivalent (FTE)

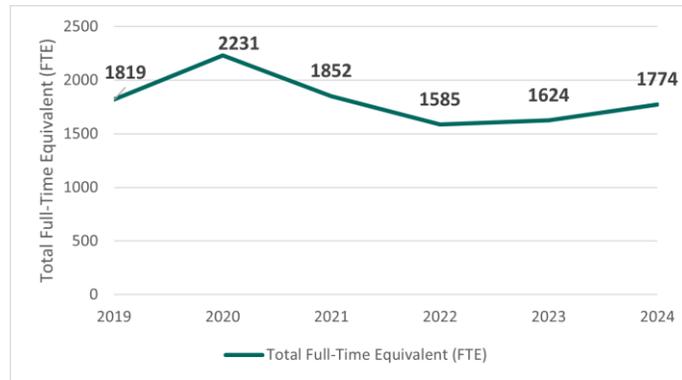
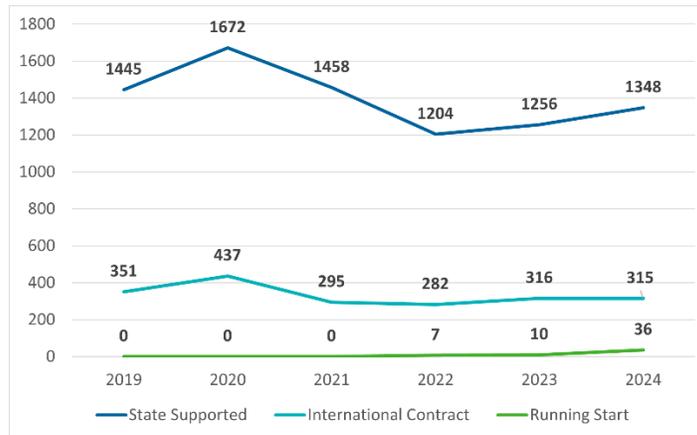


Figure 2. 5-year Summer Census Date Enrollment – Full-Time Equivalent (FTE) by Select Funding Source



¹ This report illustrates data captured on the enrollment census day based on the Washington State Board for Community & Technical College Policy Manual [Chapter 5 Section 5.40 Enrollment Census Data](#). Census day is earlier than the “10th day” since summer quarter is condensed.

² Full-time Equivalent (FTE) = 15 credit hours per term.

³ The data from 2019-2024 are pulled on the census day. For final quarter data comparisons, visit SBCTC: [Enrollment Data | SBCTC](#).



NWCCU 7 Year Accreditation Cycle

Year 7: 2020-21: Evaluation of Institutional Effectiveness (EIE)

Fall 2020 visit. Virtual due to Covid-19.

February 12, 2021: NWCCU notification of continued non-compliance on 2 recommendations: 2-year deadline to come back into compliance by February 2023. Plus, 3 recommendations that are in compliance but in need of improvement.

Year 1: 2021-22

Year 2: 2022-23: Ad Hoc Visit and Report

October 14, 2022 visit (outside of the normal evaluation cycle) to address 2 non-compliant recommendations.

February 27, 2023 NWCCU response: Sanction of Warning due to continued non-compliance on 2 recommendations. 2-year deadline to come back into compliance by February 2025.

Year 3: 2023-24: Mid-Cycle Evaluation Report and Visit

April 18-19, 2024 visit to:

- Review Standard 1 plus 4 outstanding recommendations (2 non-compliant).
- Virtual Year 7 visit follow-up certification: HR, Library, Facilities, branch campuses.

July 12, 2024 NWCCU response: Sanction of Warning removed; 2 recommendations fulfilled and 2 out-of-compliance recommendations continued as substantially in compliance but in need of improvement.

Year 4: 2024-25: Ad Hoc Report

March 1, 2025 report due on implementation of BAS in Dental Hygiene (new degree level).

