

SHORELINE COMMUNITY COLLEGE**BOARD OF TRUSTEES REGULAR MEETING OF MAY 28, 2025****3:30 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

3:00 PM – EXECUTIVE SESSION			
1.	Convene Executive Session	<i>Chair Rebecca Ringer</i>	
2.	Executive Session pursuant to: <ul style="list-style-type: none"> • RCW 42.30.110(i) • RCW 42.30.110(g) 	<i>Chair Rebecca Ringer</i>	
3:30 PM – REGULAR SESSION			
1.	Convene Regular Session & Land Acknowledgement	<i>Chair Rebecca Ringer</i>	
2.	Report: Chair, Board of Trustees	<i>Chair Rebecca Ringer</i>	
3.	Report: Opening Remarks – Board of Trustees	<i>Trustees</i>	
4.	Consent Agenda <ul style="list-style-type: none"> a. Approval of Previous Meeting Minutes <ul style="list-style-type: none"> • Regular Meeting of 2025 April 23 b. Reapproval of Mathematics Course Fee 	<i>Chair Rebecca Ringer</i>	1
5.	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 3:15 PM–3:30 PM on May 28, 2025. -For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 3:15 PM–3:30 PM on May 28, 2025. The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the May 28, 2025 meeting will be no more than thirty (30) minutes with up to two (2) minutes allotted per speaker. Adjustments to the two (2) minute allotments 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 May 28, 2025 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the May 28, 2025 meeting.)	<i>Chair Rebecca Ringer</i>	
6.	Action: Renewal of Second-Year Tenure Track Faculty Candidate	<i>Ben Weng, Vice President</i>	2
7.	Action: Board of Trustees Effectiveness Evaluation	<i>Kim Wells, Trustee</i>	3
8.	Action: College Name Change Proposal (Shoreline Community College to Shoreline College)	<i>Cat Chiappa, Executive Director</i>	4

9.	First Reading: Board of Trustees 2026 Regular Meeting Schedule (5 minutes)	<i>Chair Rebecca Ringer</i>	5
10.	Action: Parking Fee Rates Increase and Change Proposal (10 minutes)	<i>Greg Cranson, Director</i>	6
11.	Action: Mission Fulfillment (10 minutes)	<i>Ann Garnsey-Harter, Associate Vice President</i>	7
12.	Report: Accreditation (5 minutes)	<i>Ann Garnsey-Harter, Associate Vice President</i>	
13.	Report: Finance & Budget (10 minutes)	<i>Joe Mazur, Vice President</i>	
14.	Constituent Report: Shoreline Associated Student Government (ASG) (5 minutes)	<i>Jesse Kacaribu, ASG President</i>	
15.	Constituent Report: Shoreline Classified Staff (WFSE) (5 minutes)	<i>Norah Peters, WFSE Chief Shop Steward</i>	
16.	Constituent Report: Shoreline Faculty (SCCFT) (5 minutes)	<i>Kristine Petesch, SCCFT President</i>	
17.	Constituent Report: Shoreline Faculty Senate (5 minutes)	<i>Ajay Mendoza, Faculty Senate Chair</i>	
18.	Report: College President & Executive Team Representatives (10 minutes) <ul style="list-style-type: none"> • Ryan Aiello, Vice President (Student Services) • Joe Mazur, Vice President (Business & Administrative Services) • Brian Crisanto Ramos, Vice President (Diversity, Equity, Inclusion & Accessibility) • Ben Weng, Vice President (Instruction) • Veronica Zura, Executive Director (Human Resources) 	<i>Jack Kahn, President</i>	
19.	Waves of Gratitude	<i>Jack Kahn, President</i>	
20.	Action: President's Contract	<i>Chair Rebecca Ringer</i>	
21.	Action: Adjournment of Regular Session	<i>Chair Rebecca Ringer</i>	
22.	STUDY SESSION <ul style="list-style-type: none"> • FY 2025-2026 College Operating Budget (30 minutes) • FY 2025-2026 Services & Activities (S&A) Budget (15 minutes) 		

The April 23, 2025 regular meeting was 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 – REGULAR MEETING (“Session”)

Chair Ringer called the regular meeting (“session”) of the Board of Trustees of Shoreline Community College District Seven to order at 3:30 PM and read a section of the College’s land acknowledgment.

A quorum of the Board was present.

MEMBERS PRESENT

Trustees Rebecca Chan, Rebecca Ringer, James (Jamie) Stark, and Kim Wells were present in-person.

Assistant Attorney General (AAG) Michael Hemker from the Office of the Attorney General was present online.

REPORT: CHAIR, BOARD OF TRUSTEES

Chair Ringer shared that the Board has been “busy with attending meetings, Zoom calls, and writing and phoning” due to the Washington state legislative session as well as, the national issues related to immigration and visas. She thanked everyone who took part in the campus blood drive earlier in the week.

REPORT: OPENING REMARKS – BOARD OF TRUSTEES

Trustee Wells echoed Chair Ringer’s remarks, noting “Advocacy is part of our role.” She expressed appreciation to/for the College and conveyed that she works with many executives on “meeting in times of changes, ambiguity, and uncertainty” and “appreciates that at all levels of the College, people are weighing in” with regard to the College’s “mission, how we support students and support one another, and are hanging in there...in these interesting times.”

Trustee Stark echoed the “incredibly busy season.” “Super proud that Shoreline was able to come out very early in our stance for equity and seeing that repeated in other institutions of higher learning.” He reminded everyone that there were only two days left to vote on the College’s name change survey and looks forward to seeing the outcome.

Trustee Chan read her report. (Report attached.)

Chair Ringer: "Commencement is on June 20."

CONSENT AGENDA

Chair Ringer referred to the recommended revisions in the Board of Trustees Policies Manual, noting that the recording of abstentions in the minutes, is contained in the manual. Trustee Chan confirmed that she abstained from voting on two motions—denoted as Motion 25:16 and Motion 25:17 on the March 19, 2025 meeting minutes. Corrections to the March 19, 2025 meeting minutes will reflect that Trustee Chan abstained from voting on Motion 25:16 and Motion 25:17.

On the agenda for approval:

- a. Minutes from the special meetings of 2025 March 14, March 19 & April 1
- b. Academic Calendars: 2026-2027; 2027-2028

Motion 25:36: Motion by Trustee Wells to approve the amendments to the March 19, 2025 meeting minutes, along with the other items on the consent agenda.

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

COMMUNICATION FROM THE PUBLIC

Per the agenda for the April 23, 2025 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 3:15 PM–3:30 PM on April 23, 2025.

-For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 3:15 PM–3:30 PM on April 23, 2025.

The Board Chair will call upon each speaker signed up to provide public comment. The total public comment period at the April 23, 2025 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 April 23, 2025 meeting, please send written public comment to Board Secretary Lori Yonemitsu at lyonemitsu@shoreline.edu following the April 23, 2025 meeting.)

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

ACTION: RECOMMENDED REVISIONS TO BOARD OF TRUSTEES POLICIES MANUAL

Trustee Stark communicated that he and President Kahn held meetings to review a variety of updates to/for the Policies Manual and thanked President Kahn and members of the leadership team for contributing to the changes in the Policies Manual.

President Kahn referred to the Board of Trustees Policies Manual working document and noted that the recommended revisions are highlighted in yellow. He called out and explained the reason for the proposed revision, changing \$100,000 to \$200,000, on page 26: "The President shall submit expenditures exceeding \$200,000 to the Board of Trustees for approval for use of Board Reserves."

The trustees found two typographical errors needing correcting. In addition, Chair Ringer recommended changing:

TENURE

The President will: (1) Submit recommendations from the President (and appropriate Vice-President) to the Board regarding the award or non-award of tenure or the non-renewal of a contract of probationary candidates.

to

TENURE

The President will submit recommendations from the President (and appropriate Vice-President) to the Board regarding the award or non-award of tenure or the renewal or non-renewal of a contract of probationary candidates.

Motion 25:37: Motion by Trustee Stark to approve the recommended revisions to the Board of Trustees Policies Manual.

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

ACTION: ALTERNATE LOCATION IN THE EVENT OF BOARD MEETING DISRUPTIONS

Executive Director of Human Resources Veronica Zura provided an overview of tab 3 (Action: Alternate Location in the Event of Board Meeting Disruptions).

Motion 25:38: Motion by Trustee Wells to approve room 4202 as the alternate location in the event of a meeting disruption.

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

ACTION: INSTRUCTION: PROPOSED FEE INCREASES & REVISIONS FOR FY 2025-2026

Vice President of Instruction Ben Weng provided an overview of tab 4 [Action: Instruction: Proposed Fee Increases & Revisions for FY 2025-2026].

Motion 25:39: Motion by Trustee Wells to approve Instruction's proposed fee increases and revisions as presented.

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

REPORT: ACCREDITATION

Planning, Institutional Effectiveness & Project Management Associate Vice President Ann Garnsey-Harter's report (attached) included information on: Program Reviews; the Learning Outcomes Assessment Accreditation Recommendation; the Mission Fulfillment Accreditation Recommendation; and the PRFR (Policies, Regulations, Financial) Report.

REPORT: FINANCE & BUDGET

Business & Administrative Services Vice President Joe Mazur went over the notes from the 4/13/2025 Finance Committee meeting as well as the *March 31, 2025 month ended* documents (attached) about Operating Funds, Grant Funds 145, Contract Funds 146.

ACTION: RESOLUTION NO. 171 (AUTHORIZING INVESTMENT OF SHORELINE COMMUNITY COLLEGE DISTRICT 7 MONIES IN LOCAL GOVERNMENT INVESTMENT POOL)

Business & Administrative Services Vice President Joe Mazur provided an overview of tab 5 [Action: Resolution No. 171 (Authorizing Investment of Shoreline Community College District 7 Monies in Local Government Investment Pool)]. In response to a question from Trustee Stark about public understanding related to the fund's activity, Vice President Mazur noted that the state releases a monthly report as well as has a prospectus available online.

Motion 25:40: Motion by Trustee Chan to approve Resolution No. 171 (Authorizing Investment of Shoreline Community College District 7 Monies in Local Government Investment Pool).

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

REPORT: 7000 CAMPUS LIVING OCCUPANCY UPDATES & MULTI-YEAR PLAN

President Kahn said the 7000 Campus Living presentation would be one of at least two presentations on the state of the residence hall. "Today's presentation is an outline of our understanding of the problem and concerns with the residence hall and its budget and, some solutions that we'll be seeking. The plan is to come back in the fall with another update with progress and ideas."

The 7000 Campus Living Occupancy Updates & Multi-Year Plan presentation (attached) by Student Support & Success Dean Derek Levy and Student Leadership & Residential Life Acting Director Sundi Musnicki included information on: Occupancy 2022 to Present; Factors Affecting Occupancy; 7000 Financials; Ongoing & In-Progress Initiatives; Occupancy Plan: Year 1; Occupancy Plan: Year 2; Occupancy Plan: Year 3+; and Occupancy Goals.

CONSTITUENT REPORT: SHORELINE ASSOCIATED STUDENT GOVERNMENT

Associated Student Government (ASG) President Jesse Kacaribu highlighted the spring quarter 2025 ASG, club, and program organized and led events. She noted that the ASG is currently in the middle of hiring next year's ASG and Arts & Entertainment (A&E) student leaders, and that work has started on next year's Services & Activities (S&A) budget.

CONSTITUENT REPORT: SHORELINE CLASSIFIED STAFF (WFSE)

Program Specialist & Classified Staff Union/WFSE Local 304 Chief Shop Steward Norah Peters read the Classified Staff Union's report (attached).

CONSTITUENT REPORT: SHORELINE FACULTY (SCCFT)

Professor & SCCFT Local 1950 Union President Kristine Petesch's report started with her sharing that she has "chosen not to run again for the union president position and that there will be another faculty member in the role, officially starting in fall." She expressed appreciation to/for the Board. In addition, Professor & SCCFT President Petesch expressed appreciation to/for the Executive Team about decisions and communication related to the budget, commitment to participatory governance, collaboration, and transparency.

Professor & SCCFT President Petesch closed by sharing current and future projects related to ARC (Appointment Review Committee) matters.

CONSTITUENT REPORT: SHORELINE FACULTY SENATE

Lori Yonemitsu read Professor & Faculty Senate Chair Ajay Mendoza's prepared report (attached).

REPORT: COLLEGE PRESIDENT & EXECUTIVE TEAM REPRESENTATIVES

Human Resources—Veronica Zura, Executive Director

Executive Director Zura shared the Day of Learning – 2025 page and went over the sessions that are planned in alignment with the Past, Present and Future theme.

Instruction—Ben Weng, Vice President

Vice President Weng noted that "Instruction continues to carry-out its regular business noting, there are a few things we are doing differently."

Student Services—Ryan Aiello, Vice President

Vice President Aiello shared that the CCSSE (Community College Survey of Student Engagement) survey will be administered in the next couple of weeks, spoke about Dolphin Day, and about attending the All-Washington Academic Team ceremony with Trustee Chan and Vice President Weng.

Communications & Marketing—Cat Chiappa, Executive Director

Executive Director Chiappa shared details about the May 8, 2025 60th Anniversary celebration ("open house").

Jack Kahn, President

President Kahn noted that he has been spending time on budgets, collaborating with the community and technical college presidents to advocate for our colleges, and connecting with a national presidents' alliance related to protecting immigrant and international students.

April 2025 Report to the Board attached.

WAVES OF GRATITUDE

President Kahn extended his waves of gratitude to Dr. Kristine Petesch and Professor Rashawn Smith for their leadership and for being strong advocates for faculty—fostering collaboration and cooperation "that really helped the College move many initiatives forward."

FIRST READING: BOARD OF TRUSTEES EFFECTIVENESS EVALUATION DRAFT

Trustee Wells went over the Board of Trustees Effectiveness Evaluation draft. Chair Ringer recommended separating D. into four parts—Fiscal Oversight, Accreditation, Progress on the Strategic Plan, Enrollment Levels.

ACTION: ADJOURNMENT OF REGULAR SESSION

Motion 25:41: Motion by Trustee Stark to adjourn the regular session of the April 23, 2025 meeting.

Motion seconded by Trustee Wells. All Trustees present voted *aye* to approve the motion.

Chair Ringer adjourned the regular session at 5:56 PM.

STUDY SESSION

Strategic Partnerships Update

Vice President of Instruction Ben Weng went over the Strategic Partnerships Update presentation (attached) which included where the partnerships fit into Shoreline Community College's strategic plan.

International Education

The International Education presentation (attached) was led by Senior Associate Director of International Outreach Sarah Stackhouse and included a wide array of information about international students in the United States, Washington state, and at Shoreline Community College, as well as information from an internal SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

The study session concluded at 7:07 PM.

Signed _____
Rebecca Ringer, Chair

Attest: May 28, 2025

Lori Y. Yonemitsu, Secretary

4/23/2025 Trustee Chan Remarks

Attended college events:

- Dolphin Day
- Running Start Night

April is Community College Month which is why I'm highlighting this is the month when AANHPI Women's pay catches up to non-Hispanic, white men from the previous year. Immediately post pandemic, this happened in March. **Now it is 4 months to catch up to white men.**

AANHPI Minority Serving Institutions have been erased off the U.S. Department of Education website. This is why I'm sharing APIA Vote Feb/Mar survey results:

- **Government Spending Priorities:** Many think that the government spends too little on key priorities, with education (64%) and healthcare (59%) topping the list.
- **Department of Government Efficiency (DOGE):** Only 12% of AAPI adults support eliminating federal agencies—significantly lower than the 23% of the general population.
- **On issues of Immigration and healthcare:** AAPI adults indicate more progressive views than the general U.S. population—including 31% of AAPI adults who believe local police should always cooperate with federal immigration authorities on deportations, compared with 42% of the general population.

After so much disruption, please continue to focus on our students and their achievements. Tomorrow, I look forward to All-WA Academic Team which I am attending with VP Weng and Aiello down in Olympia.

