

# Shoreline Community College Restructure

## OVERVIEW

Shoreline Community College (SCC) is facing further budget reductions triggered by deteriorating state and national economic pressures. In anticipation of Legislature-imposed cuts, the college is preparing reduction and restructuring options at the \$1.5 million, \$2 million and \$2.5 million levels for the operating budget in 2010-11.

Over the past five years, the college has sustained substantial incremental budget reductions due to a variety of internal and external factors that have left the college depleted in many areas. "The reductions we're facing are just devastating," SCC President Lee Lambert said. "Combined with the other reductions we've sustained over the past five years, restructuring has become imperative."

While the college will have to make significant cuts, the restructuring framework also calls for a renewed emphasis on the concepts of being [learning centered](#). "It is true that in many ways, we already show a commitment to being learning centered," said John Backes, Vice President of Academic Affairs. "However, there is room for growth and, in the process, better serve our students and community."

In response to recommendations from a joint work group of the college's strategic planning and budget committees, strategic directions have been developed to help guide the redu-

ctions and restructuring as well as ensure transparency through collaborative, understandable, and timely communication.

The college will continue to monitor and adapt to changes occurring at the local, state and national levels and will be responsive to the needs of our diverse community. SCC will continue to lean on and rely upon the strengths of our competed, dedicated, and resilient employees as we transition into a new structure.

## TIMELINE

**January** | Recommendations for restructure and budget reductions submitted to President.

**February** | Begin communications with union representatives. General overview to campus community regarding number of positions being reduced and total amount of budget reductions.

**March** | Individual employees notified of positions being eliminated. Campus community notified of positions being eliminated after individuals have been notified.

**April | May | June** | Classified union layoff rights process.

**July** | Implementation of restructure.



### STRATEGIC DIRECTIONS

Restructure seeks to sustain and advance:

- Integrative learning that is comprehensive, holistic, transformative and multi-centric;
- The college's vision, mission, core themes, and strategic plan;
- The college's general education outcomes;
- The college's commitment and focus on excellence, equity and engagement.

### ASSUMPTIONS:

Restructure assumptions include the college shall meet:

- Legal and contractual obligations;
- Accreditation standards set by the Northwest Commission on Colleges and Universities (NWCCU);
- Full-time equivalent (FTE) targets set for the college.

### PROCESS:

Restructure process seeks to:

- Optimize support services, programs and disciplines in relation to serving the needs and demands of the students and the greater college community in generating FTE's;
- Streamline services and departments for efficiency;
- Maximize revenues and funding sources.

### TRANSPARENCY:

Restructure seeks to ensure transparency through a collaborative, understandable, and timely communication by:

- Communicating the college's strategic objectives;
- Framing the rationale for restructuring in light of these strategic objectives;
- Communicating regularly with all units through Deans and Directors, and via all-campus meetings;
- Describing and explaining how qualitative and quantitative information is being considered in decision making;
- Communicating rationale for all final reorganization decisions in a clear and timely fashion after the process concludes.

Transparency

### STRATEGIC OBJECTIVES

#### ADVANCE LEARNING-CENTERED CONCEPTS

Restructure college departments, programs and the college workforce in ways that advance the college toward learning-centered concepts, while addressing established core themes.

#### INVEST IN TECHNOLOGY

Invest funds sufficient to implement the college's [technology plan](#) within 36 months.

#### OPTIMIZE NET FINANCIAL CONTRIBUTION

Expand the College's capacity to achieve institutional excellence and meet its mission by emphasizing programs and services that yield the highest possible net financial contribution.

#### DIVERSIFY & INCREASE REVENUE SOURCES

Diversify and increase sources of revenue with an emphasis on a restructure of the Foundation and grants functions. Develop and maintain local and global partnerships.

#### COLLABORATE WITH HIGHER-EDUCATION INSTITUTIONS

Develop and implement collaborative partnerships with institutions of higher education to enhance program development, improve services, and/or achieve efficiencies.

#### OPTIMIZE WORKFORCE CAPACITY

Review college workforce capacity by evaluating knowledge, skills and abilities required to meet student and community needs.

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