Year 5: 2025-26: Ad Hoc Report

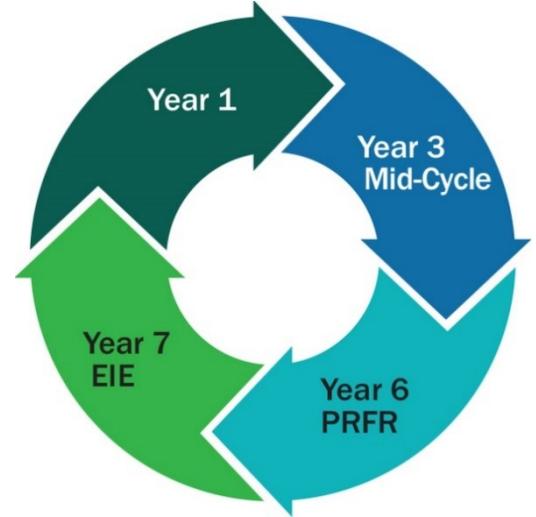
September 1, 2025 report due on Recommendation 1: Define Mission Fulfillment.

Year 6: 2026-27: Policies, Regulations, & Financial Review (PRFR)

- September 1, 2026 review due.
- Off-site peer review.
- Focus: Financial performance, policies, and regulations.
- Findings reported to EIE team in Year 7.

Year 7: 2027-28: Evaluation of Institutional Effectiveness (EIE) Report and Visit

- August 2027 report due (8 weeks prior to Fall 2027 visit)
- On-site peer review. 2.5 days in length.
- Team of chair and 3-4 evaluators.
- Comprehensive review of Standards 1 and 2.
- Focus: Student success (student learning and achievement) and institutional mission and effectiveness.
- Recommendation 2: Fully implement learning outcomes assessment process.



Annual Report

Due August 1. Feedback from NWCCU is received in December-January.

- Annual institutional submission
- Monitoring report
- Update on outstanding recommendations
- Student achievement
- Financial health
- Enrollment changes and 2 recommendation substantially in compliance but in need of improvement.

Substantive Changes

- Portal updates
- Minor changes
- Major changes

[SCC Accreditation Page](#)



Accreditation Recommendations for Improvement Shoreline Community College

Recommendations are issues that the College needs to address and are tied to specific accreditation standards.

DEFINE MISSION FULFILLMENT

Recommendation 1: Spring 2024 Mid-Cycle Review

“Uses its goals, objectives and indicators of achievement to better define and clarify mission fulfillment.”

Substantially In Compliance with NWCCU [2020 Standard\(s\)](#) 1.B.2 but in need of improvement.

FULLY IMPLEMENT LEARNING OUTCOMES ASSESSMENT PROCESS

Recommendation 2: Spring 2024 Mid-Cycle Review

“Fully implement the systematic learning outcomes assessment process and utilize data for ongoing improvement across all college programs.”

Substantially In Compliance with NWCCU [2020 Standard\(s\)](#) 1.C.5;1.C.6;1.C.7 but in need of improvement.

Northwest Commission on Colleges and Universities (NWCCU)
2020 Accreditation Standards:
<https://nwccu.org/accreditation/standards-policies/standards/>

SHORELINE COMMUNITY COLLEGE

2023-24 Operating Budget and Year-to-Date Revenues and Expenses

As of June 30, 2024

(NOTE: SBCTC Year-End Close Completes on 8/15/2024)

	2023-24 Budget	Year-to-Date Actuals at 6/30/2024	Percent of Total Budget
Operating Revenues			
State Operating Appropriations	\$ 37,722,364	\$ 37,270,545	98.8%
Operating Tuition	8,776,901	9,883,917	112.6% (1),(2)
International Education reimbursement of Operating Budget expenditures	4,895,681	2,447,838	50.0%
Running Start reimbursement of Operating Budget expenditures	1,863,620	931,812	50.0%
CECO reimbursement of Operating Budget expenditures	473,048	236,526	50.0%
CEP	150,000	75,000	50.0%
Total Revenues	\$ 53,881,615	\$ 50,845,638	94.4%
Expenses			
Exempt Employee Salaries and Wages	\$ 5,945,584	3,277,228	55.1% (3)
Full-Time Faculty Salaries and Wages	11,334,725	13,252,623	116.9% (4)
Part-Time Faculty Salaries and Wages	9,652,752	8,476,501	87.8%
Classified Employee Salaries and Wages	6,984,585	6,488,154	92.9%
Hourly, Students and Others Wages	1,128,927	1,109,153	98.2%
Employee Benefits	10,929,493	10,118,332	92.6%
Personal Services Contracts	568,226	990,794	174.4% (5)
Goods and Services	4,377,387	4,106,695	93.8%
Travel	356,106	225,626	63.4%
Capital Outlays - Fixed Assets	663,906	507,110	76.4%
Computers and Related Hardware	106,289	182,810	172.0%
Client Services and Financial Aid	1,063,635	1,107,157	104.1%
Debt Service	770,000	602,403	78.2%
Subtotal	53,881,615	50,444,587	93.6%
Intra Agency Reimbursements	-	-	
Total Expenditures	\$ 53,881,615	\$ 50,444,587	93.6%
Operating Reserves Increase (Decrease)	\$ -	\$ 401,051	