Accreditation Report

By Ann Garnsey-Harter

BOT

April 2025

5 minutes

Program Reviews:

- Program Reviews that are requesting a change in resources were due Friday, March 21, including Innovation Grant requests.
- The Budget Office is now leading us through a process of prioritizing those resource requests and developing a FY 2025-26 budget.

Learning Outcomes Assessment Accreditation Recommendation:

- Learning Outcomes Assessment Newsletter. April issue came out: [Learning Outcomes Assessment Newsletter!](#) Spotlighted STEM Professor Ben Wiggins
- After taking it to all relevant committees, we will be moving forward with our plan to align Course Learning Outcomes with program and institutional outcomes over the next 5 years, which will streamline data collection and make data more consistent.
- After a review of program review goals, we are developing tools to help faculty use assessment data to improve student learning (closing the assessment loop), starting with a professional development session that will be offered during Day of Learning on May 2, 2025.

Mission Fulfillment Accreditation Recommendation

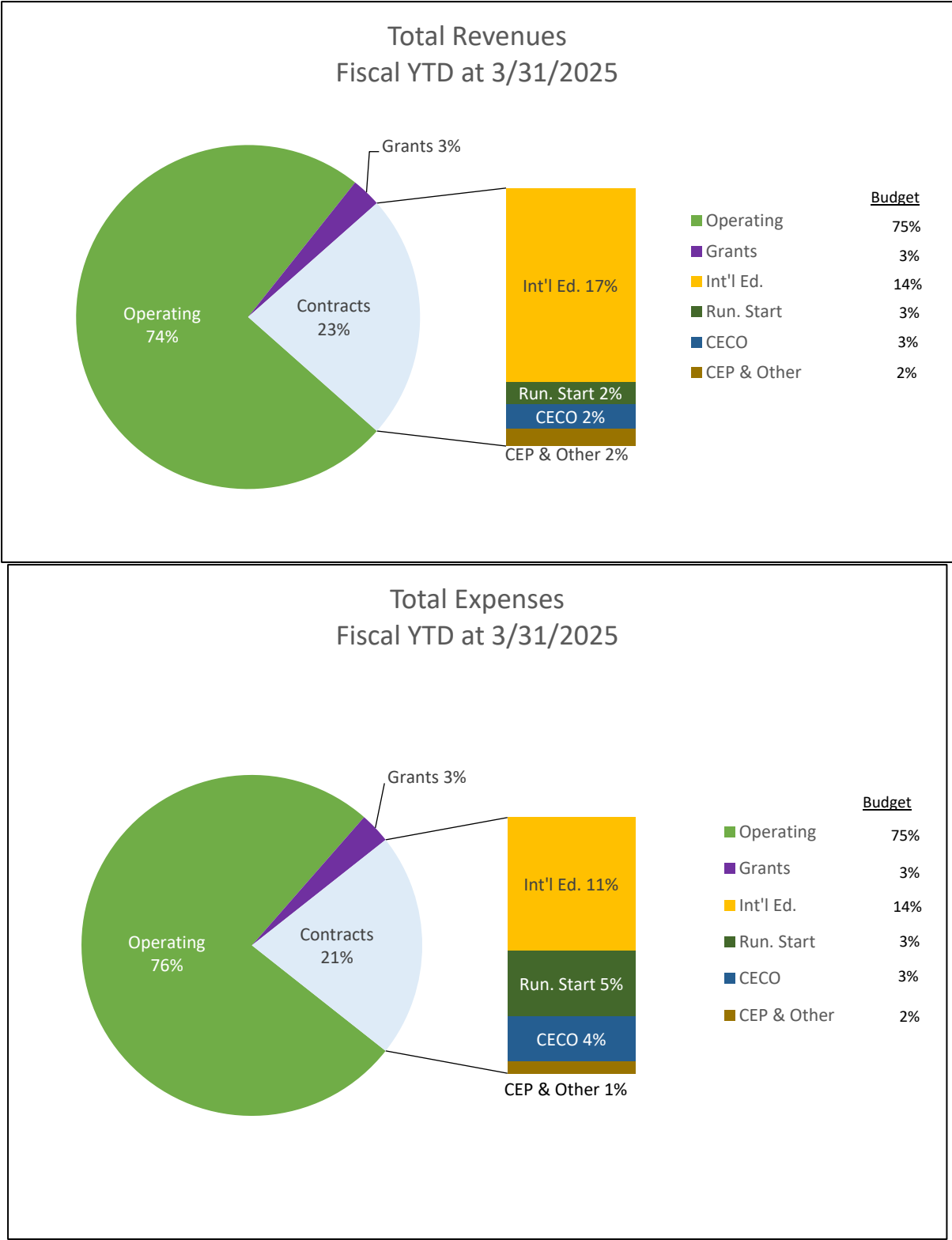
- The Accreditation Committee has come up with a mission fulfillment threshold that we will propose to College Council this month for approval. [\[Proposal\]](#)

PRFR (Policies, Regulations, Financial Review) Report (due 2026)

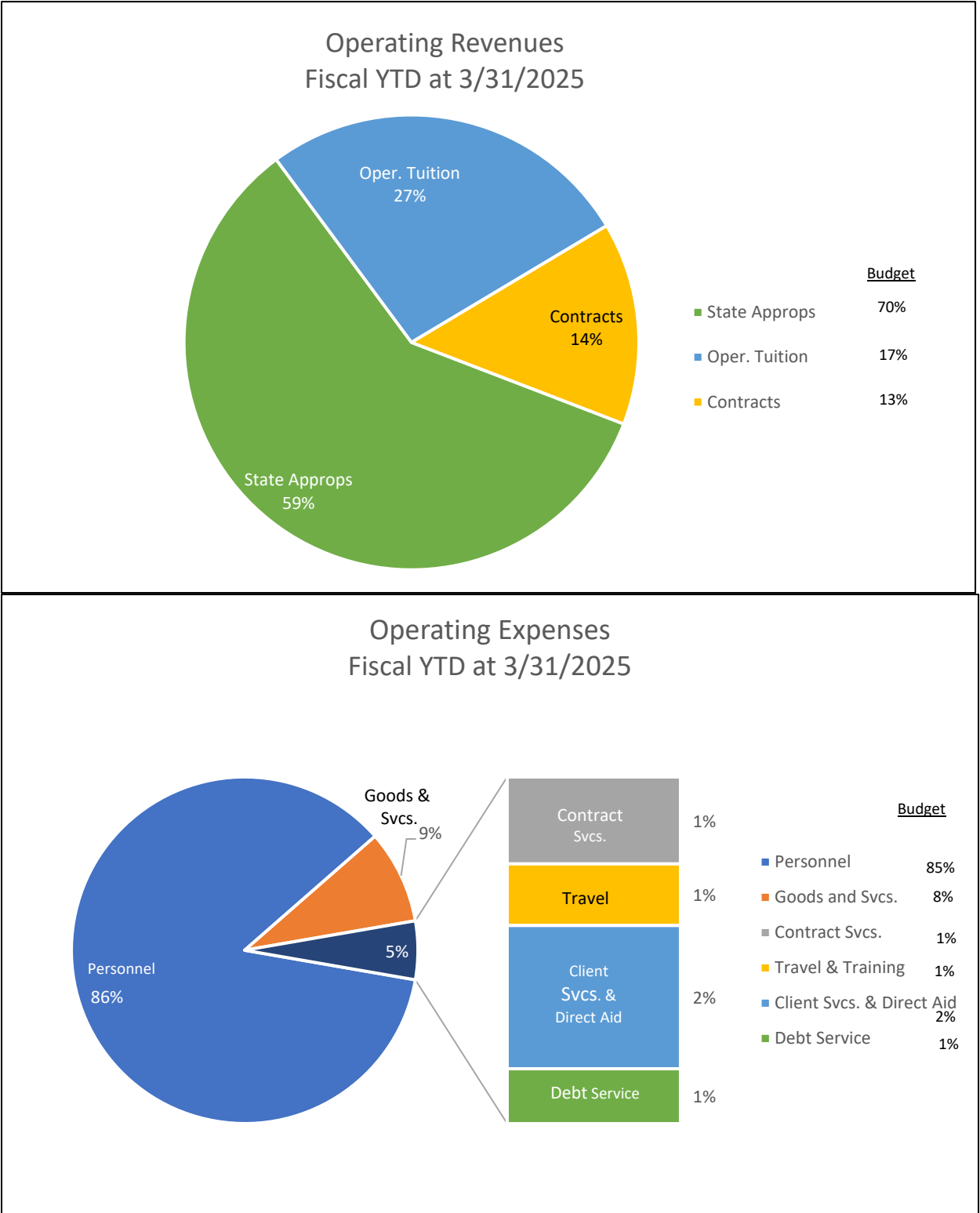
- The Accreditation Committee continues to discuss the accreditation standards, under Standard 2, in preparation for our 2026 PRFR report.
- Each standard has an identified ET member (or designee) who is the lead and responsible for the institution complying with that standard.

- So the Committee discusses with the ET member what work we need to do between now and 2026, like updating specific policies or writing new policies.
- For example, Cat and Ben are responsible for standard 2.D.1 and they discussed that standard with the Committee in March.
- We are documenting our work in the written PRFR report as we go. Much of it is already drafted.

Shoreline Community College
Total of Operating, Grants, and Contracts Funds
Fiscal Year-to-Date (YTD) at 3/31/2025



Shoreline Community College
Operating Funds
Fiscal Year-to-Date (YTD) at 3/31/2025



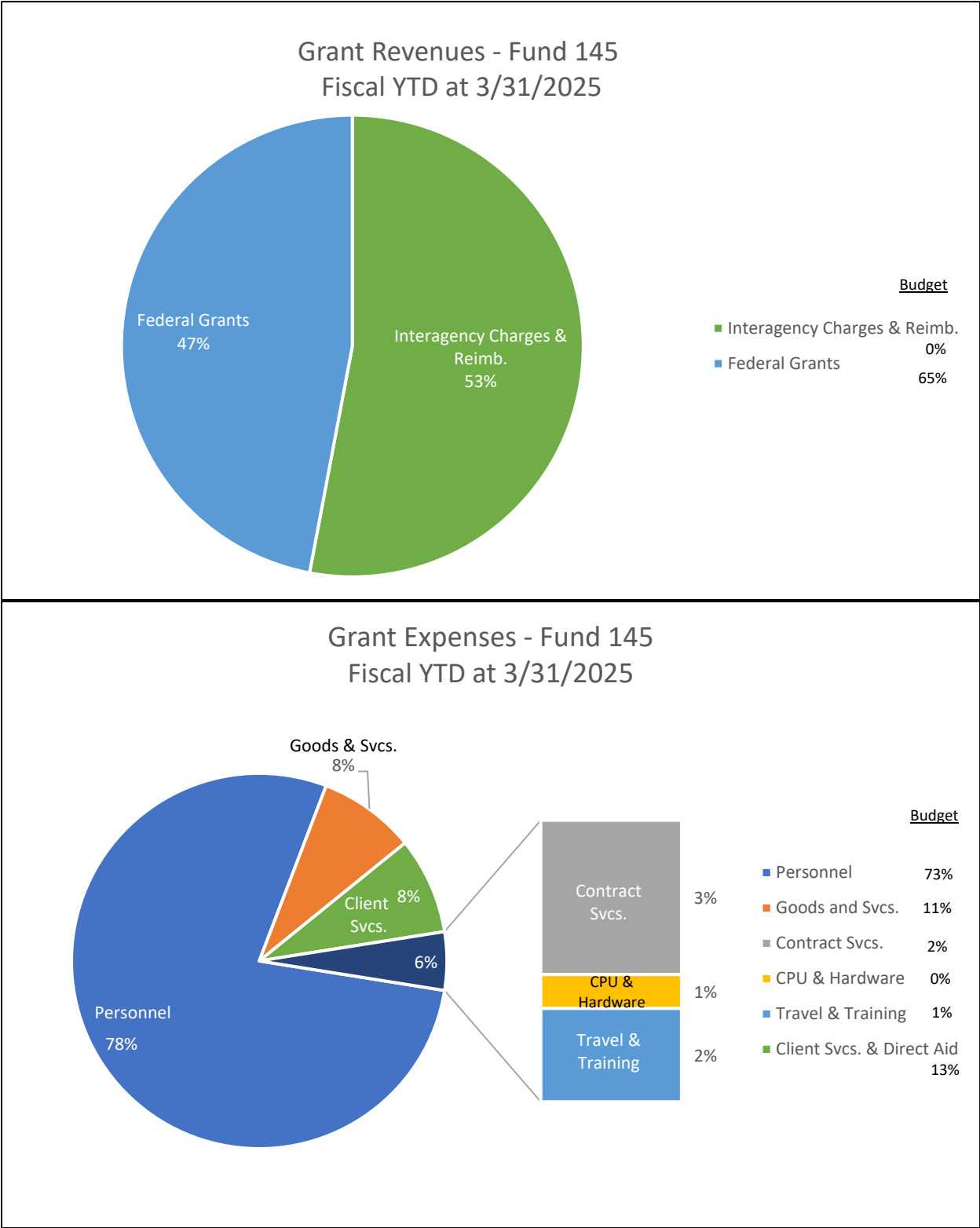
Ln.	Year-over-Year Comparison of Actuals				YTD Percent of Budget	
	(A) Prior YTD at 03/31/2024	(B) Current YTD at 03/31/2025	(B) - (A) CY to PY Inc./ (Decr.)	% Change	(C) 2024-25 Budget	(B) / (C) % of Budget
Ln. Operating Revenues and Transfers						
1. State Operating Appropriations	\$ 19,889,149	\$ 21,521,809	\$ 1,632,660	8.2%	\$ 40,085,208	53.7%
2. Operating Tuition	7,538,759	9,686,316	2,147,557	28.5%	9,776,902	99.1%
Subtotal Operating Approps. and Tuition	27,427,908	31,208,125	3,780,217	13.8%	49,862,110	62.6%
Operating Expense Transfers:						
4. International Education	2,447,844	3,452,408	1,004,564	41.0%	4,995,681	69.1%
5. Running Start	931,812	1,443,752	511,940	54.9%	1,925,000	75.0%
6. CECO	236,520	354,788	118,268	50.0%	473,048	75.0%
7. CEP	75,000	-	(75,000)	-100.0%	50,000	0.0%
Subtotal Operating Expense Transfers	3,691,176	5,250,948	1,559,772	42.3%	7,443,729	70.5%
Total Revenues and Expense Transfers	\$ 31,119,084	\$ 36,459,073	\$ 5,339,989	17.2%	\$ 57,305,839	63.6%
Operating Expenses						
Personnel Expenses						
8. Exempt Employee Salaries and Wages	4,450,999	4,524,620	73,621	1.7%	\$ 6,123,952	73.9%
9. Full-Time Faculty Salaries and Wages	5,170,097	3,239,871	(1,930,226)	-37.3%	11,601,617	27.9%
10. Part-Time Faculty Salaries and Wages	7,397,613	8,372,749	975,136	13.2%	9,652,752	86.7%
11. Classified Employee Salaries and Wages	4,583,389	5,573,314	989,925	21.6%	8,851,434	63.0%
12. Part-Time Hourly and Students Wages	212,207	286,326	74,119	34.9%	1,221,077	23.4%
13. Employee Benefits	7,083,559	7,001,117	(82,442)	-1.2%	11,422,504	61.3%
Subtotal Personnel Expenses	28,897,864	28,997,997	100,133	0.3%	48,873,335	59.3%
Current and Capital Expenses						
Goods and Services	3,063,873	2,942,808	(121,065)	-4.0%	4,491,289	65.5%
14. Supplies and Materials	408,610	322,278	(86,332)	-21.1%		
15. Other Goods and Services	299,815	135,789	(164,026)	-54.7%		
16. Utilities, Recycling, and Waste Disposal	1,017,887	1,143,747	125,860	12.4%		
17. WA State Agency Services	109,270	59,387	(49,883)	-45.7%		
18. Legal, Acct., and Audit Services	85,165	182,817	97,652	114.7%		
19. Insurance Premiums	76,981	181,831	104,850	136.2%		
20. Furniture and Equipment - Non-Cap.	7,685	31,740	24,055	313.0%		
21. Software License And Maint. - Non-Cap.	556,376	506,275	(50,101)	-9.0%		
22. Subscriptions and Periodicals	132,515	129,238	(3,277)	-2.5%		
23. Repairs and Maintenance	123,604	117,255	(6,349)	-5.1%		
24. Voice and Data Transmission Services	134,733	124,284	(10,450)	-7.8%		
25. Banking and Merchant Fees	111,232	8,167	(103,065)	-92.7%		
26. Contracted Services	553,407	462,387	(91,020)	-16.4%	756,226	61.1%
27. Capital Outlays - Fixed Assets	35,743	101,708	65,965	184.6%	698,318	14.6%
28. Computers and Related Hardware - Non-Cap.	102,972	23,193	(79,779)	-77.5%	423,346	5.5%
29. Travel and Training	159,280	327,209	167,929	105.4%	392,408	83.4%
30. Client Services and Direct Aid	806,094	761,462	(44,632)	-5.5%	1,078,474	70.6%
31. Debt Service	-	291,265	291,265	-	592,443	49.2%
Subtotal Current and Capital Expenses	\$ 4,721,369	\$ 4,910,032	\$ 188,663	4.0%	\$ 8,432,504	58.2%
Total Operating Expenses	\$ 33,619,233	\$ 33,908,029	\$ 288,796	0.9%	\$ 57,305,839	59.2%
Operating Reserves Increase (Decrease)	\$ (2,500,149)	\$ 2,551,044	\$ 5,051,193	-202.0%	\$ -	
Operating Reserves Beg. Balance at July 1	\$ 6,059,561	\$ 4,072,760	\$ (1,986,801)	-32.8%	\$ 4,072,760	
32. Operating Reserves at 03/31/20XX	\$ 3,559,412	\$ 6,623,804	\$ 3,064,393	86.1%	\$ 4,072,760	

Note: Please refer to next page for explanations and variance analysis for selected items.

