



SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

September 12, 2019

STUDY SESSION

1:00 p.m.

President's Boardroom

South Seattle College
6000 16th Avenue SW
Seattle, WA 98106

REGULAR SESSION

3:00 p.m.

President's Boardroom

South Seattle College
6000 16th Avenue SW
Seattle, WA 98106

STUDY SESSION AGENDA

1:00 p.m.

CALL TO EXECUTIVE SESSION – 90 Minutes

a. Litigation update

(3) To discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party, when public knowledge of the discussion would likely result in adverse consequence to the district;

b. Chancellor's evaluation

(2) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;

2:30 p.m.

OPEN SESSION

a. Board self-evaluation

b. ASI assessment update

c. Convocation, September 18, 2019

REGULAR MEETING AGENDA

3:00 p.m.	CALL TO ORDER	
3:00 p.m.	ACTION / Approval of Agenda	Tab 1
3:00 p.m.	PUBLIC COMMENTS	
3:15 p.m.	TOUR AND PRESENTATION South Takes Flight – Getting to Know Our Aerospace Program <i>Presenters: Rosie Rimando-Chareunsap, President; Sayumi Irey, VP of Instruction; Kim Alexander, Dean of Professional Technical Education; Anton Amarantunge, Full-Time Aviation Maintenance Faculty</i>	
3:45 p.m.	ACTION ITEMS	
	A. Minutes from July 18, 2019	Tab 2
	B. Policy 366, Student Absences for Reasons of Faith or Conscience – Second Reading	Tab 3
	C. Apprenticeship Contracts, South Seattle College	
	i. Puget Sound Electrical Joint Apprenticeship Training Committee	Tab 4
	ii. Construction Industry Training Council	Tab 5
	D. Approval of Chancellor’s Contract	
3:50 p.m.	INFORMATION ITEMS	
	E. 2018-19 Year-End Financial Report	Tab 6
	F. Review of Budget for 2019-20	Tab 7
	G. Budget Report, through July 2019	Tab 8
	H. Purchase Authorization Report: Modular House Relocation	Tab 9
	I. COP Refinancing, NSC Integrated Resource Center	Tab 10
	J. Annual Enrollment Report	Tab 11
	K. 100s Policies - First Reading	Tab 12
	i. Policy 100: Board of Trustees Legal Basis – Establishment	

- ii. Policy 101: Board of Trustees Legal Basis – Appointment – Terms – Composition
- iii. Policy 102: Board of Trustees Legal Basis – Qualifications
- iv. Policy 103: Board of Trustees Legal Basis – Restrictions
- v. Policy 104: Board of Trustees Legal Basis – Organization
- vi. Policy 105: Board of Trustees Legal Basis – Officers
- vii. Policy 106: Board of Trustees Legal basis – Quorum
- viii. Policy 107: Board of Trustees Legal basis – Powers and Duties
- ix. Policy 108: Delegated Authorities of the Board of Trustees
- x. Policy 110: SCD Mission Statement
- xi. Policy 125: Powers and Duties of the Officers of the Board
- xii. Policy 126: Meetings of the Board of Trustees – Guidelines
- xiii. Policy 127: Meeting of the Board of Trustees – Format
- xiv. Policy 128: Exercise of Powers by the Board of Trustees
- xv. Policy 129: Advisory Representative to the Board of Trustees
- xvi. Policy 131: Code of Ethics for the Board of Trustees
- xvii. Policy 132: Membership of the Board of Trustees
- xviii. Policy 133: Orientation of New Board Members
- xiv. Policy 150: SCD Policies and Procedures
- xv. Policy 151: District Seal
- xvi. Policy 152: Tendering and Accepting Gifts for SCD
- xvii. Policy 153: Tenure

4:30 p.m.

ORAL REPORTS

Written Reports-Tab 13

- A. Chancellor's Report
- B. Chair's Report
- C. Trustees
- D. Labor Union Representatives
 - 1. Ms. Annette Stofer, AFT Seattle Community Colleges
 - 2. Mr. Matthew Davenhall, WFSE
 - 3. Mr. Cody Hiatt, AFT-SPS
- E. College Presidents, Vice Chancellors
 - 1. Dr. Sheila Edwards Lange, Seattle Central College
 - 2. Dr. Warren Brown, North Seattle College
 - 3. Dr. Rosie Rimando-Chareunsap, South Seattle College
 - 4. Dr. Kurt Buttleman, Vice Chancellor of Academic and Student Success
 - 5. Ms. Jennifer Dixon, Interim Vice Chancellor for Human Resources
 - 6. Ms. Kerry Howell, Vice Chancellor for Advancement
 - 7. Dr. Cindy Riche, Chief Information Officer

8. Ms. Jennifer Strother, Interim Vice Chancellor of Finance and Operations

5:00 p.m. ADJOURNMENT

The next meeting of the Board of Trustees will be held on Thursday, October 10, 2019 at Seattle Central College, 1700 Broadway Avenue East, Seattle, WA 98122. There will be a Study Session at 1:30 p.m., and the Regular Meeting will follow at 3:00 p.m.

EXECUTIVE SESSIONS

An executive session may be held for one or more of the following purposes: (1) To receive and evaluate complaints against a public officer or employee; (2) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee; (3) To discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party, when public knowledge of the discussion would likely result in adverse consequence to the district; (4) To consider, as a quasi-judicial body, a quasi-judicial matter between named parties; (5) To consider matters governed by the administrative procedure act, chapter 34.05 RCW; and/or (6) To plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations, or grievance or mediation proceedings, or to review proposals made in on-going negotiations or proceedings.

SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

July 18, 2019

REGULAR SESSION

9:00 a.m.

Siegal Center Boardroom

Seattle Central College
1500 Harvard Avenue
Seattle, WA 98102

REGULAR MEETING AGENDA

EXECUTIVE SESSION (5 Minutes)

(3) To discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party, when public knowledge of the discussion would likely result in adverse consequence to the district;

CALL TO ORDER

The meeting was called to order by Chair Chernin at 9:05am.

ATTENDANCE

By phone: Louise Chernin, Steve Hill, Teresita Batayola, Rosa Peralta, Robert Williams, Susan Dresser; at Siegal Center: Shouan Pan, Sheila Edwards Lange, Derek Edwards, Cindy Riche, Jennifer Dixon, Kurt Buttleman, Andrea Insley, Jennifer Strother

ACTION / Approval of Agenda

Trustee Williams made a motion to approve the agenda. Trustee Batayola seconded the motion. The motion carried 5-0.

PUBLIC COMMENTS

There were no public comments.

ACTION ITEMS

A. Minutes from June 13, 2019

The board reviewed the minutes from the June 13, 2019 regular meeting. **Trustee Hill made a motion to approve them. Trustee Peralta seconded. The motion carried 4-0. Trustee Chernin abstained.**

B. Election of Board Chair and Vice Chair for 2019-20

Trustee Batayola made a motion to elect Steve Hill as Chair and Rosa Peralta as Vice Chair beginning September 1, 2019. Trustee Williams seconded. The motion carried 5-0. The board extended congratulations to the newly elected board officers and thanked Chair Chernin for her leadership over the past two years.

C. Board of Trustees Regular Meeting Schedule for 2019-20

All Regular meetings take place on the 2nd Thursday of the month at 3:00pm, except in December when the meeting will be held on the 3rd Thursday of the month. This change to the regular schedule is due to a conflict with the WACTC schedule. **Trustee Batayola made a motion to approve the schedule. Trustee Williams seconded. The motion carried 5-0.**

D. Purchase Authorization, Year Up

Chancellor Pan gave background on the proposed 2-year contract with Year Up. **Trustee Batayola made a motion to approve the contract with Year Up. Trustee Hill seconded. The motion carried 5-0.**

E. Purchase Authorization, King County Metro

Chancellor Pan asked the board to authorize an agreement with King County Metro to purchase ORCA cards that are sold at a discounted rate to faculty, staff and students. **Trustee Batayola made a motion to approve the purchase from King County Metro. Trustee Hill seconded. The motion carried 5-0.**

F. Chancellor's Evaluation Process

Trustee Hill outlined a process for the chancellor's evaluation and answered questions from trustees. The process will begin in mid-August. The board intends to use their study session time on September 12 to conduct the chancellor's evaluation. **Trustee Batayola made a motion to approve the proposed evaluation process. Trustee Williams seconded. The motion carried 5-0.**

INFORMATION ITEMS

G. Budget Report, through May 2019

Jennifer Strother reported that spending was within expectations and that tuition collection was lower than projected for both domestic and international students, due to declining enrollments.