Notes:

- (1) 2023-24 Tution Revenue Budget based upon flat enrollment projection of 12,037 Quarterly FTE or 4,012 Annualized FTE.
- (2) 2023-24 Actual Enrollment through 4/22/2024: 12,380 Quarterly FTE or 4,126 Annualized FTE.
- (3) Number of Employees at 6/10/2024: Full-time: 369, Part-time: 223, Workstudy / Student: 147, Total: 739.
- (4) Includes accrued expense for Faculty Retro Pay that will be paid on July 25th.
- (5) Funded by lapse salaries and benefits in vacant positions.

SHORELINE COMMUNITY COLLEGE

2023-24 Grants & Contracts Year-to-Date Revenues and Expenses

As of June 30, 2024

(NOTE: SBCTC Year-End Close Completes on 8/15/2024)

Revenues	YTD Grants (Fund 145)	YTD Contracts (Fund 146)	Totals as of 6/30/2024
Intercollege and Interagency Charges & Reimbursements	\$ 1,079,790	\$ 1,474,375	\$ 2,554,165
Federal Grants & Contracts	783,395	-	783,395
Local Grants & Contracts	-	11,409,137	11,409,137
Private Grants & Contracts	-	637,432	637,432
Total Revenues	\$ 1,863,185	\$ 13,520,944	\$ 15,384,129

Expenses	YTD Grants (Fund 145)	YTD Contracts (Fund 146)	Totals as of 6/30/2024
Exempt Employee Salaries and Wages	\$ 217,314	\$ 1,259,230	\$ 1,476,544
Full-Time Faculty Salaries and Wages	94,836	2,257,524	2,352,360 (1)
Part-Time Faculty Salaries and Wages	289,978	238,825	528,803
Classified Employee Salaries and Wages	285,858	1,294,135	1,579,993
Hourly, Students and Others Wages	107,262	154,681	261,944
Employee Benefits	316,474	1,403,955	1,720,429
Personal Services Contracts	53,381	577,091	630,472
Goods and Services	176,532	569,950	746,482
Travel	6,097	239,610	245,708
Capital Outlays - Fixed Assets	100,877	471,450	572,327
Computers and Related Hardware	71,032	112,470	183,502
Client Services and Financial Aid	80,428	917,574	998,002
Debt Service	-	343,636	343,636 (2)
Transfer of Operating Budget Expenses	-	3,691,176	3,691,176
Total Expenses	\$ 1,800,069	\$ 13,531,308	\$ 15,331,376
Surplus (Deficit)	\$ 63,116	\$ (10,364)	\$ 52,753

Notes:

(1) Includes accrued expense for Faculty Retro Pay that will be paid on July 25th.

(2) Payment made by Foundation.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 14, 2024

The August 14, 2024 special meeting was held via hybrid modality.

- In-person: Room 303 at Shoreline City Hall (17500 Midvale Ave N; Shoreline, WA 98133)
 - Remotely:
 - Via **link**: <https://us02web.zoom.us/j/88349708605>
 - Via telephone: (253) 215-8782 • Meeting ID: 883 4970 8605
-

MINUTES

The special meeting (“summer 2024 retreat”) of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Chair Rebecca Ringer at 9:03 AM. A quorum of the Board was present.

MEMBERS PRESENT

Trustees Rebecca Chan, Rebecca Ringer, James (Jamie) Stark, and Kim Wells were present in-person. Trustee Eben Pobe connected to the meeting remotely.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the August 14, 2024 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 room 303 at Shoreline City Hall between 8:45 AM–9:00 AM on August 14, 2024.