SHORELINE COMMUNITY COLLEGE
FINANCIAL REPORT - OPERATING FUNDS
VARIANCE ANALYSIS OF LINE ITEMS GREATER THAN \$100,000 AND 10%
MONTH ENDED MARCH 31, 2025

Line	Description	Analysis
REVENUES		
1.	State Operating Appropriations	Timing difference of revenues because SBCTC automatically disbursing state approps to colleges based upon cTcLink general ledger expenses. College no longer manually requests funds reimbursements as in prior years. Additional reimbursements of \$1.4 million due from State.
2.	Operating Tuition	During Prior Fiscal Year-End (FYE) 2023 close, unearned revenue for Summer 2023 tuition was not properly booked. Cannot adjust prior year per SBCTC.
OPERATING EXPENSE TRANSFERS		
4.	International Education	-Timing difference in prior year FY24 operating expense transfers.
5.	Running Start	-Operating expense transfers brought current through 3/31/2025.
6.	CECO	
PERSONNEL EXPENSES		
9.	Full-Time Faculty Salaries and Wages	-Timing difference in prior year FY24 operating expense transfers. Will catch up a fiscal year end.
13.	Employee Benefits	-Operating expense transfers brought current through 3/31/2025.
10.	Part-Time Faculty Salaries and Wages	Recurring salary rate increases this year due to COLA adjustment, and Faculty Union prior year compensation bargaining completed and retroactively payments charged in June 2024 and not reflected in prior FY 2024 expenses column "A."
11.	Classified Employee Salaries and Wages	
CURRENT AND CAPITAL EXPENSES		
15.	Other Goods and Services	Decreases primarily in Nursing Dept. expenses compared to prior year.
16.	Utilities, Recycling, and Waste Disposal	Utility pricing increases and full year of Cedar building online.
19.	Insurance Premiums	Timing difference of insurance premiums not paid as of 3/31 last year compared to this year.
25.	Banking and Merchant Fees	Prior FY amount due to Jan-Feb 2022 Bank Reconciliation Entries to post and record banking fees in the general ledger (G/L).
29.	Travel and Training	During Prior FYE 2023 close, Travel expense accrual was not properly booked showing incorrect reduced expenses in prior year. Cannot adjust prior year per SBCTC.
31.	Debt Service	College Certificates of Participation (COP's) bond payment made to WA State Treasury for Dec 1st. Next payment made on June 1st.

Shoreline Community College
Grants Funds 145
Fiscal Year-to-Date (YTD) at 3/31/2025



SHORELINE COMMUNITY COLLEGE
FINANCIAL REPORT - GRANT FUNDS 145
MONTH ENDED MARCH 31, 2025

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		Year-over-Year Comparison of Actuals				YTD Percent of Budget	
		(A)	(B)	(B) - (A)		(C)	(B) / (C)
		Prior YTD at 03/31/2024	Current YTD at 03/31/2025	CY to PY Inc./ (Decr.)	% Change	2024-25 Budget	% of Budget
Ln. Grant Revenues							
1.	Intercollege and Interagency Charges & Reimbursements	\$ 694,477	\$ 723,308	\$ 28,831	4.2%	\$ -	
2.	Federal	522,160	642,128	119,968	23.0%	1,508,617	42.6%
3.	State and Local	(15,000)	-	15,000		758,818	0.0%
4.	Private	-	-	-		64,500	0.0%
Total Grant Revenues		\$ 1,201,637	\$ 1,365,436	\$ 163,799	13.6%	\$ 2,331,935	58.6%
Grant Expenses							
Personnel Expenses							
5.	Exempt Employee Salaries and Wages	209,314	140,384	(68,930)	-32.9%	\$ 286,685	49.0%
6.	Full-Time Faculty Salaries and Wages	79,645	79,581	(64)	-0.1%	132,951	59.9%
7.	Part-Time Faculty Salaries and Wages	204,936	197,810	(7,126)	-3.5%	375,917	52.6%
8.	Classified Employee Salaries and Wages	216,561	275,725	59,165	27.3%	353,556	78.0%
9.	Part-Time Hourly and Students Wages	42,622	105,746	63,124	148.1%	131,316	80.5%
10.	Employee Benefits	242,246	227,978	(14,268)	-5.9%	412,812	55.2%
Subtotal Personnel Expenses		995,324	1,027,226	31,902	3.2%	1,693,238	60.7%
Current and Capital Expenses							
11.	Goods and Services	108,181	109,649	178	0.2%	265,496	41.3%
12.	Supplies and Materials	13,983	14,666	683	4.9%		
13.	Other Goods and Services	67,762	70,120	2,358	3.5%		
14.	Utilities, Recycling, and Waste Disposal	-	-				
15.	WA State Agency Services	-	-				
16.	Legal, Acct., and Audit Services	15,000	-	(15,000)	-100.0%		
17.	Insurance Premiums	-	-				
18.	Furniture and Equipment - Non-Cap.	8,909	10,199				
19.	Software License And Maint. - Non-Cap.	232	14,321	14,089	6082.6%		
20.	Subscriptions and Periodicals	2,295	-	(2,295)	-100.0%		
21.	Repairs and Maintenance	-	-				
22.	Voice and Data Transmission Services	-	344	344	-		
23.	Banking and Merchant Fees	-	-				
24.	Contracted Services	27,141	36,093	8,953	33.0%	55,250	65.3%
25.	Capital Outlays - Fixed Assets	-	-	-			
26.	Computers and Related Hardware - Non-Cap.	65,244	7,949	(57,296)	-87.8%		
27.	Travel and Training	6,667	21,834	15,167	227.5%	24,715	88.3%
28.	Client Services and Direct Aid	52,180	109,173	56,993	109.2%	293,236	37.2%
29.	Debt Service	-	-	-			
Subtotal Current and Capital Expenses		\$ 259,412	\$ 284,698	\$ 23,995	9.2%	\$ 638,697	44.6%
Total Grant Expenses		\$ 1,254,736	\$ 1,311,924	\$ 55,897	4.5%	\$ 2,331,935	56.3%
Grant Reserves Increase (Decrease)		\$ (53,099)	\$ 53,512	\$ 107,902	-203.2%	\$ -	

Note: Please refer to next page for explanations and variance analysis for selected items.

SHORELINE COMMUNITY COLLEGE
FINANCIAL REPORT - GRANT FUNDS 145
VARIANCE ANALYSIS OF LINE ITEMS GREATER THAN \$25,000 AND 10%
MONTH ENDED MARCH 31, 2025

Line	Description	Analysis
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GRANT REVENUES

2.	Federal Grants	We are current on invoicing and drawdown of federal grant funds.
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PERSONNEL EXPENSES

5.	Exempt Employee Salaries and Wages	Less expenses in the SIP Grant personnel expenses this fiscal year compared to prior year.
8.	Classified Employee Salaries and Wages	More personnel expenses across all grants during this fiscal year compared to prior year.
9.	Part-Time Hourly and Students Wages	More WorkFirst student work study expenses during this fiscal year compared to prior year.

CURRENT AND CAPITAL EXPENSES

26.	Computers and Related Hardware - Non-Capitalized	Equipment purchased last year under Dept. of Commerce Energy Grant.
28.	Client Services and Direct Aid	Increased expenses in WorkFirst Delivery Grant compared to last year.

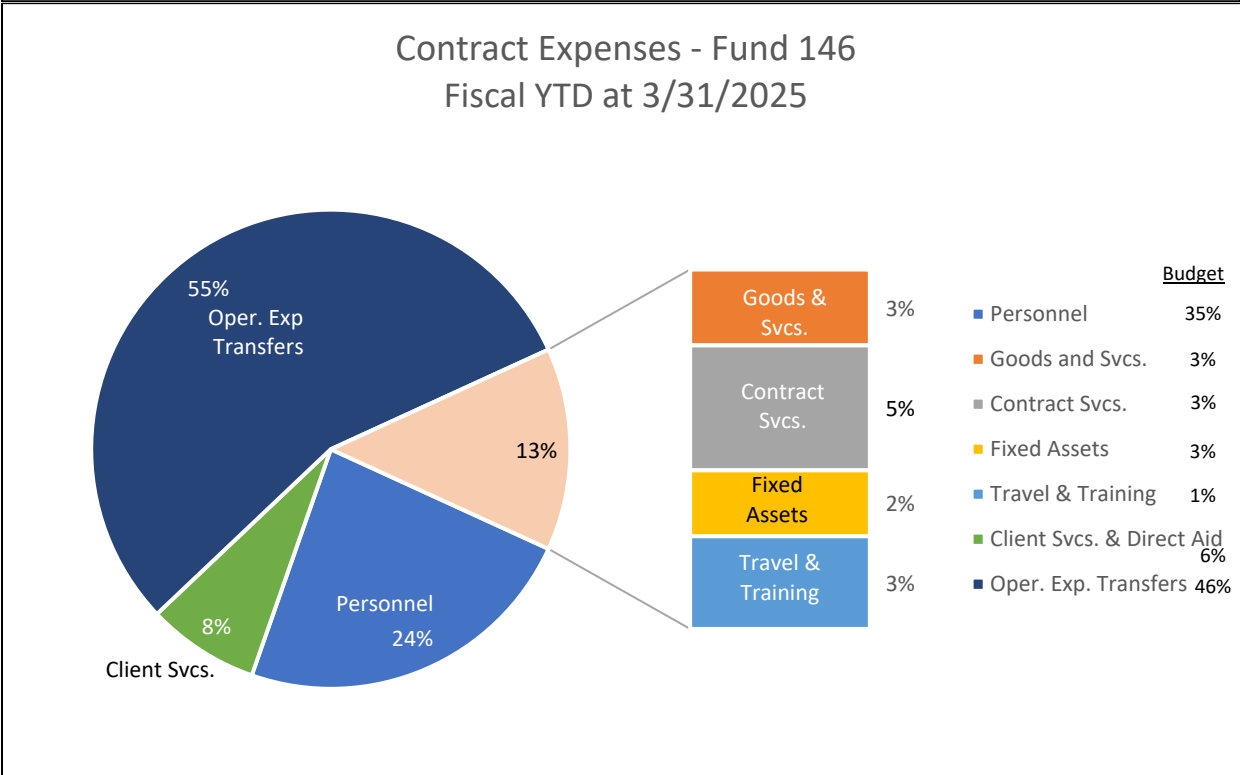
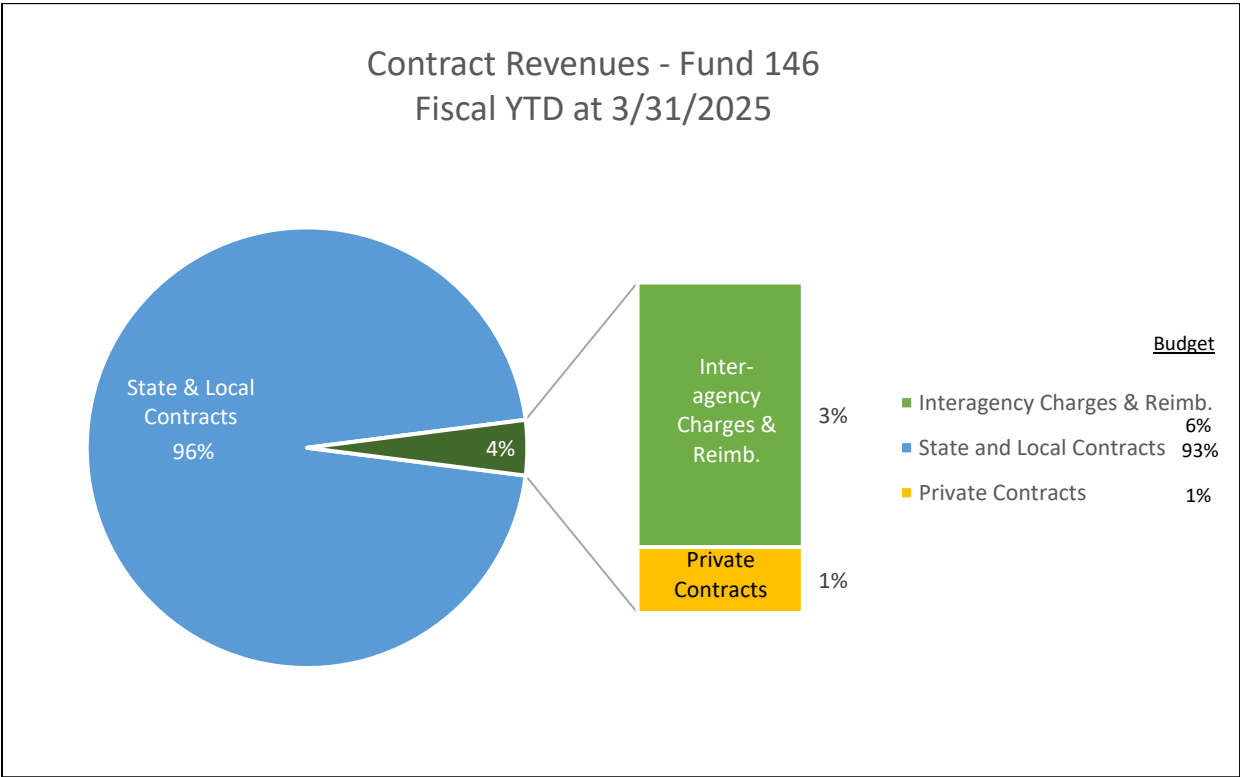
SHORELINE COMMUNITY COLLEGE
LIST OF ALL FEDERAL, STATE, AND LOCAL GRANT AWARDS
MONTH ENDED MARCH 31, 2025

FEDERAL GRANT AWARDS			
Name	Grantor	Grant Period	TOTAL Award
SIP: Title III Strengthening Institutions Program	U.S. Dept of Education	10/1/21 - 9/30/26	\$ 2,222,875
AANAPISI: Title III Asian American, Native American & Pacific Islander Serving Institutions Program	U.S. Dept of Education	10/1/21 - 9/30/26	\$ 1,198,272
IUSE: Innovation in Two-Year College STEM Education	National Science Foundation (NSF)	10/1/24 - 9/30/27	\$ 499,954
Biotech Hub	National Science Foundation (NSF)	5/15/21 - 11/30/25	\$ 453,564
Indian River State College - Subaward	National Science Foundation (NSF)	2022 - 25	\$ 104,466
IDEAS (Increase & Diversify Education Abroad for U.S. Students)	U.S. Dept of State	8/1/23 - 7/31/25	\$ 34,995
TOTAL FEDERAL GRANT AWARDS			\$ 4,514,126