H. Seattle Colleges Investments

Jennifer Strother and Susan Dresser presented an outline of the district's investment portfolio and the rules and rationale governing our strategy.

I. Spring Enrollment Report

Kurt Buttleman presented the Spring enrollment report. There was a decrease in state funded FTES and international FTES. Running Start FTES have increased.

J. Policy 366, Student Absences for Reasons of Faith or

Conscience – First Reading

Chancellor Pan introduced a revised policy for board discussion. Our policy is being revised in accordance with a new state law. The policy will come back to the board for a second reading and request for approval on September 12.

ORAL REPORTS

Chair Chernin reminded board members that the board self-evaluation is due on August 31 and will be discussed during the September 12 study session.

Chancellor Pan highlighted items from his written report. He and Sheila Edwards Lange informed the board of a new affordable housing option for Seattle Colleges employees. As part of the property exchange agreement with Sound Transit, Capitol Hill Housing Authority is working with Seattle Colleges on a MOU that sets partnership agreements to jointly promote planned affordable units at Station House, a 110 unit development next to Seattle Central College, to Seattle Colleges employees.

ADJOURNMENT

The meeting adjourned at 9:50am.

The next meeting of the Board of Trustees will be held on Thursday, September 12, 2019 at South Seattle College, 6000 16th Ave SW, Seattle, WA 98106. There will be a Study Session at 1:30 p.m., and the Regular Meeting will follow at 3:00 p.m.

EXECUTIVE SESSIONS

An executive session may be held for one or more of the following purposes: (1) To receive and evaluate complaints against a public officer or employee; (2) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee; (3) To discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party, when public knowledge of the discussion would likely result in adverse consequence to the district; (4) To consider, as a quasi-judicial body, a quasi-judicial matter between named parties; (5) To consider matters governed by the administrative procedure act, chapter 34.05 RCW; and/or (6) To plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations, or grievance or mediation proceedings, or to review proposals made in on-going negotiations or proceedings.

MEMORANDUM

To: Board of Trustees
From: Kurt Buttleman
Date: September 12, 2019
Subject: Policy 366 – Second Reading

Background

During the 2019 Legislative Session, Senate Bill #5166 was passed that requires an amendment to our current policy #366: Absences for Reasons of Faith or Conscience. The most significant changes resulting from SB #5166 are elimination of the limit of “up to two days per academic year” and the requirement that notice of the policy must be included “in course or program syllabi.”

The revised policy was given a First Reading at the July 18, 2019 special meeting and is being brought for a Second Reading in September so that we can adopt the final policy prior to the start of Fall Quarter.

Recommendation

It is the recommendation of the administration for the Board of Trustees to adopt the revised policy.

Submitted by:



Dr. Kurt R. Buttleman
Vice Chancellor for Academic and Student Success

Transmitted to the Board of Trustees with favorable recommendation.



Dr. Shouan Pan
Chancellor

Seattle College District Policy

NUMBER: 366

TITLE: Student Absences for Reasons of Faith or Conscience

Adopted Date: 7/9/2015 Last Revised:

Seattle Colleges will grant reasonable accommodation so that students who are absent for reasons of faith or conscience, or for an organized activity conducted under the auspices of a religious denomination, church, or religious organization will not have their grades or other learning opportunities from the class be negatively affected. Such absences must be requested in writing within the first two weeks of the quarter.

Faculty must include the approved language references this policy in their syllabi. This policy and the associated procedure will be posted on the institutional website. Students who have concerns about approval or a grade impact may utilize the student grievance procedure for concerns not directly related to grades, or to the grade appeal process in cases impacting a final grade (WAC 132F-121-090).

Reference: [RCW 28B.10.039 - Holidays/Faith & Conscience](#).

MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: September 12, 2019

SUBJECT: One-Year Puget Sound Electrical Joint Apprenticeship Training Committee.

Background

Per District Policy 108, the Board of Trustees has reserved authority on entering into "any contract including any settlement agreement that involves payment by the district of a total amount of \$250,000 or more in any fiscal year, except public works contracts that are managed by another state agency."

Seattle Colleges desires to enter into a 1 year contract with Puget Sound Electrical Joint Apprenticeship Training Committee for apprenticeship training. The annual cost is \$1,832,885 comprised of \$3,559 per FTE. The costs are being paid to provide all instructional costs incurred by the Puget Sound Electrical Joint Apprenticeship Training Council.

The costs of the contract will be offset by tuition payments of \$3.67 per contact hour as an option recommended by State Board guidance. Costs are also offset by State Board allocation based on target and weighted FTE funding.

This agreement shall commence July 1, 2019 and shall terminate on June 30, 2020.

Recommendation

It is recommended that the Board of Trustees authorizes the Chancellor and his designee to enter into this 1 year contract, in the amount of \$427,080.

Submitted by:



Jennifer Strother
Interim Vice Chancellor, Finance & Operations

Transmitted to the Board with a favorable recommendation



Dr. Shouan Pan
Chancellor

MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: September 12, 2019

SUBJECT: One-Year Construction Industry Training Council Apprenticeship Agreement

Background

Per District Policy 108, the Board of Trustees has reserved authority on entering into "any contract including any settlement agreement that involves payment by the district of a total amount of \$250,000 or more in any fiscal year, except public works contracts that are managed by another state agency."

Seattle Colleges desires to enter into a 1 year contract with Construction Industry Training Council for apprenticeship training. The annual cost is \$1,423,600 comprised of \$3,559 per FTE. The costs are being paid to provide all instructional costs incurred by the Construction Industry Training Council apprenticeship.

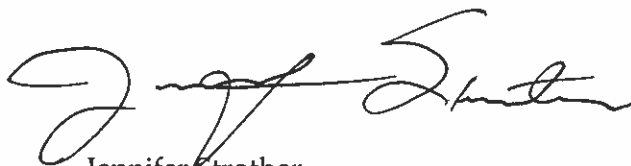
The costs of the contract will be offset by tuition payments of \$3.67 per contact hour as an option recommended by State Board guidance. Costs are also offset by State Board allocation based on target and weighted FTE funding.

This agreement shall commence July 1, 2019 and shall terminate on June 30, 2020.

Recommendation

It is recommended that the Board of Trustees authorizes the Chancellor and his designee to enter into this 1 year contract, in the amount of \$1,423,600.

Submitted by:



Jennifer Strother
Interim Vice Chancellor, Finance & Operations

Transmitted to the Board with a favorable recommendation



Dr. Shouan Pan
Chancellor

MEMORANDUM

TO: Board of Trustees
FROM: Jennifer Strother
DATE: September 12, 2019
SUBJECT: Annual Financial Report - Information only

Background

Seattle College District budgets and accounts for its funds in accordance with policies and procedures of the State of Washington Office of Financial Management (OFM) and the State Board for Community and Technical Colleges (SBCTC).

The attached Annual Financial Report provides summary data for all of the campuses and the District Office. It includes a year-to-year comparison of activity in the simplified report format approved by the Board last year for financial reports. Operating budgets included are state allocation, tuition, international, running start and class and lab fee programs.

Recommendation

It is recommended that this item be received as information only.

Submitted by:



Jennifer Strother
Interim Vice Chancellor of Finance & Operations

Transmitted to the Board with a favorable recommendation.



Dr. Shouan Pan
Chancellor



SEATTLE COLLEGES

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MISSION

As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.