-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 14, 2024.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the August 14, 2024 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 14, 2024 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the August 14, 2024 meeting.)

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

OVERVIEW OF THE AGENDA

The trustees went over the agenda for the Board’s summer 2024 retreat (“special meeting”).

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 14, 2024

DISCUSSION: OVERALL FUNCTIONING OF THE BOARD

The Board’s discussion included the number of meetings per year, time of the day for the meetings, length of meetings, written reports, the recording of meetings, and overall expectations for the Board in the context of the meetings.

Based on attending the board meetings of several other community colleges, Chair Ringer shared that “the main takeaway: we are free to do a lot of different things. We do not have to do it the way it’s always been done.” She noted that many of the boards run efficient meetings, resulting in shorter meetings.

Discussion included:

- Agenda structure (i.e., clear delineation of informational items, action items, reports) and order (i.e., executive sessions at the beginning of a meeting, study sessions toward the end of the meeting), and utilization of the consent agenda.
- Report frequency for some reports: monthly versus quarterly.
- Study session frequency and holding study sessions which are strategic.
- The utilization of board committees (or subcommittees).
- The utilization of retreats for in-depth discussions.
- Trustee in-person attendance and participation in meetings:
 - “The expectation that trustees are physically present at board meetings and remote participation, is the exception.”
 - Inclusion of the expectation in the Board Policies Manual: “Expectation is appearance will be live at board meetings by trustees but with notable exceptions being for illness, scheduling conflicts, emergencies.”
- Recording of board meetings.

Agreement in concept:

- Changing the start time of the Wednesday regular meetings to 3:00 PM.
- Holding retreats twice a year.

EXECUTIVE SESSION

At 10:13 AM, the Board convened in executive session for five minutes pursuant to RCW 42.30.110(1)(g).

Trustees Chan, Ringer, Stark and Wells convened in room 301 at Shoreline City Hall for the executive session and were joined by Trustee Pobee via telephone.

The executive session commenced at 10:16 AM.

The Board reconvened in open session in room 303 at Shoreline City Hall.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 14, 2024

ACTION: 2024 EXCEPTIONAL FACULTY AWARD(S)

Associate Vice President Lucas Rucks provided the background, as well as a recommendation pertaining to the 2024 Exceptional Faculty Award(s).

Motion 24:42: Motion made by Trustee Wells to approve the committee's recommendation to grant the 2024 Exceptional Faculty Award to three individual faculty in the amount of \$1,000.00 (one-thousand dollars), each.

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

-5-minute break-

TRAINING: BOARD ROLE & RESPONSIBILITIES WITH AAG TRICIA BOERGER

Assistant Attorney General (AAG) Tricia Boerger conducted a [training](#) for the Board on the Open Public Meetings Act (RCW 42.30), Public Records Act (RCW.42.56), Ethics in Public Service Act (RCW 42.52), and Board Governance (SCC Board Manual). The training included information on:

- What constitutes a meeting
- Regular vs. special meetings
- Executive sessions
- Disruptions
- OPMA & penalties for OPMA violations
- Public Records & Public Records Act penalties
- Specific prohibitions related to Ethics in Public Service
- Tenets of governing

-45-minute lunch break-

DISCUSSION→PLAN: BOARD POLICIES MANUAL REVIEW & DEVELOPMENT OF 3-YEAR REVIEW & APPROVAL SCHEDULE (2024-2027)

The Board reviewed and discussed a Board of Trustees Policies Manual 3-Year Review & Approval Schedule (2024-2027) draft as well as the current Board of Trustees Policies Manual.

Discussion included removing the obsolete Board policies (7500 series) on the College's website, specific policies contained in the Board of Trustees Policies Manual which are a priority for revising, and the use of board committees (e.g., finance subcommittee of the board).

Trustees Stark and Wells will take the lead on the Board of Trustees Policies Manual review.