STATE AND LOCAL GRANT AWARDS			
Name	Grantor	Grant Period	TOTAL Award
Worker Retraining Program	SBCTC	7/1/24 - 6/30/25	\$ 1,412,698
BFET Grant*	SBCTC	10/1/24 - 9/30/25	\$ 492,245
Workfirst Delivery Agreement	SBCTC	7/1/24 - 6/30/25	\$ 423,129
Perkins Plan*	SBCTC	7/1/24 - 6/30/25	\$ 278,033
BEdA (Basic Education for Adults) Master Grant*	SBCTC	7/1/24 - 6/30/25	\$ 267,694
BEdA New Arrivals Funds*	SBCTC	7/1/24 - 6/30/25	\$ 195,000
Nursing FTE Expansion Grant	SBCTC	9/30/24 - 6/30/25	\$ 180,000
SSEH (Supporting Students Experiencing Homelessness)	SBCTC	7/1/24 - 6/30/25	\$ 115,000
Career Launch Capital Equipment Funding (Biotech)	SBCTC	7/1/24 - 6/30/25	\$ 107,000
2023-25 High Demand Funding for NAC	SBCTC	7/1/23 - 6/30/24	\$ 91,693
BEdA IELCE*	SBCTC	7/1/24 - 6/30/25	\$ 67,331
I-BEST Allocation	SBCTC	7/1/23 - 6/30/26	\$ 41,028
Math Placement grant	SBCTC	7/1/24 - 6/30/25	\$ 10,000
SEAG (Student Emergency Assistance Grant)	SBCTC	1/28/25 - 6/30/25	\$ 7,500
2023-24 Misc General Grant	SBCTC	1/1/24 - 6/30/24	\$ 4,000
SUBTOTAL of SBCTC Grant Awards:			\$ 3,692,351
TTRPG (Table Top Role Playing Games) Innovation Grant	Washington State Library	2024 - 2025	\$ 1,868
Biotech Internship Expansion	Washington Research Foundation	2024 - 2026	\$ 93,030
WSAC Universal Transfer Explorer Project	WA Student Achievement Council (WASAC)	4/19/24 - 6/30/25	\$ 6,500
General Clean Energy Grant	WA State Dept of Commerce	7/1/24 - 6/30/25	\$ 533,389
SUBTOTAL of Other WA State Grant Awards:			\$ 634,787
Bridge to Finish Grant (Benefits Hub)	United Way-King County	7/1/24 - 6/30/25	\$ 160,000
SUBTOTAL of Local Grant Awards:			\$ 160,000
TOTAL STATE AND LOCAL GRANT AWARDS			\$ 4,487,138
TOTAL OF ALL FEDERAL, STATE, AND LOCAL GRANT AWARDS			\$ 9,001,264

*NOTE: These WA State Grant Awards are Federal Pass-Thru Grants.

Shoreline Community College
Contracts Funds 146
Fiscal Year-to-Date (YTD) at 3/31/2025



Ln.	Year-over-Year Comparison of Actuals				YTD Percent of Budget	
	(A) Prior YTD at 03/31/2024	(B) Current YTD at 03/31/2025	(B) - (A) CY to PY Inc./ (Decr.)	% Change	(C) 2024-25 Budget	(B) / (C) % of Budget
Ln. Contract Revenues						
1. Intercollege and Interagency Charges & Reimbursements	\$ 453,391	\$ 366,551	\$ (86,840)	-19.2%	\$ 1,000,000	36.7%
2. Federal	2,160	4,375	2,215	-	-	-
3. State and Local	8,995,198	10,864,527	1,869,330	20.8%	15,990,014	67.9%
4. Private	76,902	91,515	14,613	19.0%	150,000	61.0%
Total Contract Revenues	\$ 9,527,651	\$ 11,326,969	\$ 1,799,318	18.9%	\$ 17,140,014	66.1%
Contract Expenses						
Personnel Expenses						
5. Exempt Employee Salaries and Wages	544,825	588,087	43,263	7.9%	\$ 710,309	82.8%
6. Full-Time Faculty Salaries and Wages	283,244	344,867	61,623	21.8%	2,321,733	14.9%
7. Part-Time Faculty Salaries and Wages	165,689	151,853	(13,836)	-8.4%	246,668	61.6%
8. Classified Employee Salaries and Wages	540,946	496,692	(44,254)	-8.2%	1,002,174	49.6%
9. Part-Time Hourly and Students Wages	71,404	97,376	25,972	36.4%	164,794	59.1%
10. Employee Benefits	590,042	557,046	(32,996)	-5.6%	1,496,075	37.2%
Subtotal Personnel Expenses	2,196,150	2,235,922	39,772	1.8%	5,941,752	37.6%
Current and Capital Expenses						
11. Goods and Services	227,727	274,010	46,283	20.3%	574,959	47.7%
12. Supplies and Materials	64,320	37,629	(26,691)	-41.5%		
13. Other Goods and Services	7,254	205,614	198,360	2734.6%		
14. Utilities, Recycling, and Waste Disposal	-	-				
15. WA State Agency Services	-	-				
16. Legal, Acct., and Audit Services	2,146	1,223	(923)	-43.0%		
17. Insurance Premiums	-	-				
18. Furniture and Equipment - Non-Cap.	15,602	738	(14,864)	-95.3%		
19. Software License And Maint. - Non-Cap.	21,442	1,513	(19,929)	-92.9%		
20. Subscriptions and Periodicals	-	1,233	1,233	-		
21. Repairs and Maintenance	99,725	13,777	(85,947)	-86.2%		
22. Voice and Data Transmission Services	17,239	12,283	(4,957)	-28.8%		
23. Banking and Merchant Fees	-	-				
24. Contracted Services	489,552	452,001	(37,551)	-7.7%	577,091	78.3%
25. Capital Outlays - Fixed Assets	-	238,726	238,726	-	471,450	50.6%
26. Computers and Related Hardware - Non-Cap.	1,493	612	(880)	-59.0%	112,470	0.5%
27. Travel and Training	280,989	334,651	53,662	19.1%	237,041	141.2%
28. Client Services and Direct Aid	423,076	720,056	296,980	70.2%	1,037,886	69.4%
29. Debt Service	343,636	-	(343,636)	-	343,636	0.0%
30. Operating Expense Transfers	3,691,176	5,250,948	1,559,772	42.3%	7,843,729	66.9%
Subtotal Current and Capital Expenses	\$ 5,457,649	\$ 7,271,005	\$ 1,813,356	33.2%	\$ 11,198,262	64.9%
Total Contract Expenses	\$ 7,653,799	\$ 9,506,927	\$ 1,853,128	24.2%	\$ 17,140,014	55.5%
Contract Reserves Increase (Decrease)	\$ 1,873,852	\$ 1,820,042	\$ (53,810)	-2.9%	\$ -	

Note: Please refer to next page for explanations and variance analysis for selected items.

SHORELINE COMMUNITY COLLEGE
FINANCIAL REPORT - CONTRACT FUNDS 146
VARIANCE ANALYSIS OF LINE ITEMS GREATER THAN \$25,000 AND 10%
MONTH ENDED MARCH 31, 2025

Line	Description	Analysis
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CONTRACT REVENUES

1.	Intercollege and Interagency Charges & Reimbursements	Decrease in current Fiscal Year (FY) 2025 CECO invoicing in process due to delay in agreement signing while in legal review by both parties.
3.	State and Local Contracts	During Prior Fiscal Year-End (FYE) 2023 close, unearned revenue for Summer 2023 tuition was not properly booked. Cannot adjust prior year per SBCTC.

PERSONNEL EXPENSES

6.	Full-Time Faculty Salaries and Wages	Increase in Int'l Ed. personnel expenses compared to prior year.
9.	Part-Time Hourly and Students Wages	

CURRENT AND CAPITAL EXPENSES

13.	Other Goods and Services	Int'l Educ. Other Goods Expense Accruals: None entered at prior fiscal year-end close.
21.	Repairs and Maintenance	Repairs and Maintenance expense last year for Cybersecurity Recovery and Mitigation.
25.	Capital Outlays - Fixed Assets	Increase in current FY 2025 due to CECO Learning Center North Remodel Project design and engineering fees. King County reimbursing College for this project.
27.	Travel and Training	Higher Int'l Educ. Training Expense this year compared to last year due to increased recruitment efforts.
28.	Client Services and Direct Aid	Current fiscal year-to-date (YTD) increase primarily due to CECO payment of direct client services compared to prior year.
29.	Debt Service	Foundation billing for Certificate of Participation (COP) debt payment occurred earlier in prior fiscal year compared to current fiscal year.
30.	Operating Expense Transfers	-Timing difference in prior year FY24 operating expense transfers. -Operating expense transfers brought current through 3/31/2025.



7000 Campus Living

Occupancy Updates & Multi-Year Plan

Derek Levy

Dean of Student Support & Success

Sundi Musnicki

Acting Director, Student Leadership & Residential Life



1

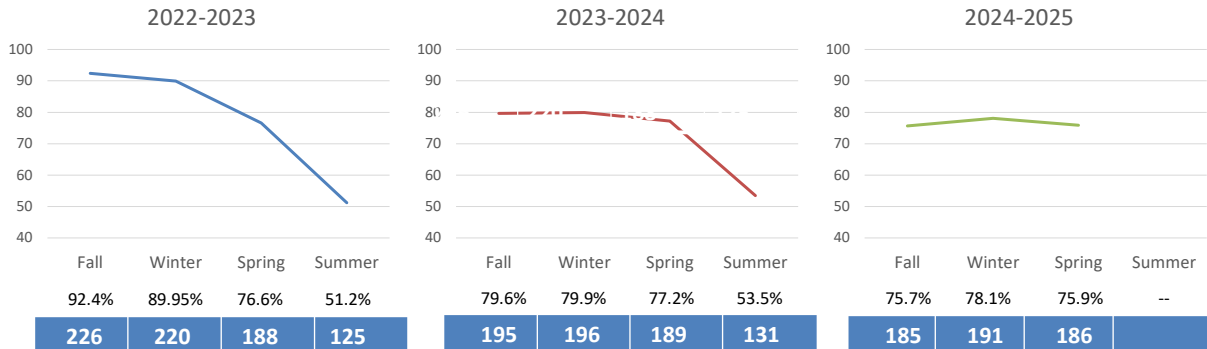
7000 At a Glance

- Capacity: 245 beds
- Double studios, 2-, 4-bedroom units
- All utilities provided
- On-site housing office
- Live-in student and professional staff
- After-hours (weekday) and 24-hour (weekend) on-call support



2

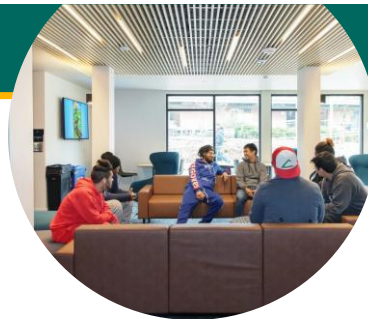
Occupancy 2022 to Present



3

Factors Affecting Occupancy

- New living options within walking distance of campus:
 - Comparable or lower pricing for full apartments or more space
 - Flexible occupancy e.g., shared bedrooms
 - Absence of policies and expectations off campus
 - Ability to live with friends/family



4

7000 Financials

- History
- Current cash Deficit is \$3.3 million
- Occupancy at 90% covers the \$2.1M annual debt service
- Occupancy above 90% and/or higher rental rates supports equipment / furnishings replacement cycle and build-up of reserve



5

Ongoing & In-Progress Initiatives

- Weekly and special event tabling and building/unit tours
- Weekly resident engagement opportunities
- Summer open house event
- Summer intern housing
- In-unit air conditioning
- Build on existing relationships with Athletics, CECO, Auto



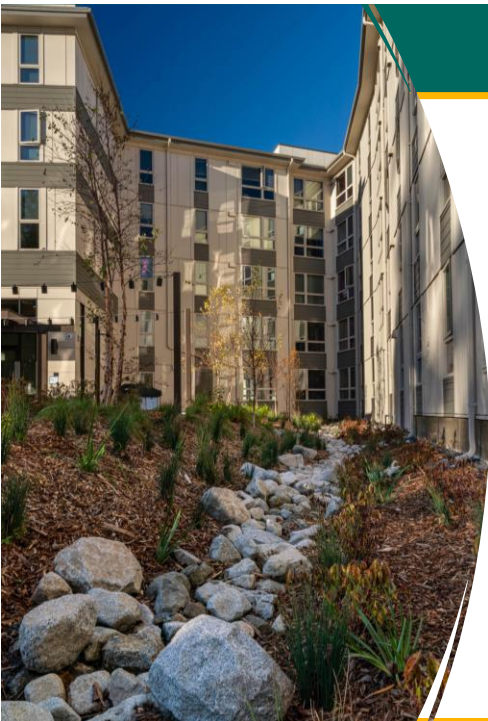
6



Occupancy Plan: Year 1

- Updated banners and print materials (with rebranded identity)
- Front-load housing costs to incentivize retention (*anticipated*)
- Completion of digital signage upgrade
- Greater incorporation of campus resources into resident engagement
- Increased collaboration with spec. populations
 - Automotive, CECO, Veterans

7



Occupancy Plan: Year 1

- Incentives for early sign-up, referrals, and renewals
- Increase assessment outreach to gather and respond to student feedback
- Relocate resident parking area to increase access/convenience/safety
- Adjust cancellation policy to reduce early move-outs

8



Occupancy Plan: Year 2

- Summer consolidation & expanded summer conference operations
 - NW Business Week (Summer 2026)
- Add housing to tuition/fee payments to be made through ctcLink
 - Allow for Financial Aid to cover housing
- (Re)development of Living Learning Community program
 - Gender Inclusive, Leadership, Global Village

9



Occupancy Plan: Year 2

- Increase communication and partnership with Athletics
- Explore further adjustments to application process & pricing structure
 - 2nd year guarantee
 - Reduced rate for summer housing
 - Remove credit check requirement (once housing can be paid for via ctcLink)

10



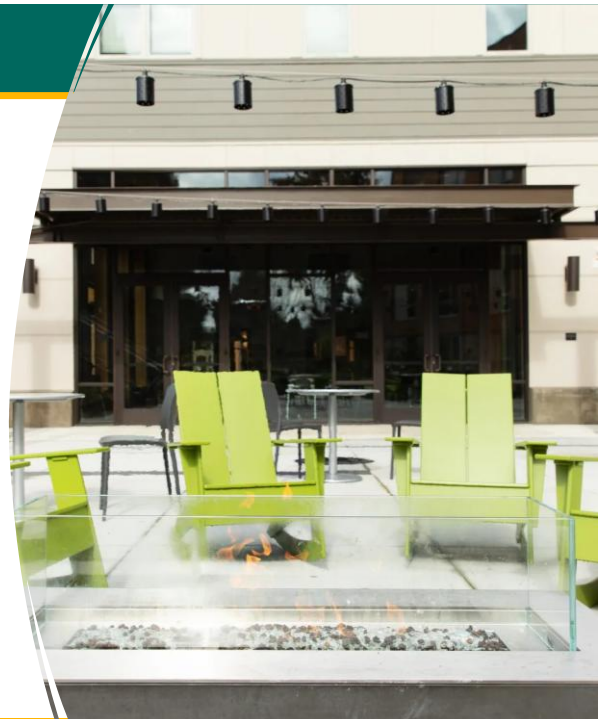
Occupancy Plan: Year 3+

- Continue to explore opportunities to revise/expand
 - Marketing, outreach, and incentives
 - Value-added services/support
 - Streamline processes to reduce barriers for students
 - New collaborations with neighbor colleges and local businesses/organizations
 - Continuous assessment of existing efforts to be responsive to students wants and needs

11

Occupancy Goals

	25-26	26-27	27-28
Fall	85%	90%	96%
Winter	83%	88%	94%
Spring	80%	85%	90%
Summer	60%	70%	80%



12

Thank You

Questions?