Seattle Colleges Budget and Financial Report 6/30/19

Operating Funds



SEATTLE COLLEGES

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Operating Funds Budget and Actual 6-30-19

SEATTLE COLLEGES DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
SOURCES:			
State Allocation	\$ (73,282,890)	\$ (74,049,104)	\$ (74,042,817)
State Allocation/Capital	\$ (1,322,600)	\$ (1,322,600)	\$ (1,322,600)
Local Revenues:			
Tuition	\$ (31,461,126)	\$ (31,856,595)	\$ (30,782,660)
Fees	\$ (9,624,274)	\$ (9,311,274)	\$ (9,527,778)
Running Start	\$ (6,637,430)	\$ (8,473,623)	\$ (9,323,814)
International, IEL	\$ (25,014,666)	\$ (21,571,789)	\$ (20,913,685)
Other	\$ (2,690,480)	\$ (1,722,404)	\$ (2,121,745)
Revenue Transfers	\$ 4,640,217	\$ 3,686,041	\$ 2,244,243
Use of Reserves	\$ -	\$ (14,544,290)	\$ -
SubTotal	\$ (70,787,760)	\$ (83,793,934)	\$ (70,425,438)
Total	\$ (145,393,250)	\$ (159,165,638)	\$ (145,790,855)
USES BY EXPENSE TYPE:			
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
Salaries/Wages	\$ 88,749,867	\$ 97,066,454	\$ 91,337,880
Employee Benefits	\$ 30,687,380	\$ 33,869,838	\$ 30,775,666
Contracted Services	\$ 367,167	\$ 682,520	\$ 551,504
Supplies	\$ 18,806,563	\$ 25,669,621	\$ 19,599,358
Travel	\$ 670,787	\$ 965,991	\$ 641,847
Equipment	\$ 1,350,479	\$ 2,289,231	\$ 2,766,869
Grants to Students	\$ 7,337,238	\$ 3,780,606	\$ 7,036,501
Other	\$ (5,298,336)	\$ (7,250,244)	\$ (5,532,845)
Total	\$ 142,671,144	\$ 157,074,017	\$ 147,176,780

Financial results for the fiscal year completed 6/30/19 were in line with budget expectations.

- Tuition was about \$1.1M under budget due to declining state enrollment and \$700K under last fiscal year.
- Running Start was \$850K higher than budget and \$2.7M higher than last fiscal year.
- International revenues were \$658K under budget and \$4.1M less than last fiscal year.
- Excluding revenue transfers, resources generated by operating funds were about \$2M less than the last fiscal year total.



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Operating Funds Budget and Actual 6-30-19

SEATTLE COLLEGES DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
SOURCES:			
State Allocation	\$ (73,282,890)	\$ (74,049,104)	\$ (74,042,817)
State Allocation/Capital	\$ (1,322,600)	\$ (1,322,600)	\$ (1,322,600)
Local Revenues:			
Tuition	\$ (31,461,126)	\$ (31,856,595)	\$ (30,782,660)
Fees	\$ (9,624,274)	\$ (9,311,274)	\$ (9,527,778)
Running Start	\$ (6,637,430)	\$ (8,473,623)	\$ (9,323,814)
International, IEL	\$ (25,014,666)	\$ (21,571,789)	\$ (20,913,685)
Other	\$ (2,690,480)	\$ (1,722,404)	\$ (2,121,745)
Revenue Transfers	\$ 4,640,217	\$ 3,686,041	\$ 2,244,243
Use of Reserves	\$ -	\$ (14,544,290)	\$ -
SubTotal	\$ (70,787,760)	\$ (83,793,934)	\$ (70,425,438)
Total	\$ (145,393,250)	\$ (159,165,638)	\$ (145,790,855)
USES BY EXPENSE TYPE:			
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
Salaries/Wages	\$ 88,749,867	\$ 97,066,454	\$ 91,337,880
Employee Benefits	\$ 30,687,380	\$ 33,869,838	\$ 30,775,666
Contracted Services	\$ 367,167	\$ 682,520	\$ 551,504
Supplies	\$ 18,806,563	\$ 25,669,621	\$ 19,599,358
Travel	\$ 670,787	\$ 965,991	\$ 641,847
Equipment	\$ 1,350,479	\$ 2,289,231	\$ 2,766,869
Grants to Students	\$ 7,337,238	\$ 3,780,606	\$ 7,036,501
Other	\$ (5,298,336)	\$ (7,250,244)	\$ (5,532,845)
Total	\$ 142,671,144	\$ 157,074,017	\$ 147,176,780

Expenses were also in line with budget.

- Salaries and benefits were 83% of total spending and increased by about \$2.8M over last fiscal year but were lower than budget.
 - Note that vacancies are the primary reason that actual salary expense is under budget most years.
- Services, supplies, and equipment were up \$2.4M over last year but lower than budgeted expenses.
- Travel decreased slightly from last year and was under budget.
- Grants to students declined about \$300K consistent with declining enrollment.
- Overall expenses increased \$4.5M but were lower than budgeted total expenses.



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Operating Funds Budget and Actual 6-30-19

SEATTLE CENTRAL COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
SOURCES:			
State Allocation	\$ (25,051,311)	\$ (23,710,703)	\$ (23,704,419)
State Allocation/Capital	\$ (595,150)	\$ (595,150)	\$ (595,150)
Local Revenues:			
Tuition	\$ (12,549,001)	\$ (10,837,274)	\$ (12,493,289)
Fees	\$ (3,693,249)	\$ (4,168,459)	\$ (3,459,407)
Running Start	\$ (2,808,431)	\$ (3,873,623)	\$ (3,963,132)
International, IEL	\$ (13,289,011)	\$ (11,317,942)	\$ (11,773,204)
Other	\$ (863,482)	\$ (140,125)	\$ (682,119)
Revenue Transfers	\$ (47,221)	\$ 2,070,673	\$ 2,129,145
Use of Reserves		\$ (5,363,146)	
SubTotal	\$ (33,250,395)	\$ (33,629,896)	\$ (30,242,006)
TOTAL	\$ (58,896,856)	\$ (57,935,749)	\$ (54,541,575)
USES BY EXPENSE TYPE:			
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
Salaries/Wages	\$ 36,621,724	\$ 38,114,432	\$ 37,006,539
Employee Benefits	\$ 12,614,736	\$ 13,096,642	\$ 12,484,646
Contracted Services	\$ 180,624	\$ 240,571	\$ 211,976
Supplies	\$ 6,952,436	\$ 7,313,959	\$ 6,343,239
Travel	\$ 180,619	\$ 292,086	\$ 209,203
Equipment	\$ 888,722	\$ 735,551	\$ 1,004,923
Grants to Students	\$ 1,108,970	\$ 1,077,584	\$ 933,554
Other	\$ (1,123,600)	\$ (3,690,686)	\$ (3,537,959)
TOTAL	\$ 57,424,230	\$ 57,180,139	\$ 54,656,121

Seattle Central financial results were in line with budget.

- Tuition was down about \$56K from the previous fiscal year.
- Running Start was up about \$1.2M from the previous year and \$89K over budget.
- International was down \$1.5M from the previous year but \$455K more than budget.
- Resources excluding revenue transfers were down about \$2.2M from the previous fiscal year.
- Salaries and benefits were \$255K more than the previous fiscal year and within budget.
- Services, supplies and equipment were \$462K less than the previous year and under budget.
- Grants to students were down \$175K from the previous year.



SEATTLE COLLEGES

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Operating Funds Budget and Actual 6-30-19

NORTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
SOURCES:			
State Allocation	\$ (18,013,450)	\$ (16,771,152)	\$ (16,771,151)
State Allocation/Capital	\$ (330,650)	\$ (330,650)	\$ (330,650)
Local Revenues:			
Tuition	\$ (9,769,044)	\$ (7,614,045)	\$ (9,527,482)
Fees	\$ (2,844,694)	\$ (2,924,290)	\$ (2,884,840)
Running Start	\$ (1,626,289)	\$ (1,400,000)	\$ (2,348,014)
International, IEL	\$ (6,909,531)	\$ (5,478,647)	\$ (4,543,907)
Other	\$ (358,341)	\$ (229,079)	\$ (390,449)
Revenue Transfers	\$ 1,641,761	\$ 2,224,300	\$ (447)
Use of Reserves		\$ (7,605,526)	\$ -
SubTotal	\$ (19,866,137)	\$ (23,027,287)	\$ (19,695,138)
Total	\$ (38,210,237)	\$ (40,129,089)	\$ (36,796,938)
USES BY EXPENSE TYPE:			
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
Salaries/Wages	\$ 23,132,430	\$ 25,079,261	\$ 22,831,678
Employee Benefits	\$ 8,060,585	\$ 8,189,159	\$ 7,695,825
Contracted Services	\$ 74,174	\$ 124,034	\$ 74,582
Supplies	\$ 3,374,094	\$ 3,917,715	\$ 3,035,101
Travel	\$ 94,433	\$ 125,997	\$ 93,057
Equipment	\$ 454,823	\$ 1,047,245	\$ 792,283
Grants to Students	\$ 1,003,946	\$ 923,473	\$ 1,061,622
Other	\$ (660,069)	\$ (289,281)	\$ 451,875
Total	\$ 35,534,416	\$ 39,117,603	\$ 36,036,023

North Seattle College financial results were in line with budget.