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
SPECIAL MEETING OF AUGUST 14, 2024

-5-minute break-

DISCUSSION: STUDY SESSION TOPICS (2024-2025)

The Board’s discussion of potential study session topics for 2024-2025 included:

- Written reports in place of a study session for some topics.
- Holding “broad category” study sessions that align with the College’s strategic goals:
 - Staff Climate (October 2024)
 - Institutional Effectiveness (Accreditation & the Strategic Plan) to include progress on student achievement outcomes which are equity based. (January & June 2025)
 - Diversity, Equity & Inclusion (DEI) Update (February 2025)
 - Retention (including updates on retention tools such as Starfish) (April 2025)
 - Legislative
- Having some topics occur at the January 2025 Board retreat: Institutional Effectiveness, Legislative
- Criteria for a study session: Topics which need more discussion and interaction with the Board.

REPORT: INSTRUCTIONAL CHANGES

President Kahn shared updates occurring in the instruction area which included rationale for change, objectives for change, and next steps. (Instruction Updates 2024 document attached.)

ADJOURNMENT

Motion 24:43: Motion made by Trustee Wells to adjourn the meeting.

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

Chair Ringer adjourned the meeting at 3:06 PM.

Signed _____
Rebecca Ringer, Chair

Attest: September 25, 2024

Lori Y. Yonemitsu, Secretary

Instruction Updates 2024

Rationale for Change: To address the issues created by the previous leadership structure of the dean role, which made communication and getting work to completion more complicated than necessary.

- (a) In the previous structure, two-three leaders had assignments within each academic unit
- (b) Only one leader had full access to budgeting authority and leadership responsibility
- (c) Each division had leaders who lacked a clear role and inconsistent duties across the academic divisions.
- (d) Several instructional tasks had no official lead and needed to be updated in job descriptions

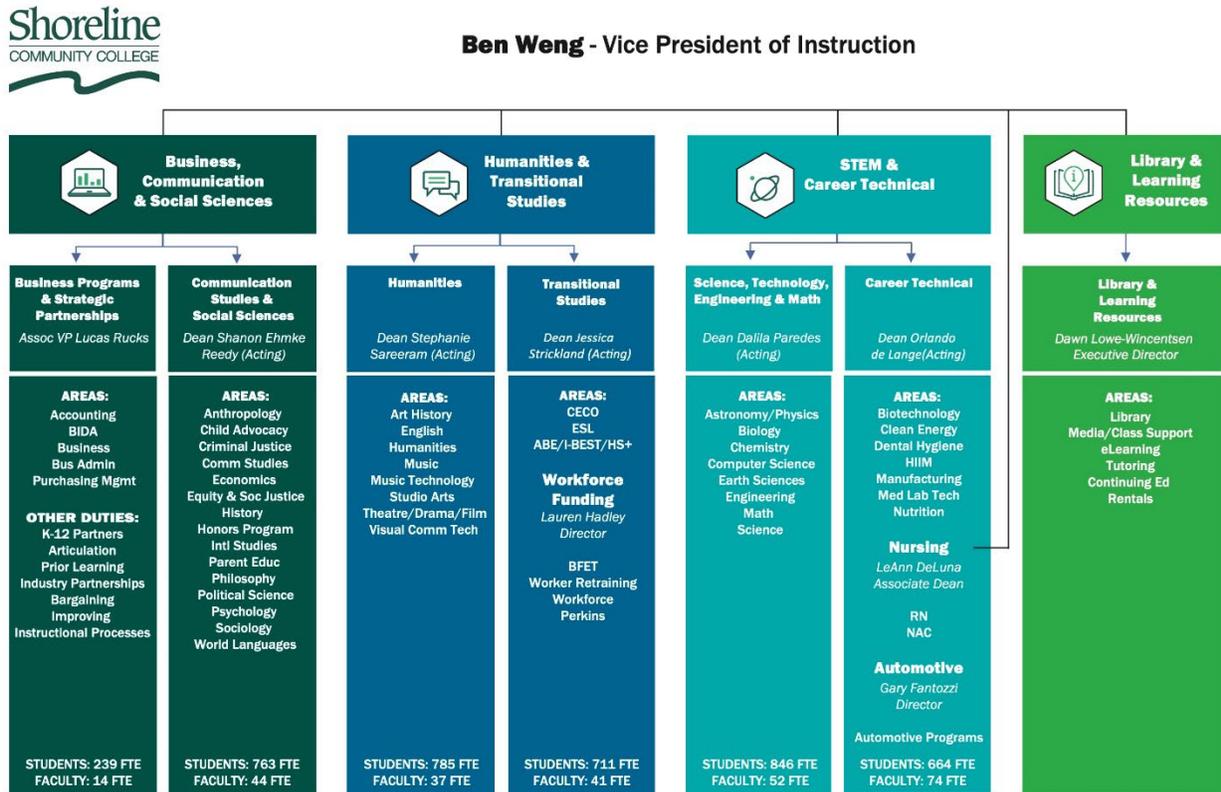
The previous structure made it difficult for administrators to directly support students, faculty and staff in ways that go beyond managing timelines and requirements. With departures in a few of the areas, the timing seemed pertinent to make these changes.