Hello, my name is Norah Peters, and I am the Chief Shop Steward for the Classified Staff Union, WFSE local 304. I would like my remarks to be added to the record.

Before I get into the true substance of my statement, I am happy to see that we have returned to recording these meetings. However, I haven't seen any recordings sent out yet. I don't want to let this matter slide to the side as I do still believe that allowing access to this meeting for staff members who cannot attend is very important to our goals of shared governance.

That out of the way, we are well into our final quarter for the 2024-2025 academic year, and your Classified Staff are hard at work finishing up this year while looking forward to the next one.

As I am sure should come as no surprise, there is a heightened level of stress among the classified staff (and really all employees of the college) when it comes to the state's budget crisis. We are disappointed in the stance taken by our Governor when it came to his assessment of both the Senate and House budget proposals and stand firm with our union members on our belief that state workers already pay more than their fair share in terms of taxes and being radically underpaid. We do not believe furloughs are the answer to the situation and urge anyone who agrees with us to contact their representatives and the Governor's office directly.

We are also concerned about the happenings at the national level and note the anti-union, anti-diversity, and the anti-education stance of the current administration. We stand with Shoreline Community College, believing in the importance of diversity, equity, inclusion, and accessibility in building a better tomorrow. We stand with our members who are seeing direct impacts to their lives already. We have heard of people who have partners and family members losing federal jobs, we hear about the fears for the safety of their friends and families. The stress is adding up and it is taking a toll on the physical and mental health of our classified staff.

To that end, we need local support and help making sure systems on campus are working for and not against our employees to reduce workplace stress where we can. We cannot directly control what is happening in DC or Olympia. But where can we make changes on our campus to help ease stress? I am sure some, if not all of you, have heard about the plumbing drama of the 5000 building. The building was shut down for a day and a half to address immediate concerns, and we are happy to have it back open today. However, the real problem is a series of failures that stretch back nearly a decade. We understand funding is always an issue but making little fix after little fix adds up as well and will ultimately lead to much bigger emergencies. Emergencies aren't cheap and cause undue stress, especially for the employees most impacted by water draining down onto desks. This is just one example of places we need to focus on to make life better for our staff and our students – as FOSS is visited by all students at one time or another.

We do appreciate the continued transparency about what is happening at the state level, and we know that President Kahn is advocating for the college and for us. We look forward to working with the administration to find ways to cut the school's budget, if necessary, that will not impact the jobs of permanent workers on campus. That will definitely help relieve some of the stress that we are all feeling.

Thank you for your time.

April 23, 2025

Prof. Ajay Mendoza
Shoreline Community College
16101 Greenwood Avenue North, Office 2311
Shoreline, WA 98133-5696

Board of Trustees
Shoreline Community College
16101 Greenwood Avenue North
Shoreline, WA 98133-5696

Greetings Chair Ringer, and Esteemed Board of Trustees,

Thank you for the opportunity to share this message with you today. It is a privilege to serve as the incoming Chair of the Faculty Senate Council (FSC) at Shoreline Community College. This is my first communication to the Board of Trustees as Chair of FSC, as Professor Rashawn Smith transitions from his Chair role to focus on leading from other spheres within his influence; of which span widely and are felt campus-wide.

As I begin this role, I want to affirm my commitment—and that of the entire Faculty Senate and Council—to the continued fulfillment of our duties and responsibilities in accordance with our established bylaws and parliamentary procedures. I want to thank Prof. Smith for his thoughtful, intentional, and steadfast leadership in his time as Chair, and Representative on the Senate. His example sets a precedent of collaboration, advocacy, and good faith.

The Faculty Senate remains dedicated to serving as a vital conduit for faculty voices, to fostering open and collaborative dialogue across the college, and to advancing policies and practices that support student success, academic integrity, and institutional equity.

In the months ahead, we will focus on strengthening and leaning into our internal processes, deepening engagement across all divisions, and ensuring that faculty are active partners in the shared governance of Shoreline Community College. We recognize the important role of the Faculty Senate in supporting institutional planning, policy development, and academic excellence, and we look forward to continuing this work in partnership with the administration, the classified staff, our labor unions, and this Board.

I regret that I am not giving this address in person, but am currently with the Senate as we work towards the business of our Council appointment of a Vice Chair Pro Term to succeed me, and preparing for the Vice Chair elections this Spring Term for the incoming Vice Chair-elect by September 1, 2025 as per our bylaws (among other Senate business). I look forward to being in-person with you all in the near future, and plan to do so moving forward.

To the College community and stakeholders, the state of your Faculty Senate is strong, and it is strong because of you. It is strong because Shoreline is filled with staff, students, faculty, and administrators with big hearts, and big minds. There may be stormy skies ahead, but we look forward to standing shoulder to shoulder with the community to keep moving forward to get to the other side. That is the only way we will get through it, and we will do it together.

Thank you for your ongoing support and for your commitment to the mission of Shoreline Community College. I am energized and optimistic about what we can accomplish together in the near future.

Yours in service,

Dr. Ajay Mendoza
Professor of Nursing
Chair, Faculty Senate Council
Board Member, Washington State Board of Nursing

email: ajamora@shoreline.edu

CC ASG President, Shoreline Community College
 WFSE Chief Shop Steward, Classified Staff
 SCCFT President, Faculty
 President, Shoreline Community College
 Vice President of Instruction, Shoreline Community College

April 2025 Board Report

President's Report From the desk of Dr. Jack Kahn

I often start these messages with "it was a busy month," but that seems to be every month. In any case, welcome to our April report.

We recently celebrated our Winter 2025 Nursing graduates, and the Nursing pinning ceremony was wonderful as usual. You can't attend these without crying (at least a little!). Our faculty and staff are SO dedicated to our students and our students are incredible. Congratulations to all and thank you for all you do for our communities! Great job coordinating by Vice President Weng and Associate Dean LeAnn De Luna.

A few weeks ago, Lisa Keating from the Washington State LGBTQ Commission joined us on campus to speak to the community. Her stories were inspirational, and we learned so much about the phenomenal work the Commission is doing to support queer folks in WA State! Thank you to Board of Trustee members and all who joined.

That spirit of community continued with the Seattle-Tashkent Sister City Association's annual spring festival, also hosted here at SCC, and Associate Vice President Pardanani and I were able to attend and do a welcome opening.

We were fortunate to participate in some strong legislative advocacy this month. We enjoyed hosting US Senator Patty Murray and staff, and we appreciate her continued advocacy for education. It's always a great day when Senator Murray comes to town! And, thanks to our WAVES Center, we also had the privilege of hosting US Representative Pramila Jayapal. I have seen her present many times and every time I learn something new about her life, her leadership, and her passion. Thank you to Dr. Scott Kurashige and the WAVES Center for organizing this event!

In addition to on-campus advocacy events, I have also been attending semi-weekly meetings with other community college presidents and Representative Gregerson (she is the vice-chair of the appropriations committee-33rd leg district). We have been advocating for our budget needs, and in particular those of our staff and faculty.

What's Happening on Campus



President's Report From the desk of Dr. Jack Kahn

As part of our Strategic Plan we periodically hold fun, employee centered events on campus. At our first official Snacktacular Event, employees were exposed to a variety of munchies with an emphasis on sampling unique varieties (I was a fan of the pickle puffs for example). The event was packed, and a great way to connect with each other!

In addition to events and advocacy, our office has been engaged in risk management prioritization, college budget planning for the upcoming year, preparing and analyzing WA State budget projections, monitoring potential federal policy changes, and managing our usual day-to-day operations.

In case you need something to listen to while doing emails-- Yasir Ansari from SimplED did [this interview with me](#) at the Community Colleges for International Development- CCID conference in DC about Shoreline Community College and why International students should consider a community college education. It was great spending the time with him! Hope others enjoy and learn as well!

Cheers,

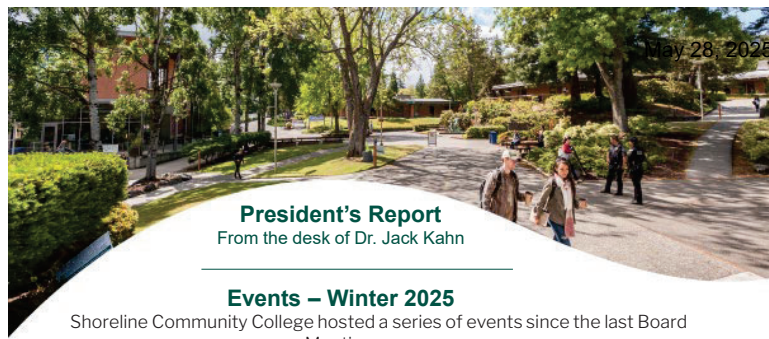
Jack



Left: Bonding with Arizona State University's Christopher Johnson -- and Sparky!

What's Happening on Campus





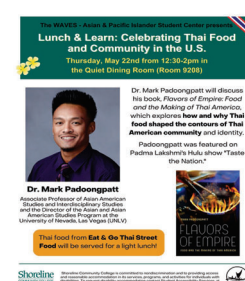
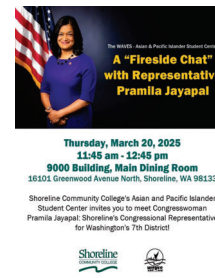
Top Row (L – R): Seattle-Tashkent Sister City Association spring festival, Running Start Info Night, Rep. Jayapal.
Middle Row (L – R): Lisa Keating from the Washington State LGBTQ Commission, Senator Murray with President Kahn and Trustees Stark, Ringer, Chan, and Wells.



Right: Nursing Pinning Ceremony



Campus Events and Outreach



Connections and Outreach

DOMESTIC STUDENTS• **Goals**

1. Increase Manufacturing enrollment by 5% (n=79 for all programs currently)
2. Increase Computer Science enrollment by 5% (n=5 for all programs currently)
3. Increase Recruitment-based events by 2 per month

• **Actions**

1. Collaborate with Workforce/Mary Lockman to design events to support Boeing employees with multiple manufacturing degrees that we offer within the next 30 days.
2. Continue to work with Orlando and other STEM instructors/FPC's to develop outreach/recruitment efforts and events by end of April 2025.

RUNNING START• **Goals**

1. Increase the Hispanic/Latinx Running Start population by 5% from our current 4.9% to 9.9% by Fall 2025.
2. Increase the Native Hawaiian/Pacific Islander Running Start population by 0.5% from our current 0.4% to 0.9% by Fall 2025.
3. Maintain all other HUM groups for Running Start at or above the current percentage.

• **Actions**

1. Successful Running Start Information Night, April 9, 2025.
2. Shoreline Orientation & Registration (SOAR) with two local high schools is scheduled in May 2025.

OUTREACH• **Goals**

1. Develop tracking system and effective qualitative goals for different Outreach events
2. Cross-reference Quantitative goals vs. Qualitative goals for Outreach and Advancement events
3. Deliver in-class events at different high schools (if possible) for 2025-26 academic year
4. Focus on promotion of non-degree certificate programs in Prof Tech.

• **Actions**

1. Maintaining Outreach Recruiter Calendar to collaborate with all recruiters & Career Navigators (bi-weekly)
2. Attended Careers in Health Science event at Seattle Center with Esther Lim (MLT) and Rachel Rawle (Biotechnology/Biomanufacturing (May 2025).
3. Present at high school and middle schools to AVID classes and others about attending Shoreline Community College. (April & May 2025).
4. Ensure that we are working with C & M to have clear and succinct deliverables regarding our certificate programs at High School events pertaining to our prof tech areas of study, mainly pertaining to manufacturing, computer science, biotech, and biomanufacturing (Spring/Summer 2025)

**Enrollment Updates****10th Day Enrollment Report – Spring 2025****Background**

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

10th Day Enrollment (Spring)

The data presented are for the full-time equivalents (FTE)² reflected in the 10th day census for Spring 2025 compared to final enrollment figures³ for the previous five spring quarters at Shoreline. **Figure 1** presents Total FTE enrollment; **Figure 2** displays the relative trends for three funding sources for students at the College – State-supported, International Contract, and Running Start. **Based on preliminary data, Spring enrollments have seen a 6.1% increase compared to last year's 10th day.**

**Figure 1. Winter 10th Day Census Enrollment - Total Full-Time Equivalent (FTE).****Figure 2. Winter 10th Day Census Enrollment - Full-Time Equivalent (FTE) Select Funding Source.**

¹ This report illustrates data captured on the 10th class day from the first day of classes, not including weekends or holidays, based on Washington State Board for Community & Technical College Policy Manual [Chapter 5 Section 5.40 Enrollment Census Data](#).

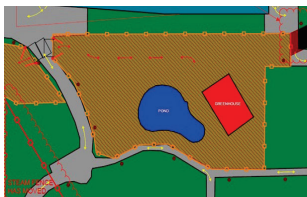
² Full-time Equivalent (FTE) = 15 credit hours per term, for the purpose of this report.

³ The data from 2019-2025 are the 10th-day enrollment data. For final quarter data comparisons, visit SBCTC [Enrollment Data](#) | [SBCTC](#)



Major Capital Projects:

Cedar Building – We are excited to report that the Greenhouse/pond will start construction May 27, 2025, and will be completed by December 30, 2025. The contractor, Forma, will begin with setting up the fences on May 27th. Stay tuned for pictures once this project gets going.



Bracken Building – Bayley has completed all the concrete and the installation of the roof deck. They are currently working on a mock-up of the brick wall, installing the exterior metal panel systems, installing the vapor barriers and insulation. We also received good news from SBCTC, all our requested items to purchase for Bracken have been approved. We will start ordering the items requested and storing them on campus until the building is complete. We are still set to gain occupancy in November 2025.



Minor capital projects:

- Multiple building roof repairs – Krueger Steel has completed the roof repairs for 1000, 1600, 3000, and 4000. They are close to completion on building 2900.
- Boiler replacements – ATS has provided a schedule to being the replacement of boilers in building 2000, 5000, and 9000. They will be starting this project the first week of May 2025.
- Transformer replacement for 2900 – The new transformer is onsite and ready to be installed. A schedule will be shared with the campus once finalized.
- 3000 Pedestrian Bridge repairs – The contractor has completed the sealing of the pedestrian bridge and is currently working on all the cracks underneath. This project will be completed by June 30, 2025.



Advancement & Foundation Updates

New Board Member

The Foundation Board is excited to welcome Camille Dubois as the newest Foundation Board member! Camille is the Director of MSAT at AGC Biologics and brings extensive expertise in process development and manufacturing within the biotech and pharmaceutical industries. Camille's leadership and knowledge promise to be a tremendous asset to our board as we continue to advance the mission of Shoreline Community College.

Save the Date

- SCC's 60th Anniversary Open House: Thursday, May 8, 3:00-7:00pm
- SIFF Opening Night Gala: Friday, May 16, 5:30-7:00pm

SCCF Scholarship Update

The 25/26 Academic Year Scholarship application period has closed. 2,669 applications were submitted for 49 scholarship awards. Scholarship applications are being assigned to volunteer evaluators/readers this month. Awards will be announced to students in early May. Once the process has been completed, we will compile some data to compare to prior years. Hats off to the volunteers who help make this happen!