- Tuition was down \$242K from the previous year.
- Running Start was up \$722K from the previous year and \$948K over budget.
- International was down \$2.4M from the previous year and \$935K under budget.
- Salaries and benefits were down about \$666K from the previous year and within budget.
- Services, supplies and equipment were nearly even with the previous year and within budget.
- Grants to students were \$57K higher than the previous fiscal year.



SEATTLE COLLEGES

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Operating Funds Budget and Actual 6-30-19

SOUTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
SOURCES:			
State Allocation	\$ (20,528,679)	\$ (19,070,387)	\$ (19,070,386)
State Allocation/Capital	\$ (396,800)	\$ (396,800)	\$ (396,800)
Local Revenues:			
Tuition	\$ (9,143,081)	\$ (8,089,518)	\$ (8,579,492)
Fees	\$ (2,974,985)	\$ (2,018,525)	\$ (3,112,367)
Running Start	\$ (2,202,711)	\$ (3,200,000)	\$ (3,012,669)
International, IEL	\$ (4,816,124)	\$ (4,775,200)	\$ (4,596,573)
Other	\$ (765,077)	\$ (353,200)	\$ (1,049,177)
Revenue Transfer	\$ 3,031,106	\$ (739,128)	\$ 9,646
Use of Reserves		\$ (1,075,618)	\$ -
SubTotal	\$ (16,870,872)	\$ (20,251,189)	\$ (20,340,631)
Total	\$ (37,796,351)	\$ (39,718,376)	\$ (39,807,817)
USES BY EXPENSE TYPE:			
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
Salaries/Wages	\$ 22,250,446	\$ 22,873,142	\$ 21,352,117
Employee Benefits	\$ 7,462,012	\$ 8,427,037	\$ 6,955,749
Contracted Services	\$ 35,856	\$ 80,210	\$ 61,480
Supplies	\$ 4,587,855	\$ 6,378,630	\$ 4,631,710
Travel	\$ 267,855	\$ 287,984	\$ 196,141
Equipment	\$ (130,745)	\$ 287,715	\$ 439,525
Grants to Students	\$ 5,222,671	\$ 1,778,199	\$ 5,039,269
Other	\$ (2,545,450)	\$ (602,116)	\$ (1,123,749)
Total	\$ 37,150,501	\$ 39,510,801	\$ 37,552,242

South Seattle College financial results were in line with budget.

- Tuition was \$564K lower than the previous year.
- Running Start was \$810K higher than the previous year and 187K lower than budget.
- International was \$220K lower than the previous year and \$178K lower than budget.
- Salaries and Benefits were down \$1.4M from the previous year and within budget.
- Services, supplies and equipment were \$640K higher than the previous year and within budget.
- Grants to students were down \$183K from the previous year.



SEATTLE COLLEGES
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Operating Funds Budget and Actual 6-30-19

DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
SOURCES:			
State Allocation	\$ (9,689,450)	\$ (14,496,862)	\$ (14,496,862)
State Allocation/Capital		\$ -	
Local Revenues:			
Tuition		\$ (5,315,758)	\$ (182,397)
Fees	\$ (111,347)	\$ (200,000)	\$ (71,164)
Running Start			
International, IEL			
Other	\$ (703,580)	\$ (1,000,000)	
Revenue Transfers	\$ 14,571	\$ 130,196	\$ 105,898
Use of Reserves		\$ (500,000)	
SubTotal	\$ (800,356)	\$ (6,885,562)	\$ (147,663)
Total	\$ (10,489,806)	\$ (21,382,424)	\$ (14,644,525)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	Actual YTD 6/30/19
Salaries/Wages	\$ 6,745,267	\$ 10,999,619	\$ 10,147,546
Employee Benefits	\$ 2,550,048	\$ 4,157,000	\$ 3,639,445
Contracted Services	\$ 76,513	\$ 237,705	\$ 203,466
Supplies	\$ 3,892,178	\$ 8,059,317	\$ 5,589,308
Travel	\$ 127,880	\$ 259,924	\$ 143,447
Equipment	137679.11	\$ 218,720	\$ 530,138
Grants to Students	\$ 1,650	\$ 1,350	\$ 2,056
Other	\$ (969,217)	\$ (2,668,161)	\$ (1,323,013)
			\$ -
Total	\$ 12,561,997	\$ 21,265,474	\$ 18,932,394

*Note District Budgeted from College Tuition receipts recorded at Colleges.

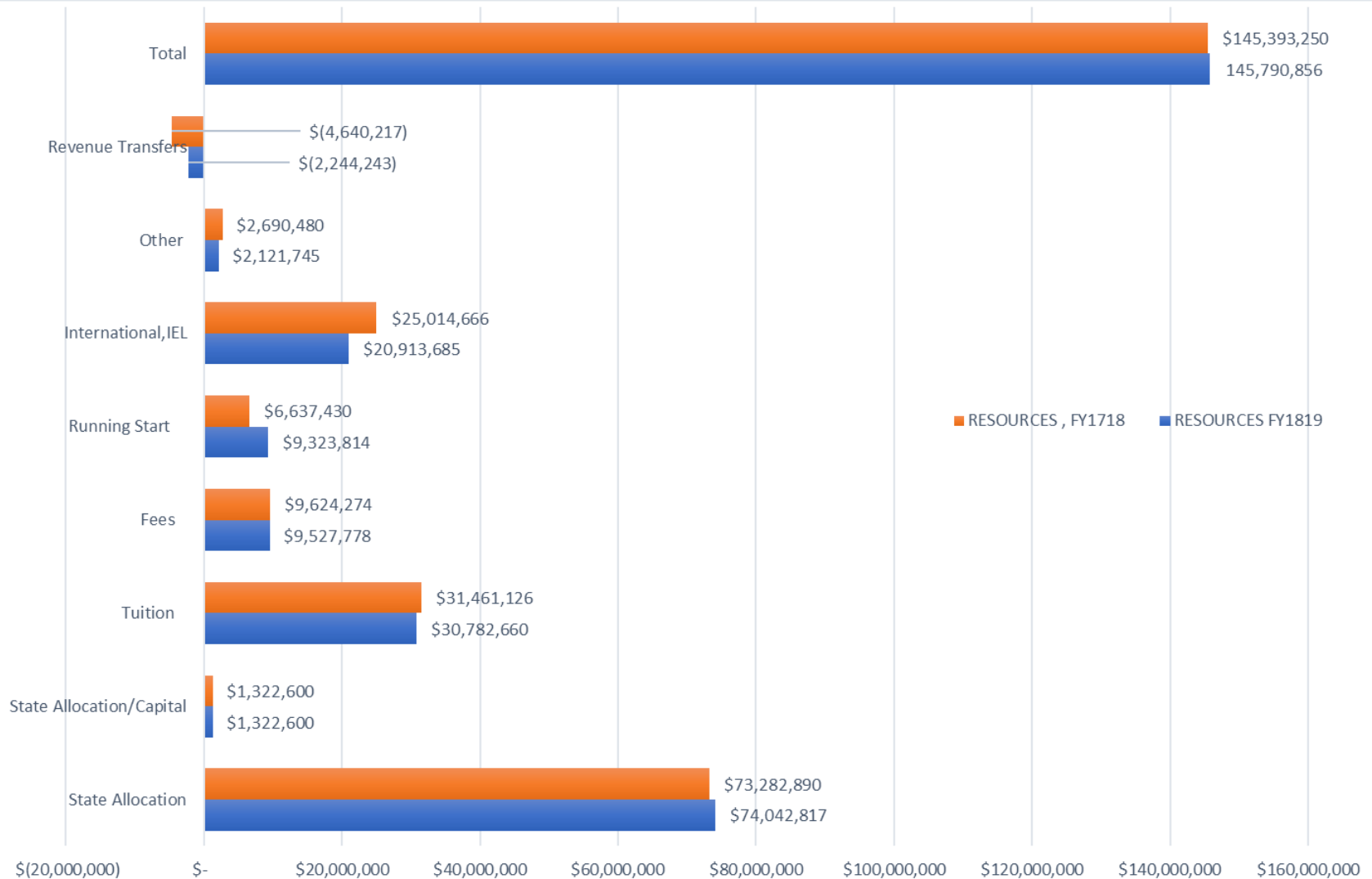
District financial results were in line with budget.