Objectives for Change

- (a) Keep/bring connected disciplines together – this includes student goals (workforce preparation, transfer) or funding eligibility such as Perkins access for instructional equipment
- (b) Increase direct leadership support to faculty, staff, and students with every leader having full access to budget and supervisory authority
- (c) Keep overall budget within (or less than) the current amount funded
- (d) Align unit/division structure in ways that support needed work on behalf of the College

The College has implemented the following instructional leadership updates:

Changes



Instructional Lead: Vice President of Instruction Ben Weng PhD

- (1) No changes are planned for the **Learning Resources unit** (Library, E-Learning, Tutoring)
- (2) **Business Programs & Strategic Partnerships**
(Student FTE = 239/year, Faculty FTE = 14/year) *

Led By: Associate Vice President for Business Programs & Strategic Partnerships (LUCAS RUCKS)

- Accounting, Business, Business Admin, Business Intelligence and Data Analytics, Purchasing Management
- Operational lead K-12 partners, Articulation, Prior Learning, Industry Partnerships, Bargaining, Improving Institutional Effectiveness

Communication Studies & Social Sciences

(Student FTE = 763/year, Faculty FTE = 44/year)

Led By: Acting Dean – Communication Studies & Social Sciences (SHANON EHMKE-REEDY)

- Anthropology, Child Advocacy, Criminal Justice, Communication Studies, Economics, Equity & Social Justice, History, Honors Program, International Studies, Parent Education, Philosophy, Political Science, Psychology, Sociology, World Languages

(3) Career Technical Education

(Student FTE = 664/year, Faculty FTE = 74/year)

Led By: Acting Dean – (ORLANDO DE LANGE)

Supported By: Associate Dean – Nursing (LEANN DE LUNA), Director of Automotive (GARY FANTOZZI)

- Automotive, Biotechnology, Clean Energy Technology, Dental Hygiene, Health Informatics Information Management, Manufacturing, Medical Lab Technology, Nutrition, Nursing, Nursing Assistant Certified

(4) Humanities

(Student FTE = 758/year, Faculty FTE = 37/year)

Led By: Acting Dean – Humanities (STEPHANE SAREERAM)

- Art History, English, Humanities, Music, Music Technology, Studio Arts, Theater/Drama/Film, Visual Communications Technology

(5) Science, Technology, Engineering & Mathematics – Transfer

(Student FTE = 847/year, Faculty FTE = 52/year)

Led By: Acting Dean – STEM (DALILA PAREDES)

- Astronomy, Biology, Chemistry, Computer Science, Earth Sciences, Engineering, Mathematics, Science

(6) Transitional Studies

(Student FTE = 711/year, Faculty FTE = 41/year)

Led By: Acting Dean – (JESSICA STRICKLAND)

Supported By: Director – Workforce Funding (LAUREN HADLEY)

- Adult Basic Education, Center for Education & Career Opportunities, English as a Second Language, Workforce Funding

Next steps:

We will continue to seek feedback on the effectiveness of this new structure. The College will also be working with Dr. Weng, the Unions, and Faculty Senate to set a clear and transparent process to fill the Dean roles permanently by July 2025, with more information to come as details are confirmed.

*Student and faculty FTEs based on average of [College data](#) from the 2022-23 and 2023-24 academic years.