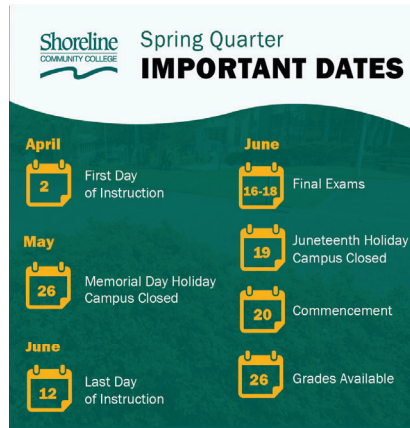
Alumni Program Updates

- **Hired Key Staff:** We brought on an Annual Fund and Stewardship Manager (hired 12/1/24) to lead alumni initiatives.
- **Assess Tools:** We reviewed current platforms like LinkedIn, Facebook, Donor Perfect, and others for outreach. Activated the SCC LiveAlumni account and worked with them to scan and clean data. This provided more than 4,400 email addresses.
- **Built Partnerships:** Started connecting with key campus programs: Athletics, Honors College, Nursing, Dental Hygiene, Art, Music. We discovered that faculty and FPCs often keep lists of alumni as well as keep in touch. We are looking into how to help them keep in touch but through the advancement office so that there is a systematic approach to alumni communications.
- **Looked at Past Efforts:** Dug into alumni notes, binders, and benefits to learn what worked before. There doesn't appear there has been a comprehensive or systematic effort at SCC. We found evidence of several attempts that fizzled.
- **Explored New Outreach:** Began planning an E-newsletter and other communication methods. Attended workshops/Training: CASE, WAFL, and LiveAlumni.
- **Current Outreach Efforts:** 60th anniversary and Graduation. We are planning outreach through social media and the LiveAlumni contacts to bring alumni to campus for the 60th Open House. We will have alumni focused events during the OH including, wine and beer social, networking (include students and faculty and staff), class photos.

The Giving Table 2025

We are already planning our Fall Giving Table Event. We are actively seeking sponsors and table captains to help us raise money in support of the students and programs at SCC! If you are interested in helping in this effort, please contact Taisa Welhasch at twelhasch@shoreline.edu



**Important Dates:**

- [Employee Calendar](#)
- [College Calendar](#)
- [Academic Calendar](#)

College Updates (DAAG)

- [Campus Updates 4/17/2025](#)
- [Campus Updates 4/10/2025](#)
- [Campus Updates 4/3/2025](#)
- [Campus Updates 3/27/2025](#)
- [Campus Updates 3/21/25](#)





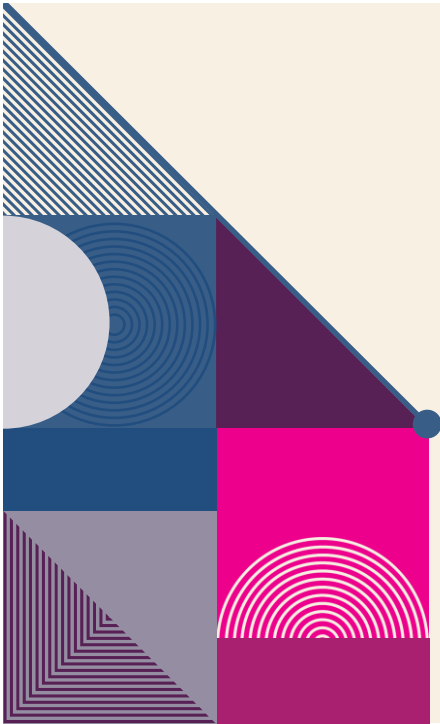
1

WHERE DO PARTNERSHIPS FIT INTO SCC STRATEGIC PLAN?

- **(Transfer) A3:** Formulate comprehensive guidance to expand opportunities for Shoreline graduates to transfer to in-state and out-of-state colleges and universities. Establish new partnership agreements...
- **(Working students) A4:** Create new and strengthen existing opportunities for students to acquire college credit for prior learning, community-based service learning...
- **(Meeting industry demands) A7:** Evaluate opportunities to increase College offerings in the high-demand disciplines...
- **(Guided pathways) A9:** Ensure that academic programs and services are provided through a Guided Pathways lens...
- **(Continuing education and community engagement) F5:** Create and implement a plan for expanding contract education programs and partnership opportunities with local, regional, and global area businesses.

2

2



NEW PARTNERSHIPS

Amazon (A4)
 British Petroleum
 Universities – CWU, UW, WSU, ASU, NU (A3)
 Guild Education Partnership (A4)
 Speaker Series
 Shoreline Schools (A9)
 Shoreline PD; King County SD (F5)
 Ford Motor Company (A7)
 Korean Schools (F5)
 WA Business Week (F5) Seattle City Light (A5)
 Muckleshoot Tribal College

3

3



AMAZON CAREER CONNECT

- Open to all "Associates" after 90 days
- \$5,250 available annually for any Certificate or Degree
- Lucas and David Berner collaborating on outreach - Kent, Auburn, Arlington Distribution Centers
- Other SCC leaders involved: Joe Mazur, David Berner
- Current number of students: 12
- **Strategic goal: A4 (Working students)**

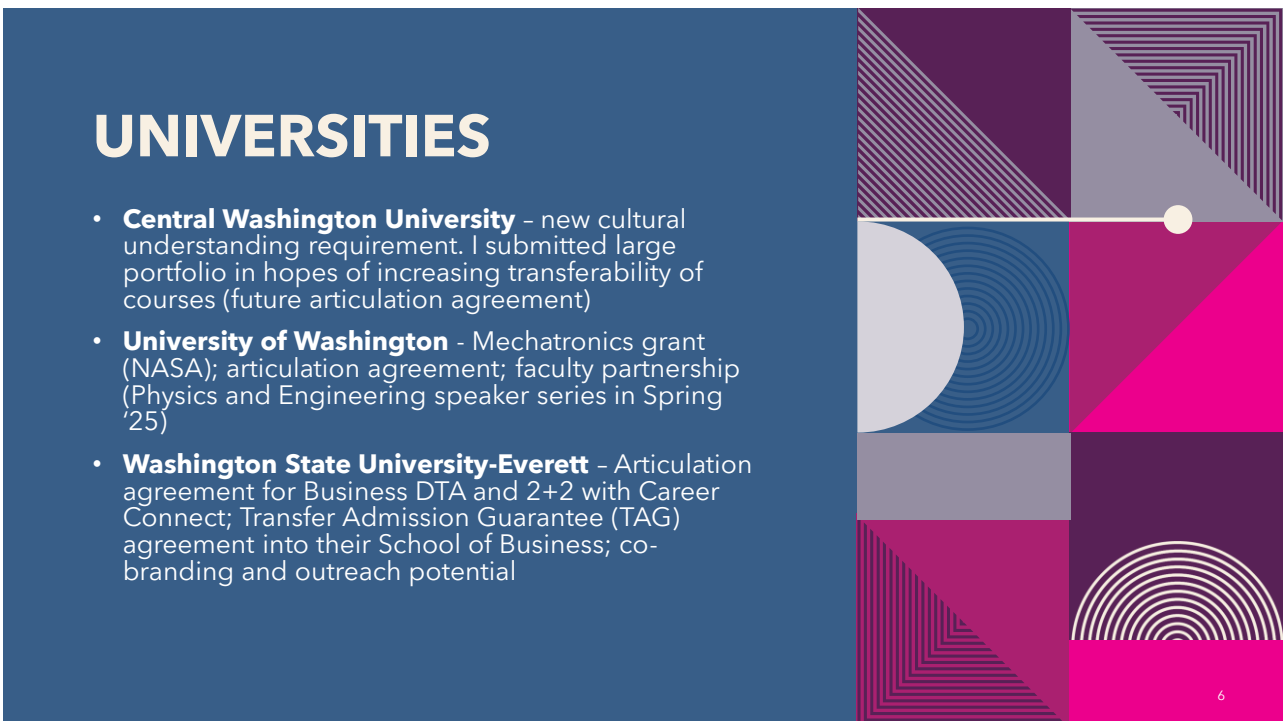
4



BRITISH PETROLEUM

- Increasing brand awareness for BP/AMPM
- Summer Internship (residency/paid)
- Student Scholarship - 6 applicants for this year's award
- Primarily focusing on industrial technology students, but could expand
- Hope this develops into relationship with Foundation & Advancement
- Collaborating with Dalila Paredes, Career Services

5



UNIVERSITIES

- **Central Washington University** - new cultural understanding requirement. I submitted large portfolio in hopes of increasing transferability of courses (future articulation agreement)
- **University of Washington** - Mechatronics grant (NASA); articulation agreement; faculty partnership (Physics and Engineering speaker series in Spring '25)
- **Washington State University-Everett** - Articulation agreement for Business DTA and 2+2 with Career Connect; Transfer Admission Guarantee (TAG) agreement into their School of Business; co-branding and outreach potential

6

UNIVERSITIES (CONT.)

- **Arizona State University** - preferred partner on their MyPath2ASU; landing page, guaranteed admission; they are reviewing our curriculum and we (Samira Pardanani) hope they will approve more of our degrees for transfer.
- **National University** - seamless transfer process for Shoreline Community College students wishing to pursue NU's Bachelor's programs and receive a tuition discount scholarship or other transfer scholarship designed to support a successful transfer. The tuition discount scholarship will also be extended to College Alumni
- **Strategic goal: A3 (Transfer)**

7

GUILD EDUCATION

- Guild Education executes the employee tuition benefit for over 70 national enterprises. (Target, Chipotle, etc.) They have no institutional partner in WA.
- Site visit with SCC on April 10, with major interest in allied health (esp. Nursing) and manufacturing (esp. Automotive).
- We are also promoting online business programs, pre-nursing STEM portfolios, online AA-DTA options and International Education opportunities.
- **Strategic goal: A4 (Working students)**

8

8

SPEAKER SERIES

- Fall '24 - Completed 3-part series on local governance processes, hosted party leaders in a forum to help educate on agenda-setting, and a "watch-party" of the VP debate; leading up to November elections

9

9

SHORELINE SCHOOLS

Completed Spring '24 Math Pilot

- Support Course built in HSs
- Math 107 Running Start
- 59 new students (otherwise would not have enrolled in RS) completed math requirement
- Will run this model again in Spring '25

English/Writing

- CPL now used for Business Writing (Bus (215)
- English faculty now set to copy the math pilot by Winter '26
- Appears to be 90 students interested in this for ENGL&101 (3 sections)

- **Strategic goal: A9 (Guided Pathway)**

10

10

SHORELINE PD+FD KING COUNTY SD

- Forensic Phlebotomy
- Continuing Ed Collaboration
- MA-P WA Endorsement
- "Sprint" certificates this fall - hazmat, wildland/red card, FF1, building towards on-campus larger trainings (S&R, EMS)
- **Strategic goal: F5 (Continuing education and community engagement)**

11

11



- Program Launch - Fall 2025. Contract signed. Instructor hired and being onboarded.
- 1-2 cohorts per year for foreseeable future
- **Strategic goal: A5 (Meeting Industry Demands)**

12



12

KOREAN SCHOOLS (BELLEVUE & SEATTLE)

- New Korean language courses approved
- KORE&121, 122, 123
- Screened Qualified Applicants - ready to hire 1-2 new PTF
- Considering CPL

Hope to launch Fall '25

- Teaching college courses onsite
- Initial pilot brings cap of 30 seats, but could quickly expand to multiple locations and also offer online

- **Strategic goal: F5 (Continuing education and community engagement)**

13

13

WA BUSINESS WEEK

- Residency Program to launch Summer '26
- 50 students paying to live on campus for week (Derek Levy, Ryan Aiello)
- Business-building experiences and presentations (competition)
- Potential to recruit high school students from wide region and internationally (Samira Pardanani)
- Completers will also earn college credit in Bus105 (effective communication in organizations, human behavior, leadership styles, value of a diverse workforce).
- Need advisory and business partners to help support - coaching student teams, participating in Friday competition

14

14

SEATTLE CITY LIGHT

- Internships
- New Advisory Partner (Business Programs)
- Guest Speakers in classrooms – value of building diverse workforce
- New paid internship initiative, with a goal of recruiting and retaining diverse employees
- New initiative to focus on Project Management (World Cup '26; installation of EV chargers and building infrastructure)
- **Strategic goal: A5 (Meeting Industry Demands)**

15

15

MUCKLESHOOT TRIBAL COLLEGE



- Summer 2024 – Lucas and Jessica delivered workshop within their CE Certificate (Business and Entrepreneurship series)
- Lucas supported their DOE grant efforts (budget-building and some narrative) – due March 10, 2025
- Supporting faculty to attend Effective Teaching Institute; *Indigenize your course*

16





Sarah Stackhouse
Sr. Associate Director of International Outreach

Samira Pardanani
AVP, International Education and Global Engagement

1



Countries of Origin

Indonesia	Tanzania	South Africa	Sri Lanka
China	Nigeria	Argentina	Dominican Republic
Vietnam	Turkey	Congo, DR of	Equatorial Guinea
Hong Kong	Cote D'Ivoire	Egypt	France
Taiwan	Ethiopia	Laos	Ghana
Morocco	Turkmenistan	Malawi	Spain
UAE	Cambodia	Philippines	Italy
Japan	Mongolia	Russia	Jordan
Thailand	Nepal	Algeria	Kyrgyzstan
South Korea	Canada	Angola	Mexico
Brazil	Kazakhstan	Australia	Pakistan
Colombia	Malaysia	Bulgaria	Senegal
India	Peru	Burma	
Madagascar	Saudi Arabia	Comoros	
Bangladesh	Singapore		
Kenya			

2



Bringing the World to Shoreline

Global Perspectives in the Classroom
Global Awareness and Competence
Language and Communication Skills
Institutional Reputation
Alumni Networks

Friendships
Community Connections
Global Institutional Partnerships
Soft Diplomacy



3



Economic Impact of International Students

United States: **\$44 Billion**

WA State: **\$918 Million**

Shoreline : **\$19 Million to Local Community**

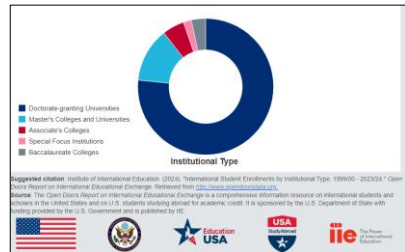
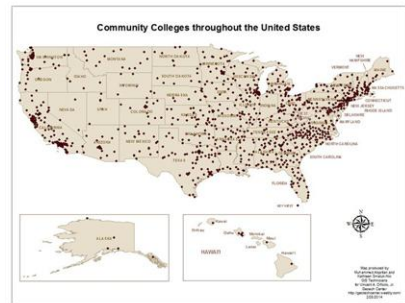


4



International Students at Community Colleges

- In 2023-24, **Community Colleges** hosted only **5%** of International Students in the United States
(Note: WA State CC's host 30% of international students in the state, in comparison!)
- Half** of International Students at Community Colleges concentrated in **30 Community Colleges** in entry



5



Shoreline's Leadership in International Education

1. Washington State

- * IE Entrepreneurial Business Models; Higher Education as Export
- * 30% of international students in WA State attend CCs (compared to only 5 % in the U.S.)