- The District budget included plans to spend against tuition collected and recorded at colleges. All tuition collections are reflected in college financial results while some expenses at District are budgeted to spend against college tuition.
- District salaries and benefits were \$4.5M higher than the previous year and within budget. Centralization of some operations moved some expenses to the District from colleges.
- Services, supplies and equipment expenses were \$738K higher than the previous year and within budget.



SEATTLE COLLEGES

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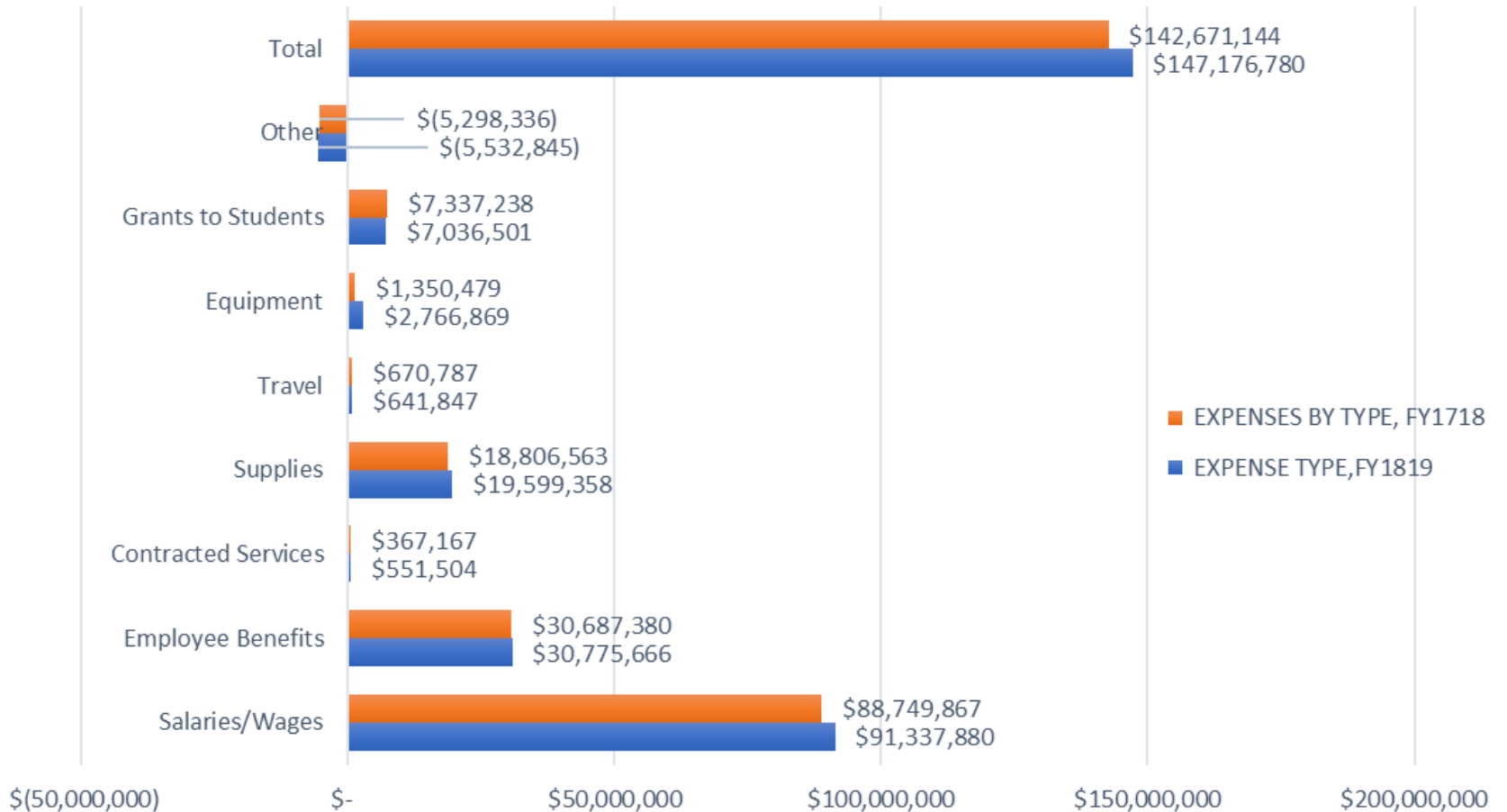


SEATTLE COLLEGES OPERATING RESOURCES FY1718 AND FY1819



SEATTLE COLLEGES
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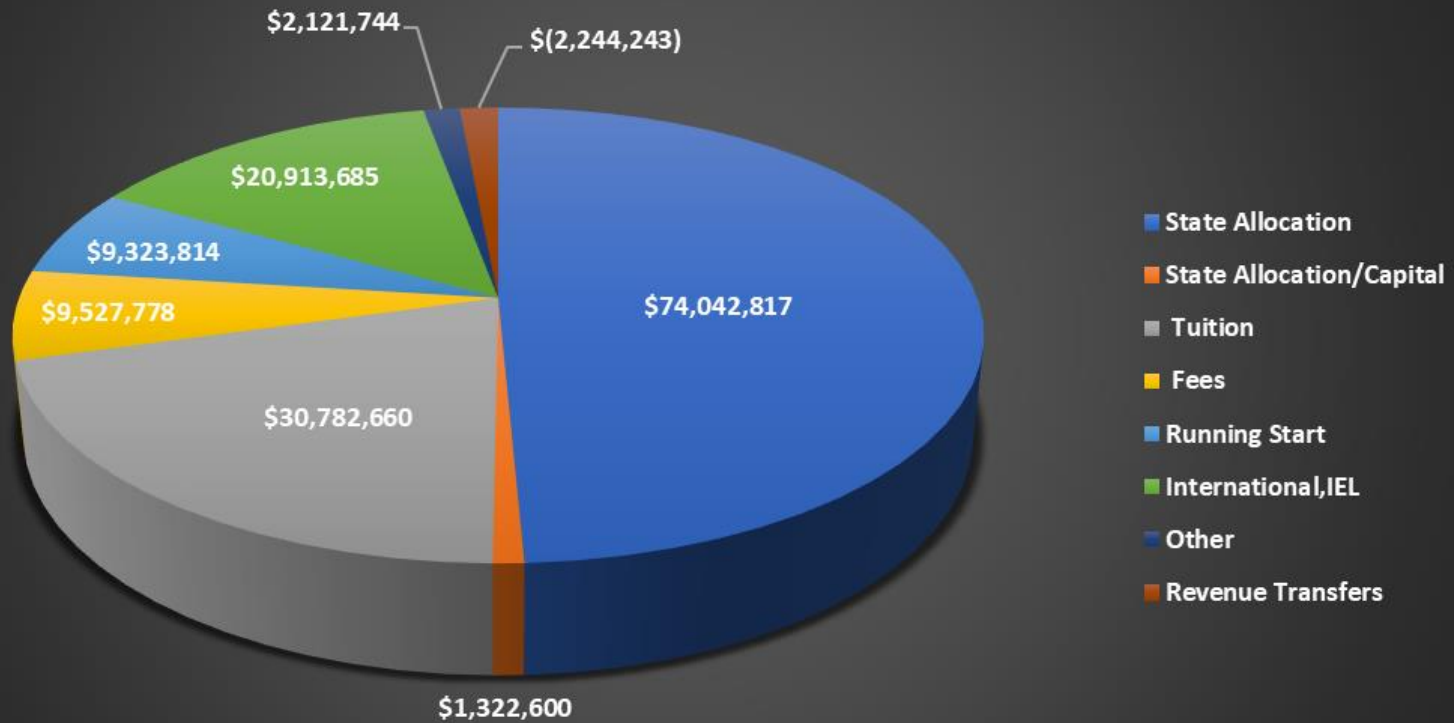
SEATTLE COLLEGES OPERATING EXPENSES FY1819 AND FY1718