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 25, 2024**

TAB 1

FIRST READING

Subject: Parent Child Center (PCC) Rates Increase Proposal

Background

Proposed Fee Changes Beginning January 1, 2025

The Parent Child Center (PCC) requests a fee increase effective January 1, 2025, of \$200.00 per month for each age band of children and across all categories as shown in Attachment 1. This increase is needed to meet increased expenditures and remain a self-supporting business unit of the College. PCC revenues must cover all operating expenses; compensation increases mandated by the Classified Staff Collective Bargaining Agreement, such as cost-of-living adjustments and step increases; and accumulation of reserves for facility and equipment repair, maintenance, and refresh.

To follow: PCC Tuition Increase Proposal

Prepared by: Junaid Haq, Parent Child Center Director
F. Joseph Mazur III, MS-CIS, CPA, Vice President of Business &
Administrative Services
Shoreline Community College
September 2024

PCC Tuition Increase Proposal

Background Information

PCC is self-supporting and receives income from three main revenue streams:

- Student Government (to subsidize childcare rates for Shoreline Students)
- Tuition payments from students/faculty and community members
- Washington State Working Connections Childcare Subsidies for eligible low-income Students/Families.

Student Government financial support

- Funding from Student Government S&A Fees is \$82,210 for 2024-2025.

Rationale for current fee increase request

- Increase compensation to attract and retain qualified teachers and staff.
- Continue to provide meals for breakfast and lunch and snacks throughout the day.
- Increase family events.
- Classroom material updates, playground, and natural climbing playscape updates.
- Increase frequency of teacher and staff professional development.
- Better utilize Brightwheel functionality.
- Build up reserves for future repairs and refresh.

2024-2025 PCC \$200.00 Tuition Increase Proposal Across all Age Groups and Categories

Age Groups	Students	Faculty/Staff	Community
Infant: 6 weeks – 1 year	FT: \$1,649 PD: \$1,424 HD: \$1,048	FT: \$2,161 PD: \$1,857 HD: \$1,347	\$2,161
Toddler: 1 - 3 years	FT: \$1,424 PD: \$1,234 3FD: \$1,012 2FD: \$741 HD: \$809	FT: \$1,856 PD: \$1,600 3FD: \$1,491 2FD: \$1,061 HD: \$1,168	\$1,856
Preschool: 3 to 5 years	FT: \$1,241 PD: \$1,080 3FD: \$1,012 2FD: \$741 HD: \$809	FT: \$1,608 PD: \$1,390 3FD: \$1,299 2FD: \$933 HD: \$1,025	\$1,608

Abbreviation Key:

FT: Full Time

PD: Partial Days - 8am-1:30pm (M-F)

HD: Half Days – 8-11:30am (M-F)

(continued on next page)

Tuition Rate Comparisons for Childcare Centers in the Area

Age Range	SCC – PCC (current)	Trike Stop	Main Street Kids	Edmonds Community College	Grow With Us	La Petite Academy
Infant	\$1,961	\$3,033	\$2,077	\$2,090	N/A	N/A
1-2	\$1,656	\$2,730	\$1,881	\$1,900	\$1,895	\$2,200
2-3	\$1,656	\$2,557	\$1,779	\$1,900	\$1,895	\$2,200
3-4	\$1,408	\$2,470	\$1,675	\$1,700	\$1,795	\$2,000
4-5	\$1,408	\$2,383	\$1,675	\$1,700	\$1,765	\$2,000

Current PCC Enrollment by Category as of 9/12/2024:

Category	Headcount
SCC Student	6
SCC Faculty and Staff	4
Community Member	30
Total Headcount	40

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 25, 2024**

TAB 2

ACTION

Subject: President's Strategic Goals for 2024 – 2025

Background

The Board reviewed and discussed the President's Strategic Goals 2024-25 draft during the Board study session of July 17, 2024.

To follow: President's Strategic Goals 2024-25.

Recommendation

It is recommended that the Board approve the President's Strategic Goals 2024-25.

Prepared by: Ann Garnsey-Harter, Associate Vice President
Planning, Institutional Effectiveness, & Project Management
Shoreline Community College
September 2024

President’s Strategic Goals 2024-25

Top goals for 2024-25 (July 1, 2024-June 30, 2025).

Most of goals should support the [Equity-Centered Strategic Plan](#).