2. Building the Shoreline Brand over many decades

3. Partnerships

6



2023/24			
Rank	Institutions	State	Int'l Students
1	Houston Community College System	TX	3,629
2	Lone Star College System	TX	3,196
3	Dallas College	TX	2,305
4	Santa Monica College	CA	1,796
5	Valencia College	FL	1,690
6	De Anza College	CA	1,674
7	Orange Coast College	CA	1,338
8	Montgomery College	MD	1,257
9	Northern Virginia Community College	VA	1,216
10	Miami-Dade College	FL	1,016
11	Bellevue College	WA	926
12	CUNY LaGuardia Community College	NY	750
13	Green River College	WA	733
14	CUNY Borough of Manhattan	NY	718
15	Bunker Hill Community College	MA	697
16	Seattle Central College	WA	684
17	Shoreline Community College	WA	677
18	San Mateo County Community College District	CA	652
19	Diablo Valley College	CA	613
20	Edmonds College	WA	562

7



Market Segmentation

Traditional
Markets

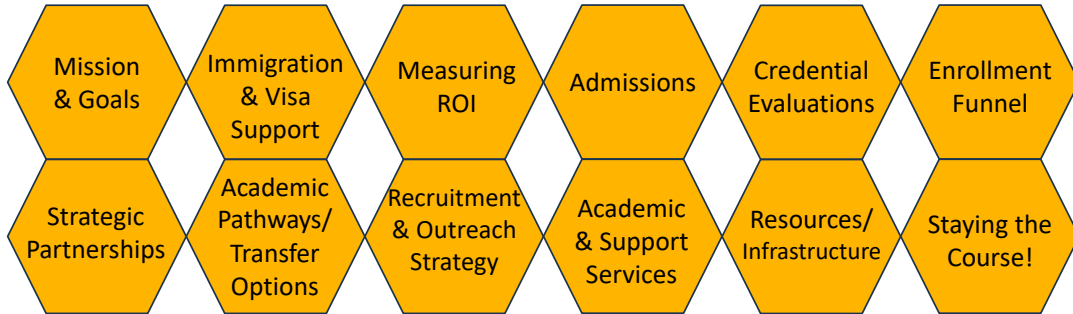
Developing
Markets

Opportunity
Markets

8



International Enrollment Management (IEM)



9



10

SWOT Analysis



STRENGTHS <ul style="list-style-type: none"> • Location (Seattle) • Mature program • Strong reputation • Strong partners • Campus Leadership support and commitment • Strong advising • High school completion program • Staffing stability and expertise • Innovative, agile, proactive culture • On-campus housing 	WEAKNESSES <ul style="list-style-type: none"> • Community college brand/awareness • Lack of food service on campus • Safety and fear of gun violence • Paying lower commissions than area colleges • Fewer scholarships compared to area colleges
OPPORTUNITIES <ul style="list-style-type: none"> • Online education options • Recent challenges in Canada and Australia • New pipeline partnerships • Marketing • Global and community engagement • Government sponsored students • TAG agreements and joint recruitment 	THREATS <ul style="list-style-type: none"> • Arbitrary visa revocations and terminations – fear and chilling effect • Geopolitical tensions and negative perception of U.S. • Economic impacts of trade war on overseas families • Visa denials • Country Bans • Threats of curbing work authorization • Competition

11



Dealing with External Volatility

- **Market Diversification**
- **New Modalities**
- **Partnerships (Educational Institutions and Private Sector)**
- **Identifying Unique Opportunities**



12

Dealing with External Volatility

- Institutional Vision and Commitment
- Effective Funding Model
- **Long View**
- Institutional Openness to New Opportunities

13

2
years +
2



University

2 years major classes



Shoreline

2 years General Education and
Major/University prerequisites

14



15

5 with 75+

Dedicated faculty advisors

Years of combined experience



Jessica Galan



Cynthia Okawara



Kanchana Kularatne



John Tankersley



Ginger Villanueva

16

International Student Services

- New student orientation
- Airport pickup
- University Transfer Fairs
- F-1 specialists
- International Student Leaders & Ambassadors
- Opportunities for engagement



17

“

In my second term at Shoreline, I joined different clubs, worked as a student tutor, and served as Shoreline's Associated Student Government (ASG) President. These experiences changed my college experience and my life.

”

- Yorin Anggari
Jakarta, Indonesia

Transferred to University of Illinois
Major: Food Technology



18

“

Shoreline doesn't teach you
what to think, but they teach
you how to think.

These critical thinking skills
are important for the nursing
field because I will be in
situations every day that I've
never been in before.

”

- Hady Flore Mafeugang Kougang

Major: Nursing
Home Country: Cameroon



19



Thank You!

Any Questions?



@shoreline_international



shorelineedu



@SCCinternational



shorelinecc



shorelinecc



+1 2062098146

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**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 1

CONSENT AGENDA

Subject: Reapproval of Mathematics Course Fee

Background

The Mathematics Course Fee was initially implemented in 2009 to address budgetary shortfalls within both the Mathematics Department and the Math Learning Center. This fee, approximately \$1 per credit for most MATH and MATH& courses, has historically supported mission critical services such as tutoring and other instructional resources. Continued financial support for the Student Learning Center remains essential to fostering student achievement in mathematics—an early and significant indicator of overall academic success at Shoreline Community College (SCC).

Due to the ransomware incident in March 2023, documentation related to the original approval of this fee was lost. As a result, we are formally requesting reauthorization for the continued use of these funds.

The Mathematics Department requests reapproval of the Mathematics Course Fee to support the following:

- One-third reassigned time for a math faculty member to serve as the Mathematics Coordinator for the Student Learning Center
- Funding for mathematics tutors to provide direct academic support to students

This request aligns with the original intent of the Mathematics Course Fee of supplementing departmental and Learning Center budgets in order to enhance student success in mathematics.

Recommendation

That the Board of Trustees by motion and subsequent action, reapprove the Mathematics Course Fee to support: 1. One-third reassigned time for a math faculty member to serve as the Mathematics Coordinator for the Student Learning Center and, 2. Funding for mathematics tutors to provide direct academic support to students in its consent agenda.

Prepared by: Lauren Sandven, Math Faculty Program Coordinator (FPC)

Submitted by: Dalila Paredes, Dean of STEM-Transfer
May 2025

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 2

ACTION

Subject: Renewal of Second-Year Tenure Track Faculty Candidate

Background

The Board of Trustees received and reviewed the Appointment Review Committee (ARC) comprehensive evaluation report and recommendation for one (1) second-year tenure track faculty candidate.

Listed below, the second-year tenure track faculty candidate, teaching field, years on probation, and Appointment Review Committee (ARC) chair.

<u>Faculty Member</u>	<u>Teaching Field</u>	<u>Years on Probation</u>	<u>ARC Chair</u>
Raphael Smither	Automotive, T-TEN Program	2	Jeff Cromwell

Recommendation

The President and the Vice President of Instruction recommend that the Board of Trustees renew probationary status for another year for:

1. Raphael Smither

Prepared by: Jack Kahn, President & Pangyen (Ben) Weng, Vice President of Instruction
Shoreline Community College
May 2025

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 3

ACTION

Subject: Board of Trustees Effectiveness Evaluation

Background

The Board conducted a first reading of the Board's Effectiveness Evaluation draft at its April 23, 2025 regular meeting of the Board of Trustees.

To Follow

Effectiveness Evaluation (DRAFT 2)—including revisions recommended by the trustees at the April 23, 2025 meeting.

Recommendation

That the Board of Trustees by motion and subsequent action, approve the Board's Effectiveness Evaluation as written on DRAFT 2.

Prepared by: Kim Wells, Trustee & Jack Kahn, President
Shoreline Community College
May 2025

Effectiveness Evaluation (DRAFT 2)

Please respond to the following statements with a 1- strongly disagree to 5 – strongly agree

A. Board members come prepared to meetings as evidenced by their questions and discussion.

1 2 3 4 5

B. Board members actively support the College President.

1 2 3 4 5

C. Board members have maintained progress on achieving their annual goals.

1 2 3 4 5

D. The outcomes of Board meetings demonstrate a commitment to health metrics for the college related to fiscal oversight,

1 2 3 4 5

accreditation,

1 2 3 4 5

progress on the strategic plan,

1 2 3 4 5

enrollment levels.

1 2 3 4 5

E. Board members demonstrate a commitment to DEI work in collaboration with the office of the VP for this area.

1 2 3 4 5

F. Board members demonstrate a commitment to fulfilling their role in areas of policy oversight as opposed to operational involvement.

1

2

3

4

5

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 4

ACTION

**Subject: College Name Change Proposal
(Shoreline Community College to Shoreline College)**

To Follow

Board of Trustees Report: Proposed Name Change to Shoreline College

Recommendation

That the Board of Trustees by motion and subsequent action, formally approve the transition from Shoreline Community College to Shoreline College.

Prepared by: Cat Chiappa, Executive Director for Strategic Communications & Marketing
Shoreline Community College
May 2025

Board of Trustees Report: Proposed Name Change to Shoreline College

As Shoreline Community College continues to grow and evolve to meet the needs of today's students, the College has explored the possibility of updating its name to Shoreline College. This proposed change aligns with recent developments on campus and broader strategic goals.

Why Now?

The construction of the new Cedar and Bracken buildings includes funding allocated for wayfinding and signage. As major signage across campus will be replaced, the College has a rare opportunity to consider a name change without incurring substantial additional cost.

In addition, the launch of our first four-year bachelor's degree program in Fall 2024 marks a new chapter for the institution. This transition mirrors that of several peer institutions—Bellevue, Edmonds, Cascadia, and North Seattle—which adopted the "College" title upon expanding to baccalaureate offerings.

Pros and Cons: *(See Table 1 for more information)*

- **In Favor:**
 - A more modern, streamlined identity that could attract a broader student base—local, national, and international.
 - Improved name recognition for prospective students and partners.
 - Potential marketing advantages, especially for international recruitment, where the term "community college" may be misunderstood.
- **Concerns:**
 - Potential loss of the deeply rooted identity and local recognition built over the past 60 years.
 - Some worry that removing "community" may dilute the College's community-focused mission or create confusion about affordability and access.
 - Community colleges often are thought of by prospective students as more affordable and accessible. A name change could scare off those types of students.

Community Engagement & Results:

To gather input, a two-question survey was distributed to all employees and students on April 8, 2025, and closed on April 24. It was also promoted via social media and shared with *Shoreline Area News* to invite broader community input.

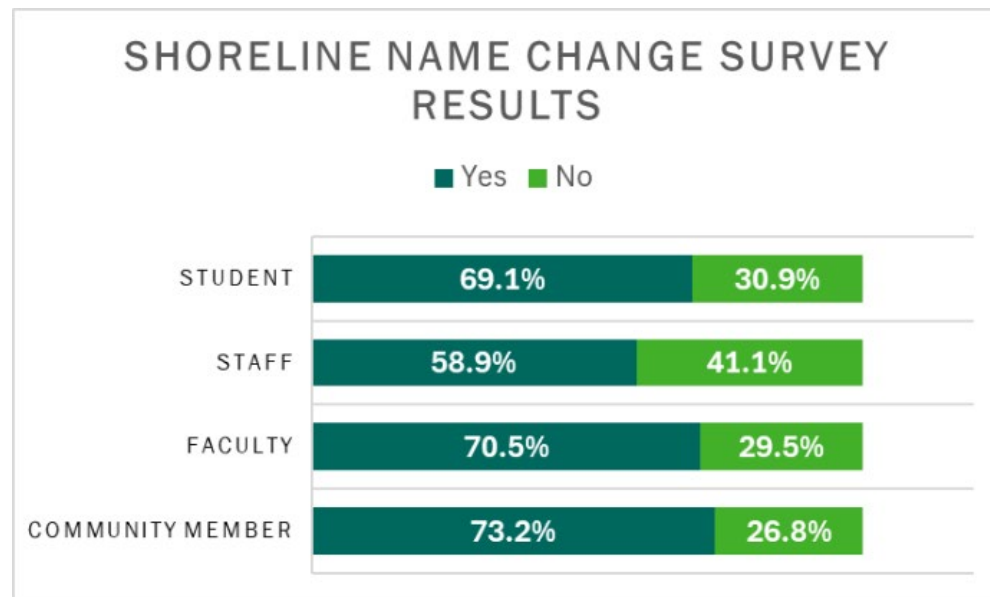
- **Total responses:** 1,208
- **Results:**
 - **68.36%** in favor of changing the name to Shoreline College
 - **31.64%** opposed

We received a varied representation of responses including those from current students, staff, faculty, and community members- which also includes alumni.

Q2: Please select the option that best describes your affiliation with the college.

Answered: 1205 , 3 skipped this question

ANSWER CHOICES	RESPONSES	
Student	59.75%	720
Staff	14.02%	169
Faculty	10.95%	132
Community Member	15.27%	184
TOTAL		1205



Conclusion:

Based on positive survey results and the opportunity to align this potential change with current signage updates, the College recommends the Board consider formally approving the transition from *Shoreline Community College* to *Shoreline College*.

Table 1: Survey Displayed Pros and Cons

Considerations in favor	Considerations in opposition
The College began offering its first 4-year bachelor's degree in fall of 2024. This is typically the catalyst for embarking on a name change process.	While the College now offers one bachelor's level degree, almost all students at the College are not in a bachelor's program.
In the media and sometimes politically, we often are referred to as Shoreline College already. Shortening the name could create a more modern and streamlined brand identity, making it easier for students, parents, and employers to remember and recognize.	People have known us for 60 years as a "community" college. There is an established brand under the name "Shoreline Community College". We might lose our identity.
The shift to "Shoreline College" could signal that the institution is not only a local community resource but a state, national, and international presence.	Having "community" in the name emphasizes local roots. Taking "community" out of the name might de-emphasize doing community work.
The signage cost largely would be covered with a few exceptions as part of capital funds allocated to update signage on campus as part of Cedar and Bracken building construction projects.	There would be a cost to changing signage, business cards, etc.
Nearby sister colleges that offer 4-year degrees, such as Bellevue College, Cascadia College, Edmonds College, and North Seattle College, have changed their names.	We were not able to obtain any public data that demonstrate whether this name change had an effect on any significant aspect of these institutions.
Changing the name could help attract a wider variety of students, particularly those looking for a path that includes bachelor's degrees, specialized certificates, and workforce programs. In the competitive landscape of higher education, a name change may help the college better position itself as an institution that offers diverse pathways to success.	Community colleges often are thought of by prospective students as more affordable and accessible. A name change could scare off those types of students.
The term "community college" is not well understood overseas by potential international students. Shoreline strategically aims to grow this student population, and a name change could boost that effort.	We are grounded in Shoreline, WA as a location and a local place.

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 5

FIRST READING

Subject: Board of Trustees 2026 Regular Meeting Schedule

Proposed regular meeting dates and time for calendar year 2026

<u>WINTER 2026</u>		
January 28, 2026 (Wed) 3:00 PM	February 25, 2026 (Wed) 3:00 PM	March 18, 2026 (Wed) <i>(Third Wednesday of the month)</i> 3:00 PM
<u>SPRING 2026</u>		
April 22, 2026 (Wed) 3:00 PM	May 27, 2026 (Wed) 3:00 PM	June 24, 2026 (Wed) 3:00 PM
<u>SUMMER 2026</u>		
July 15, 2026 (Wed) <i>(Third Wednesday of the month)</i> 3:00 PM		
<u>FALL 2026</u>		
September 30, 2026 (Wed) 3:00 PM <i>(Fifth Wednesday of the month)</i>	October 28, 2026 (Wed) 3:00 PM	December 2, 2026 (Wed) <i>(First Wednesday of the month)</i> 3:00 PM

Prepared by: Lori Yonemitsu, Executive Assistant to the President
Shoreline Community College
May 2025

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 6

ACTION

Subject: Parking Fee Rates Increase and Change Proposal

Background

Proposed Parking Fee Increases and Changes Beginning September 1, 2025

Effective September 1, 2025, the Department of Safety & Security is requesting fee changes and increases across daily parking permit fees, quarterly student and resident parking permit fees, and citation fees. The changes and increases are needed to cover increased expenditures and for the Parking Budget to remain a self-supporting operation of the college. Parking Budget revenues must cover parking operations infrastructure and maintenance (with our current infrastructure lacking industry standard modern functionality and some aspects being far out of date or non-functioning). The changes requested are as follows:

- Daily Parking Permit Type: Weekday, up to 2 hours (available 6:00am-10:00pm)
Fee: FROM \$3.00 TO \$4.00
- Daily Parking Permit Type: Weekday, up to 4 hours (available 6:00am-10:00pm)
Fee: FROM \$5.00 TO \$6.00
- Daily Parking Permit Type: Weekday, All Day (until 8:00am the following day)
Fee: FROM \$7.50 TO \$10.00
- Daily Parking Permit Type: Evenings, starting at 6:00pm (until 8:00am the following day)
Fee: CREATE AND SET AT \$8.00
- Daily Parking Permit Types: Saturdays, Sundays, & Holidays (until 8:00am the following day)
Fee: CREATE AND SET AT \$8.00
- Quarterly Student Parking Permit: valid every day from 6:00AM – 12:00AM, from the last day of the previous quarter to the first day of the following quarter
Fee: FROM "\$45+tax" TO "\$45+tax, shipping & transaction fees"
- Quarterly Resident Parking Permit: valid all day, every day, from the last day of the previous quarter to the first day of the following quarter
Fee: FROM "\$90+tax" TO "\$90+tax, shipping & transaction fees"
- Quarterly Student Reduced Parking Permit: valid every Monday-Friday (excluding holidays) from 6:00AM – 12:00AM, from the last day of the previous quarter to the first day of the following quarter, only in the Greenwood Parking Lot
Fee: CREATE & FROM "\$45+tax" TO "\$25+tax, shipping & transaction fees"

- Quarterly Student Evening Parking Permit: valid every day, from 5:00PM – 12:00AM, from the last day of the previous quarter to the first day of the following quarter
Fee: CREATE AND SET AT “\$25+tax, shipping & transaction fees”
- Quarterly Student Weekend Parking Permit: valid Saturdays and Sundays, from 6:00AM – 12:00AM, from the last day of the previous quarter to the first day of the following quarter
Fee: CREATE AND SET AT “\$25+tax, shipping & transaction fees”
- Citation Type: Violation of State Disabled Parking
Fee: FROM \$120 TO \$250+transaction fees
- Citation Type: Traffic Offenses
Fee: FROM \$100 TO \$100+transaction fees
- Citation Type: Designated & Assigned Parking
Fee: FROM \$45 TO \$45+transaction fees
- Citation Type: Illegal Parking
Fee: FROM \$45 TO \$45+transaction fees
- Citation Type: Hazardous Illegal Parking
Fee: FROM \$100 TO \$100+transaction fees
- Citation Type: Permit Parking on Campus
Fee: FROM \$45 TO \$45+transaction fees
- Citation Type: Revocation of Permits
Fee: FROM \$60 TO \$60+transaction fees

To follow: Parking Fees Increase Proposal Background Information

Recommendation

That the Board of Trustees by motion and subsequent action, approve all proposed parking fee increases and changes.