SEATTLE COLLEGES
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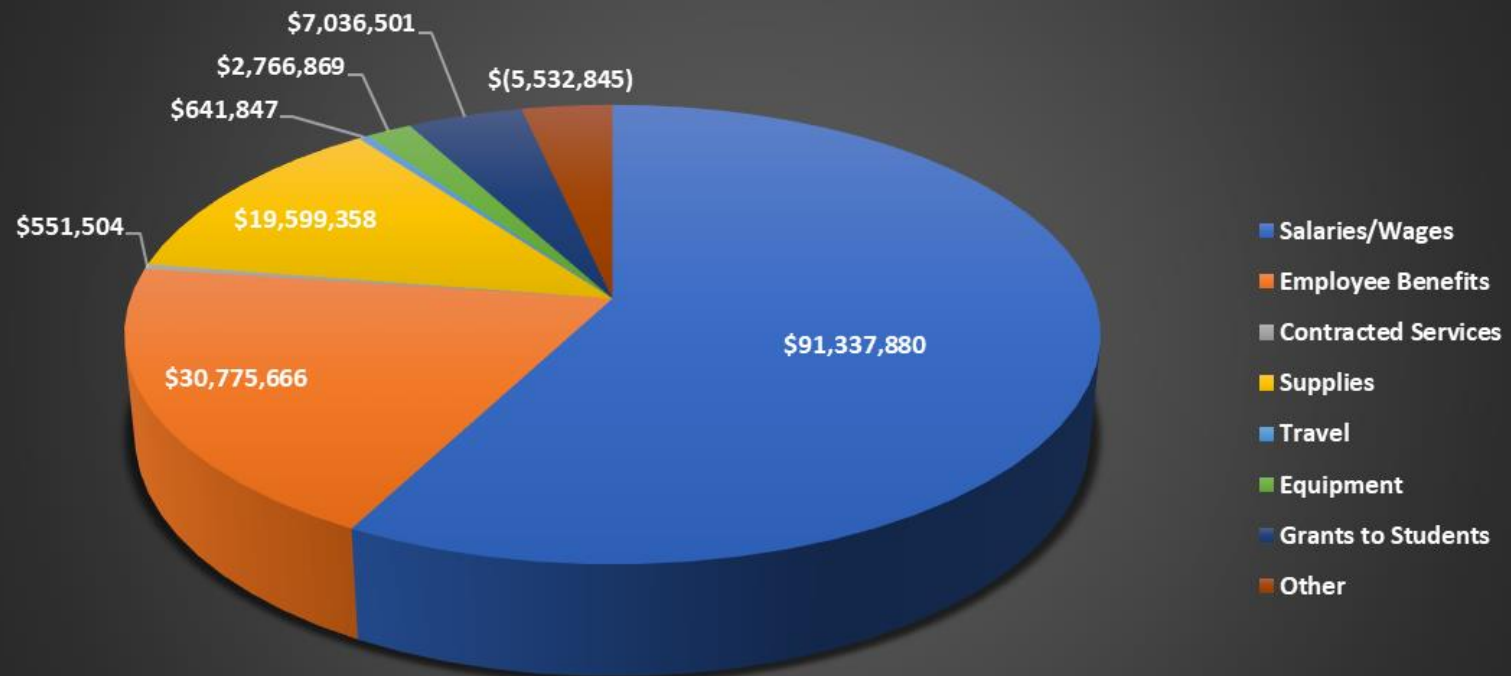
SEATTLE COLLEGES OPERATING RESOURCES FY1819

\$145,790,855



SEATTLE COLLEGES OPERATING EXPENSES FY1819

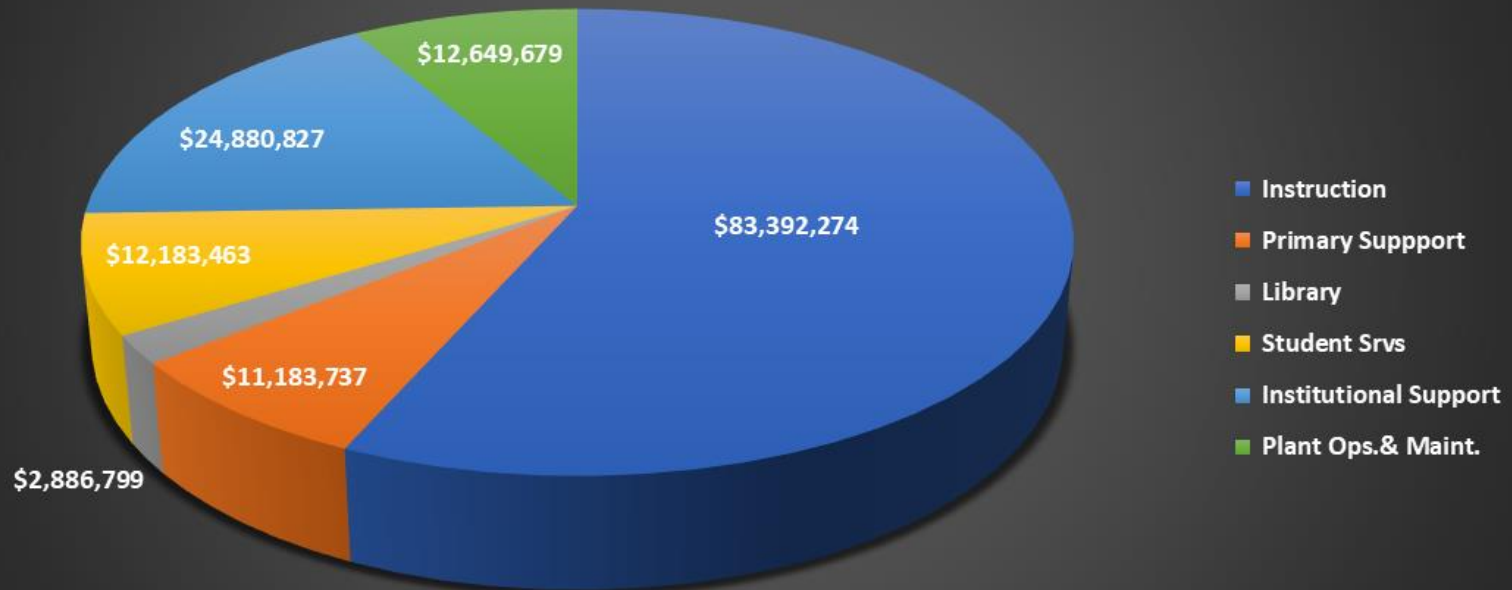
\$147,176,780



SEATTLE COLLEGES
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EXPENSES BY PROGRAM, FY1819

\$147,176,780



MEMORANDUM

TO: Board of Trustees
FROM: Jennifer Strother
DATE: September 12, 2019
SUBJECT: Budget Update

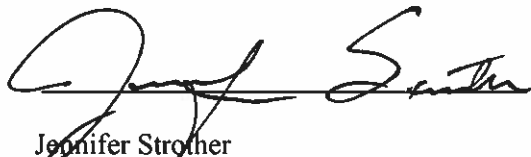
At its meeting in June 2019, the Board approved the 19/20 fiscal year operating budget. This update is provided to review the operating budget, including some changes that have occurred since June. Total budgeted expenditures approved in June were \$155,368,388. Colleges have continued to update budgets with updated budgeted expenses totaling \$153,851,767.

The budget information presented includes a year-to-year comparison of budgets in the simplified report format approved by the Board last year for financial reports.

Operating budgets included are state allocation, tuition, running start, international and class and lab fees programs.

No action is required at this time. This is informational only.

Submitted by:



Jennifer Strother
Interim Vice Chancellor of Finance and Operations

Transmitted to the Board with a favorable recommendation.



Dr. Shouan Pan
Chancellor



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MISSION

As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.