Goal #1	Supports which Strategic Goal/Objective?
Improve communication and relationship building on campus.	B: Student Support Services C: Organizational Development, Systems, and Processes
Action(s) to realize your goal	
Work with Executive Director-Human Resources on onboarding new Human Resources Manager with employee retention duties and create goals and actions for that position that support the Strategic Plan.	
Continue to create opportunities to engage faculty and staff into building a stronger community and presence on campus.	

Goal #2	Supports which Strategic Goal/Objective?
Increase the College’s presence in the broader community.	A: Student Success and Academic Excellence E: Community Connections, Partnerships, and Collaboration
Action(s) to realize your goal	
Develop one specific instructional partnership to support indigenous students. This will include at least one shared activity during the year and ideally will result in a plan for regular connection and activities amongst constituencies in support of the Strategic Plan.	
Develop at least one new program designed to serve adult learners.	
Create a structured partnership with the City of Shoreline to develop workforce opportunities that leverage the projected growth of the city of Shoreline and the surrounding areas.	
Create a new partnership with an organization dedicated to the success of Black or African American students that result in at least one tangible action tied to the strategic plan.	
Create a new partnership with an organization dedicated to the success of Hispanic/LatinX students that result in at least one tangible action tied to the strategic plan.	

Goal #3	Supports which Strategic Goal/Objective?
Create plan for systematizing professional development, retention, and succession planning	C: Organizational Development, Systems, and Processes
Action(s) to realize your goal	
Launch new annual Classified and Administrative Staff Professional Development Day for summer 2024 and assess efficacy.	
Take additional steps with the Professional Development Committee to offer a Professional Development track in alignment with the Strategic Plan.	

Goal #4	Supports which Strategic Goal/Objective?
Demonstrate the College’s continuing dedication to diversity, equity, inclusion, and accessibility.	Entire Equity-Centered Strategic Plan
Action(s) to realize your goal	
Develop a webpage that demonstrates compliance with DEIA House bills.	
Review hiring and recruitment practices with DEIA lens and modify with goals and outcome assessment.	
Review current practices and policies for bias reporting for students and for staff.	
Continue to support DEIA initiatives by providing structured support and onboarding of the new VP DEIA.	

Goal #5	Supports which Strategic Goal/Objective?
Improve college infrastructure.	E: Community Connections, Partnerships, and Collaboration F: Enrollment Management and Fiscal Stability
Action(s) to realize your goal	
Improve budget development including forecasting, reporting, & training.	
Create a plan to resolve current debts including next steps on parking, Parent Child Center, & contracts debts.	
Create a plan for clean audited financial statements.	

Improve food and coffee options on campus.

Continue making improvements on compliance with accreditation standards.

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 25, 2024**

TAB 3

ACTION

**Subject: Proposed Amendment to WAC 132G-104-010
(Time and place of board meetings.)**

Background

<u>Current</u>	<u>Proposed Amendment</u>
<p>WAC 132G-104-010 Time and place of board meetings. The board of trustees shall hold one regular meeting on the fourth Wednesday of each month at 4:00 p.m. and such special meetings as may be requested by the chair of the board or by a majority of the members of the board and announced in accordance with law.</p> <p>All regular and special meetings of the board of trustees shall be held at 16101 Greenwood Avenue North, Shoreline, unless scheduled elsewhere, and shall be open to the general public, except for lawful executive sessions.</p> <p>No official business shall be conducted by the board of trustees except during a regular or special meeting.</p>	<p>WAC 132G-104-010 Regular meetings of the board of trustees.</p> <p>The board of trustees of Washington State Community College District Number 7 (Shoreline Community College) shall hold regular meetings according to a schedule including place, time and date filed with the Washington state code reviser on or before January 1 of each year for publication in the Washington State Register. Any change from such meeting schedule shall be announced and held in accordance with chapter 42.30 RCW (Open Public Meetings Act).</p> <p>All regular meetings of the board of trustees shall be held at 16101 Greenwood Avenue North, Shoreline, Washington 98133, unless otherwise announced.</p>

Recommendation

That the Board of Trustees approve the proposed amendment to WAC 132G-104-010 (Time and place of board meetings.)

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