Prepared by: Gregory Cranson, Director of Safety & Security
May 2025

Parking Fees Increase Proposal Background Information

- SCOF was uncoupled from Parking Budget in 2014; parking fees were increased in 2014 with a statement that the parking budget would be assessed the following year; no indication of assessment found post 2014.
- At some point between 2013 and 2015, the college stopped requiring evening and weekend permits, moving to permits required only from 6am-4pm Monday – Friday; no indication of assessment of impact from reduction in revenue found.
 - From 07/01/24 – 04/12/25 rentals occurring outside of current permit required times (excluding Bldg. 3000 rentals, night and weekend students, resident hall visitors, etc.) the college would have brought in an additional \$27,831 had permits been required 24 hours a day, 7 days a week (formula used below)
 - $((\# \text{ of Guests} \times .33) \times \# \text{ of days}) \times \3.75 [*half of the current daily rate*]

The Parking Budget is self-supporting and receives income from two revenue streams:

- Parking permit purchases
- Parking citation fees

Rationale for current fee increase request

- Implementation of new online student and resident parking permit and citation portal generates shipping and transaction fees
 - Portal will handle transactions, information collection, and shipping. Automated information collection and collation helps the college to meet requirements from recent audit which stated the college needed to greatly improve parking permit auditing procedures.
 - Reduction in workload for Cashiering, Safety & Security, and Financial Services as portal will handle permit issuance, transactions, and citation appeals and payments.
 - Reduction in impact on 2nd Floor FOSS student services at beginning of quarter as students will not need to (or be able to) purchase permit or pay citation fees in person at Cashiering.
 - Vendor has provided software VPAT.
 - Quarterly Student and Resident permits and citations will be able to be handled online from anywhere
 - Students with no access to technology can utilize one of many student accessible computers on campus
 - To account for shipping delays, students will be able to print out a temporary permit that will be good for 10 days from time of purchase
 - To account for school breaks, quarterly permits will now be good after the last day of the previous quarter, for the duration of the issued quarter, and until the first day of the next quarter. (i.e. a Spring '25 permit would be valid the day after the last day of Winter '25, the entirety of Spring '25, and through the day before Summer '25).
- Replacement of aging and non-functional daily parking permit machines.
 - Current contractor tech visits are at minimum \$2,000 as they have no local technicians and machines are over 10 years old.

- Currently only 1 intermittently functioning daily permit station when college use to have 6.
- Vendor has provided the new machine's 2010 ADA Act compliance documentation
- New machines have multilingual capabilities (English, Spanish, French, German, Chinese, and Vietnamese) and allows for contactless payment (tap to pay, Google Wallet, Apple Pay)
- New vendor has service technicians located in city of Seattle
- Raising of ADA Parking violation
 - \$250 is the penalty for violation of ADA parking per RCW 46.19.050 and is the fee used by other CTCs

	Proposed Effective Fall 2025	Current (as of Spring 2025)		
	Amount per Unit	Amount per Unit	Proposed Increase over Current	
			Absolute	Percentage
Metered Parking Rates				
Weekdays, up to 2 hours	\$ 4.00	\$ 3.00	\$ 1.00	33.33%
Weekdays, up to 4 hours	\$ 6.00	\$ 5.00	\$ 1.00	20%
Weekdays, All Day (until 8:00am the following day)	\$ 10.00	\$ 7.50	\$ 2.50	33.33%
Evenings, starting at 6:00pm (until 8:00am the following day)	\$ 8.00	\$ 0.00	\$ 8.00	-
Saturdays, Sundays, & Holidays (until 8:00am the following day)	\$ 8.00	\$ 0.00	\$ 8.00	-

	Fall 2025	Current (as of Spring 2025)		
	Amount per Unit	Amount per Unit	Proposed Increase over Current	
			Absolute	Percentage
Citation Fines				
Violation of State Disabled Parking	\$ 250.00 + transaction fees	\$ 120.00	\$ 130.00	108.33%
Traffic Offenses	\$ 100.00 + transaction fees	\$ 100.00	-	-
Designated & Assigned Parking	\$ 45.00 + transaction fees	\$ 45.00	-	-
Illegal Parking	\$ 45.00 + transaction fees	\$ 45.00	-	-
Hazardous Illegal Parking	\$ 100.00 + transaction fees	\$ 100.00	-	-
Permit Parking on Campus	\$ 45.00 + transaction fees	\$ 45.00	-	-
Revocation of Permits	\$ 60.00 + transaction fees	\$ 60.00	-	-

Total Amount Changes with Current Transaction Fees and Shipping as of April 23, 2025

With the new online parking management system, their current transaction fees are: \$3.00 for transactions up to \$74.99 and 4% for transactions of \$75.00 or more. The shipping cost for each permit is currently \$2.50. The table below shows the total price changes once implemented; tax, transaction fees, shipping included. (SEE TABLE BELOW)

	Fall 2025	Current (as of Spring 2025)		
	Amount per Unit	Amount per Unit	Proposed Increase over Current	
			Absolute	Percentage
Citation Fines				
Violation of State Disabled Parking	\$ 260.00	\$ 120.00	\$ 140.00	116.66%
Traffic Offenses	\$ 104.00	\$ 100.00	\$ 4.00	4%
Designated & Assigned Parking	\$ 48.00	\$ 45.00	\$ 3.00	6.67%
Illegal Parking	\$ 48.00	\$ 45.00	\$ 3.00	6.67%
Hazardous Illegal Parking	\$ 104.00	\$ 100.00	\$ 4.00	4%
Permit Parking on Campus	\$ 48.00	\$ 45.00	\$ 3.00	4%
Revocation of Permits	\$ 63.00	\$ 60.00	\$ 3.00	5%

	Fall 2025	Current (as of Spring 2025)		
	Amount per Unit	Amount per Unit	Proposed Increase over Current	
			Absolute	Percentage
Quarterly Rates				
Student Parking Permit (valid every day from 6:00am until 12:00am)	\$ 45.00 + tax, shipping & transaction fees	\$ 45.00 + tax	-	-
Resident Parking Permit	\$ 90.00 + tax, shipping & transaction fees	\$ 90.00 + tax	-	-
Student Reduced Parking Permit (Greenwood Lot Only)	\$ 25.00 + tax, shipping & transaction fees	\$ 45.00 + tax	(\$20.00)	(44.44%)
Student Evening Parking Permit (5:00pm – 12:00am)	\$ 25.00 + tax, shipping & transaction fees	-	\$ 25.00	-
Student Weekend Parking Permit (valid Saturdays and Sundays from 6:00am until 12:00am)	\$ 25.00 + tax, shipping & transaction fees	-	\$ 25.00	-

Total Amount Changes with Current Transaction Fees and Shipping as of April 23, 2025

With the new online parking management system, their current transaction fees are: \$3.00 for transactions up to \$74.99 and 4% for transactions of \$75.00 or more. The shipping cost for each permit is currently \$2.50. The table below shows the total price changes once implemented; tax, transaction fees, shipping included. (SEE TABLE BELOW)

	Fall 2025	Current (as of Spring 2025)		
	Amount per Unit	Amount per Unit	Proposed Increase over Current	
			Absolute	Percentage
Quarterly Rates				
Student Parking Permit (valid every day from 6:00am until 12:00am)	\$ 55.18	\$ 49.68	\$ 5.50	11.07%
Resident Parking Permit	\$ 105.83	\$ 99.36	\$ 6.47	6.51%
Student Reduced Parking Permit (Greenwood Lot Only)	\$ 33.10	\$ 49.68	(\$16.58)	(33.37%)
Student Evening Parking Permit (5:00pm – 12:00am)	\$ 33.10	-	\$ 33.10	-
Student Weekend Parking Permit (valid Saturdays and Sundays from 6:00am until 12:00am)	\$ 33.10	-	\$ 33.10	-

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF MAY 28, 2025**

TAB 7

ACTION

Subject: Mission Fulfillment

To Follow

Shoreline Community College Mission Fulfillment Accreditation Recommendation

Recommendation

That the Board of Trustees by motion and subsequent action, approve the Mission Fulfillment Accreditation Recommendation.

Prepared by: Ann Garnsey-Harter, Associate Vice President of Planning, Institutional
Effectiveness, and Project Management
Shoreline Community College
May 2025

Shoreline Community College

Mission Fulfillment Accreditation Recommendation

Recommendation 1: Spring 2024 Mid-Cycle Review - Uses its goals, objectives and indicators of achievement to better define and clarify mission fulfillment. (2020 Standard(s) 1.B.2).

Associated 2020 NWCCU Standard 1.B.2: The institution sets and articulates meaningful goals, objectives, and indicators of its goals to define mission fulfillment and to improve its effectiveness in the context of and in comparison with regional and national peer institutions.

Proposed Changes Needing Board of Trustees Approval:

Mission Statement Excerpt	Strategic Plan Goal(s) & Objective(s)	Indicator of Goal Achievement (What to Measure)	Target	Shoreline's Performance	Context and Rationale
"Rooted in our commitment to . . . community engagement"	GOAL E: Build and sustain community and business partnerships. Objective E7: Maintain a strong presence at local community events, host more community-facing events on campus, and provide more opportunities for local community organizations and nonprofits to rent campus facilities.	The number of Foundation-sponsored events offered to the internal and/or external community.	10 events offered/year.	10 events offered 2023-24 16 events offered 2024-25.	Revised Community Engagement Indicator and Target 2025 .
"Rooted in our commitment	GOAL C: Strengthen Shoreline's organizational culture and create an inclusive and equitable work environment.	The number of workshops / trainings that the College offers	5 DEIA workshops /	19 events offered 2024-25.	Revised Diversity Equity Indicator and Target 2025.docx

to diversity, equity”	Objective C.5: 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.	on equity, diversity, and/or inclusion.	trainings offered/year.		
“enrichment of . . . our local . . . communities”	GOAL E: Build and sustain community and business partnerships. Objective E4: Expand Shoreline’s promotions and marketing of all educational programs through targeted advertising campaigns and promotions (e.g., the International Education, Transitional Studies, post-baccalaureate programs, transfer and technical education programs, continuing education services, facilities, and other beneficial community programs offered by the College).	The multiplier effect of the economic activity generated by Shoreline Community College’s payments to our employees, suppliers, and students each of whom in turn spend their money on additional goods and services in our region. Source: M1 Velocity of Money ratio value of 1.546 as of Q4 2023, as published by the Federal Reserve of St. Louis.	Maintain or increase \$100 million of annual economic activity impact in the region.	2024-25 regional economic impact will be measured after fiscal year-end close ~ August 2025.	Revised Enrichment Local Community Target 2025.docx
“We foster an education environment that contributes to the	GOAL E: Build and sustain community and business partnerships. Objective E4: Expand Shoreline’s promotions and marketing of all educational programs through targeted advertising campaigns and	The number of continuing education classes that “run” each fiscal year.	73 classes	See Performance table .	Additional Enrichment Local Community Indicator and Target 2025.docx

enrichment of . . . our local . . . community.”	promotions (e.g., the International Education, Transitional Studies, post-baccalaureate programs, transfer and technical education programs, continuing education services, facilities, and other beneficial community programs offered by the College).				
“Offers accessible, high-quality education and workforce training that empowers students for success”	GOAL A: Create the conditions for success for all students through high-quality, innovative, student-centered transfer and professional technical programs. A2. Assess institutional-level and program-level student learning outcomes on an annual basis using internal, up-to-date, disaggregated data to revise or modify existing programs and/or leverage current demographic and economic data to assess the viability of introducing new programs.	Student Learning: Critical Thinking (institutional-level learning outcome “SSLO”)	75% or higher of students meeting expectations	90.7% from most current data, June 2023; next assessment will be June 2026	Revised Student Learning Targets 2025.docx
“Offers accessible, high-quality education and workforce training that empowers students for success”	GOAL A: Create the conditions for success for all students through high-quality, innovative, student-centered transfer and professional technical programs. A2. Assess institutional-level and program-level student learning outcomes on an annual basis using internal, up-to-date, disaggregated data to revise or modify existing programs and/or leverage current demographic and economic data to assess the viability of introducing new programs.	Student Learning: Equity and Social Justice (institutional-level learning outcome “SSLO”)	75% or higher of students meeting expectations	75.4% from most current data, June 2023; next assessment will be June 2026	Revised Student Learning Targets 2025.docx
“Offers accessible, high-quality	GOAL A: Create the conditions for success for all students through high-quality, innovative, student-centered transfer and	Student Learning: Communication (Written) (institutional-	75% or higher of students	83.6% from most current data, June	Revised Student Learning Targets 2025.docx

education and workforce training that empowers students for success”	<p>professional technical programs.</p> <p>A2. Assess institutional-level and program-level student learning outcomes on an annual basis using internal, up-to-date, disaggregated data to revise or modify existing programs and/or leverage current demographic and economic data to assess the viability of introducing new programs.</p>	level learning outcome “SSLO”)	meeting expectations	2024; next assessment will be June 2027	
“Offers accessible, high-quality education and workforce training that empowers students for success”	<p>GOAL A: Create the conditions for success for all students through high-quality, innovative, student-centered transfer and professional technical programs.</p> <p>A2. Assess institutional-level and program-level student learning outcomes on an annual basis using internal, up-to-date, disaggregated data to revise or modify existing programs and/or leverage current demographic and economic data to assess the viability of introducing new programs.</p>	Student Learning: Information Literacy (institutional-level learning outcome “SSLO”)	75% or higher of students meeting expectations	Will be assessed June 2025	Revised Student Learning Targets 2025.docx
“Offers accessible, high-quality education and workforce training that empowers students for success”	<p>GOAL A: Create the conditions for success for all students through high-quality, innovative, student-centered transfer and professional technical programs.</p> <p>A2. Assess institutional-level and program-level student learning outcomes on an annual basis using internal, up-to-date, disaggregated data to revise or modify existing programs and/or leverage current demographic and economic data to assess the viability of introducing new programs.</p>	Student Learning: Quantitative and Symbolic Reasoning (institutional-level learning outcome “SSLO”)	75% or higher of students meeting expectations	Will be assessed June 2025	Revised Student Learning Targets 2025.docx

Mission Fulfillment Threshold

If 70% of aggregated indicators of mission fulfillment are scored as target met or adequate progress (within 5% points of target), then the mission has been fulfilled (at least minimally).

Hence, 70% is the College's proposed mission fulfillment threshold.

Context and rationale: [Mission Fulfillment Threshold 2025.docx](#) .