Seattle Colleges FY1920 Operating Budget Review

September 2019



SEATTLE COLLEGES

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Operating Funds Actuals and Budget

SEATTLE COLLEGES DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
SOURCES:				
State Allocation	\$ (73,282,890)	\$ (74,049,104)	\$ (74,042,817)	\$ (81,541,035)
State Allocation/Capital	\$ (1,322,600)	\$ (1,322,600)	\$ (1,322,600)	\$ (1,322,600)
Local Revenues:				
Tuition	\$ (31,461,126)	\$ (31,856,595)	\$ (30,782,660)	\$ (30,342,622)
Fees	\$ (9,624,274)	\$ (9,311,274)	\$ (9,527,778)	\$ (10,115,932)
Running Start	\$ (6,637,430)	\$ (8,473,623)	\$ (9,323,814)	\$ (9,991,765)
International, IEL	\$ (25,014,666)	\$ (21,571,789)	\$ (20,913,685)	\$ (17,972,159)
Other	\$ (2,690,480)	\$ (1,722,404)	\$ (2,121,745)	\$ (993,829)
Revenue Transfers	\$ 4,640,217	\$ 3,686,041	\$ 2,244,243	\$ (83,567)
Use of Reserves	\$ -	\$ (14,544,290)	\$ -	\$ (4,035,913)
SubTotal	\$ (70,787,760)	\$ (83,793,934)	\$ (70,425,438)	\$ (73,535,787)
Total	\$ (145,393,250)	\$ (159,165,638)	\$ (145,790,855)	\$ (156,399,422)
USES BY EXPENSE TYPE:				
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
Salaries & Wages	\$ 88,749,867	\$ 97,066,454	\$ 91,337,880	\$ 102,833,151
Employee Benefits	\$ 30,687,380	\$ 33,869,838	\$ 30,775,666	\$ 34,569,616
Contracted Services	\$ 367,167	\$ 682,520	\$ 551,504	\$ 400,381
Supplies	\$ 18,806,563	\$ 25,669,621	\$ 19,599,358	\$ 20,321,913
Travel	\$ 670,787	\$ 965,991	\$ 641,847	\$ 853,400
Equipment	\$ 1,350,479	\$ 2,289,231	\$ 2,766,869	\$ 1,951,167
Grants to Students	\$ 7,337,238	\$ 3,780,606	\$ 7,036,501	\$ 7,221,649
Other	\$ (5,298,336)	\$ (7,250,244)	\$ (5,532,845)	\$ (14,299,510)
Total	\$ 142,671,144	\$ 157,074,017	\$ 147,176,780	\$ 153,851,767

The Board approved the FY1920 Seattle Colleges operating budget at the June 2019 Board meeting.

This update is provided to review the operating budget approved in June with adjustments made by colleges since that time.

Total budgeted expenses approved in June were \$155.4M.

For this review, total budgeted expenses are \$153.9M.



SEATTLE COLLEGES

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Operating Funds Actuals and Budget

SEATTLE CENTRAL COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
SOURCES:				
State Allocation	\$ (25,051,311)	\$ (23,710,703)	\$ (23,704,419)	\$ (31,994,800)
State Allocation/Capital	\$ (595,150)	\$ (595,150)	\$ (595,150)	\$ (595,150)
Local Revenues:				
Tuition	\$ (12,549,001)	\$ (10,837,274)	\$ (12,493,289)	\$ (12,472,200)
Fees	\$ (3,693,249)	\$ (4,168,459)	\$ (3,459,407)	\$ (3,215,249)
Running Start	\$ (2,808,431)	\$ (3,873,623)	\$ (3,963,132)	\$ (3,991,765)
International, IEL	\$ (13,289,011)	\$ (11,317,942)	\$ (11,773,204)	\$ (10,651,353)
Other	\$ (863,482)	\$ (140,125)	\$ (682,119)	\$ (444,279)
Revenue Transfers	\$ (47,221)	\$ 2,070,673	\$ 2,129,145	\$ (35,322)
Use of Reserves		\$ (5,363,146)		\$ (1,014,509)
SubTotal	\$ (33,250,395)	\$ (33,629,896)	\$ (30,242,006)	\$ (31,824,677)
TOTAL	\$ (58,896,856)	\$ (57,935,749)	\$ (54,541,575)	\$ (64,414,627)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
Salaries/Wages	\$ 36,621,724	\$ 38,114,432	\$ 37,006,539	\$ 40,788,930
Employee Benefits	\$ 12,614,736	\$ 13,096,642	\$ 12,484,646	\$ 13,823,206
Contracted Services	\$ 180,624	\$ 240,571	\$ 211,976	\$ 78,590
Supplies	\$ 6,952,436	\$ 7,313,959	\$ 6,343,239	\$ 7,023,973
Travel	\$ 180,619	\$ 292,086	\$ 209,203	\$ 182,037
Equipment	\$ 888,722	\$ 735,551	\$ 1,004,923	\$ 616,849
Grants to Students	\$ 1,108,970	\$ 1,077,584	\$ 933,554	\$ 913,900
Other	\$ (1,123,600)	\$ (3,690,686)	\$ (3,537,959)	\$ 1,463,309
TOTAL	\$ 57,424,230	\$ 57,180,139	\$ 54,656,121	\$ 64,890,794

Seattle Central shows a larger share of allocation up \$8.3M from last fiscal year. The new allocation model results in each college's share of the State Board allocation reflected in College budgets with District expenses being allocated to colleges.

Tuition and running start revenue is budgeted to be nearly even with last year's actual tuition and international is budgeted down \$1.1M from last year's actual revenue.

Budgeted Salaries and Benefits combined increase 7%.

Other expenses are \$4.3M higher than the previous year budget which include Central's share of District Expenses.



SEATTLE COLLEGES

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Operating Funds Actuals and Budget

NORTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
SOURCES:				
State Allocation	\$ (18,013,450)	\$ (16,771,152)	\$ (16,771,151)	\$ (23,761,431)
State Allocation/Capital	\$ (330,650)	\$ (330,650)	\$ (330,650)	\$ (330,650)
Local Revenues:				
Tuition	\$ (9,769,044)	\$ (7,614,045)	\$ (9,527,482)	\$ (9,978,200)
Fees	\$ (2,844,694)	\$ (2,924,290)	\$ (2,884,840)	\$ (2,912,700)
Running Start	\$ (1,626,289)	\$ (1,400,000)	\$ (2,348,014)	\$ (3,000,000)
International, IEL	\$ (6,909,531)	\$ (5,478,647)	\$ (4,543,907)	\$ (4,220,806)
Other	\$ (358,341)	\$ (229,079)	\$ (390,449)	\$ (232,050)
Revenue Transfers	\$ 1,641,761	\$ 2,224,300	\$ (447)	\$ (48,245)
Use of Reserves		\$ (7,605,526)	\$ -	\$ (120,000)
SubTotal	\$ (19,866,137)	\$ (23,027,287)	\$ (19,695,138)	\$ (20,512,001)
Total	\$ (38,210,237)	\$ (40,129,089)	\$ (36,796,938)	\$ (44,604,082)
USES BY EXPENSE TYPE:				
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
Salaries/Wages	\$ 23,132,430	\$ 25,079,261	\$ 22,831,678	\$ 25,371,865
Employee Benefits	\$ 8,060,585	\$ 8,189,159	\$ 7,695,825	\$ 8,921,982
Contracted Services	\$ 74,174	\$ 124,034	\$ 74,582	\$ 148,034
Supplies	\$ 3,374,094	\$ 3,917,715	\$ 3,035,101	\$ 3,116,052
Travel	\$ 94,433	\$ 125,997	\$ 93,057	\$ 152,684
Equipment	\$ 454,823	\$ 1,047,245	\$ 792,283	\$ 841,100
Grants to Students	\$ 1,003,946	\$ 923,473	\$ 1,061,622	\$ 539,189
Other(F,P,S,T)	\$ (660,069)	\$ (289,281)	\$ 451,875	\$ 5,536,451
Total	\$ 35,534,416	\$ 39,117,603	\$ 36,036,023	\$ 44,627,357

North Seattle College's allocation increases \$7M over last year. Tuition is budgeted to increase \$451K over last year's actuals and running start is budgeted to increase \$652K over last year's actuals. International revenue is budgeted to decrease by \$323K from last year's actuals.

Salaries combined with benefits are budgeted to increase 3% over last year's budget.

Other expenses are \$4.5M higher than last year's budget and include District expenses.



SEATTLE COLLEGES

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Operating Funds Actuals and Budget

SOUTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
SOURCES:				
State Allocation	\$ (20,528,679)	\$ (19,070,387)	\$ (19,070,386)	\$ (25,784,804)
State Allocation/Capital	\$ (396,800)	\$ (396,800)	\$ (396,800)	\$ (396,800)
Local Revenues:				
Tuition	\$ (9,143,081)	\$ (8,089,518)	\$ (8,579,492)	\$ (7,892,222)
Fees	\$ (2,974,985)	\$ (2,018,525)	\$ (3,112,367)	\$ (2,492,250)
Running Start	\$ (2,202,711)	\$ (3,200,000)	\$ (3,012,669)	\$ (3,000,000)
International, IEL	\$ (4,816,124)	\$ (4,775,200)	\$ (4,596,573)	\$ (3,100,000)
Other	\$ (765,077)	\$ (353,200)	\$ (1,049,177)	\$ (317,500)
Revenue Transfer	\$ 3,031,106	\$ (739,128)	\$ 9,646	\$ -
Use of Reserves		\$ (1,075,618)	\$ -	\$ (2,901,404)
SubTotal	\$ (16,870,872)	\$ (20,251,189)	\$ (20,340,631)	\$ (19,703,376)
Total	\$ (37,796,351)	\$ (39,718,376)	\$ (39,807,817)	\$ (45,884,980)
USES BY EXPENSE TYPE:				
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
Salaries/Wages	\$ 22,250,446	\$ 22,873,142	\$ 21,352,117	\$ 22,743,820
Employee Benefits	\$ 7,462,012	\$ 8,427,037	\$ 6,955,749	\$ 6,901,322
Contracted Services	\$ 35,856	\$ 80,210	\$ 61,480	\$ 109,100
Supplies	\$ 4,587,855	\$ 6,378,630	\$ 4,631,710	\$ 4,370,013
Travel	\$ 267,855	\$ 287,984	\$ 196,141	\$ 323,579
Equipment	\$ (130,745)	\$ 287,715	\$ 439,525	\$ 391,044
Grants to Students	\$ 5,222,671	\$ 1,778,199	\$ 5,039,269	\$ 5,768,560
Other	\$ (2,545,450)	\$ (602,116)	\$ (1,123,749)	\$ 2,496,142
Total	\$ 37,150,501	\$ 39,510,801	\$ 37,552,242	\$ 43,103,580

South Seattle College's allocation increases \$6.7M from last year.

Tuition is budgeted to decrease \$687K from last year's actuals, Running Start revenues are budgeted to be nearly even with last year's revenue and international revenue is budgeted to decline by \$1.5M over last year's actuals.

Salaries and benefits combined are budgeted to decrease 5% from last year's budget.

Other expenses are budgeted to increase by \$5.2M over last year's budget including District expenses.



SEATTLE COLLEGES

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Operating Funds Actuals and Budget

DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
SOURCES:				
State Allocation	\$ (9,689,450)	\$ (14,496,862)	\$ (14,496,862)	\$ -
State Allocation/Capital		\$ -		
Local Revenues:				
Tuition		\$ (5,315,758)	\$ (182,397)	\$ -
Fees	\$ (111,347)	\$ (200,000)	\$ (71,164)	\$ (1,495,733)
Running Start				\$ -
International, IEL				\$ -
Other	\$ (703,580)	\$ (1,000,000)		\$ -
Revenue Transfers	\$ 14,571	\$ 130,196	\$ 105,898	
Use of Reserves		\$ (500,000)		\$ -
SubTotal	\$ (800,356)	\$ (6,885,562)	\$ (147,663)	\$ (1,495,733)
Total	\$ (10,489,806)	\$ (21,382,424)	\$ (14,644,525)	\$ (1,495,733)
USES BY EXPENSE TYPE:				
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget
Salaries/Wages	\$ 6,745,267	\$ 10,999,619	\$ 10,147,546	\$ 13,928,536
Employee Benefits	\$ 2,550,048	\$ 4,157,000	\$ 3,639,445	\$ 4,923,106
Contracted Services	\$ 76,513	\$ 237,705	\$ 203,466	\$ 64,657
Supplies	\$ 3,892,178	\$ 8,059,317	\$ 5,589,308	\$ 5,811,875
Travel	\$ 127,880	\$ 259,924	\$ 143,447	\$ 195,100
Equipment	\$ 137,679	\$ 218,720	\$ 530,138	\$ 102,174
Grants to Students	\$ 1,650	\$ 1,350	\$ 2,056	
Other	\$ (969,217)	\$ (2,668,161)	\$ (1,323,013)	\$ (210,697)
District Cost Transfer				\$ (23,584,715)
Total	\$ 12,561,997	\$ 21,265,474	\$ 18,932,394	\$ 1,230,036
New allocation model transfers most District expenses to colleges.				

The new allocation model results in a transfer of most District expenses to colleges. Budgeted expenses show increases from prior years due to ASI efforts like moving IT related expense to District from colleges.

Salaries and benefits budgeted at District increase \$3.7M over last year's budgeted expenses.

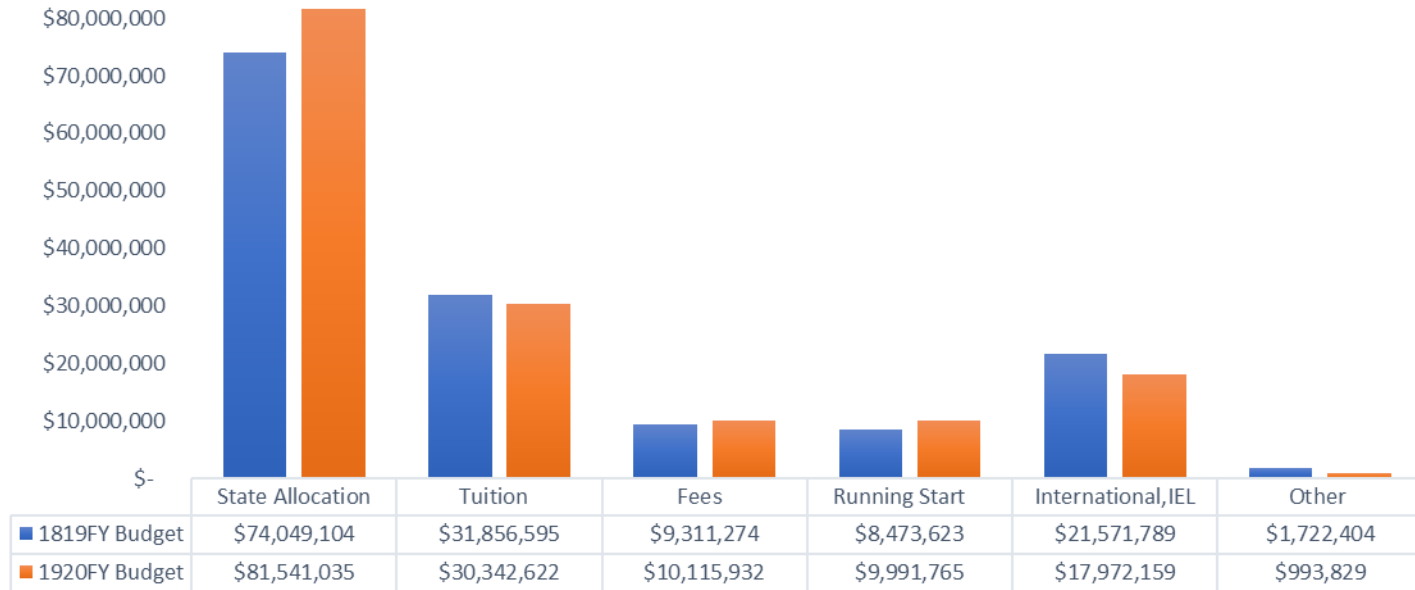
Other expenses, prior to transfer of expenses to colleges, decrease by \$146K over last year's budget.



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SEATTLE COLLEGES

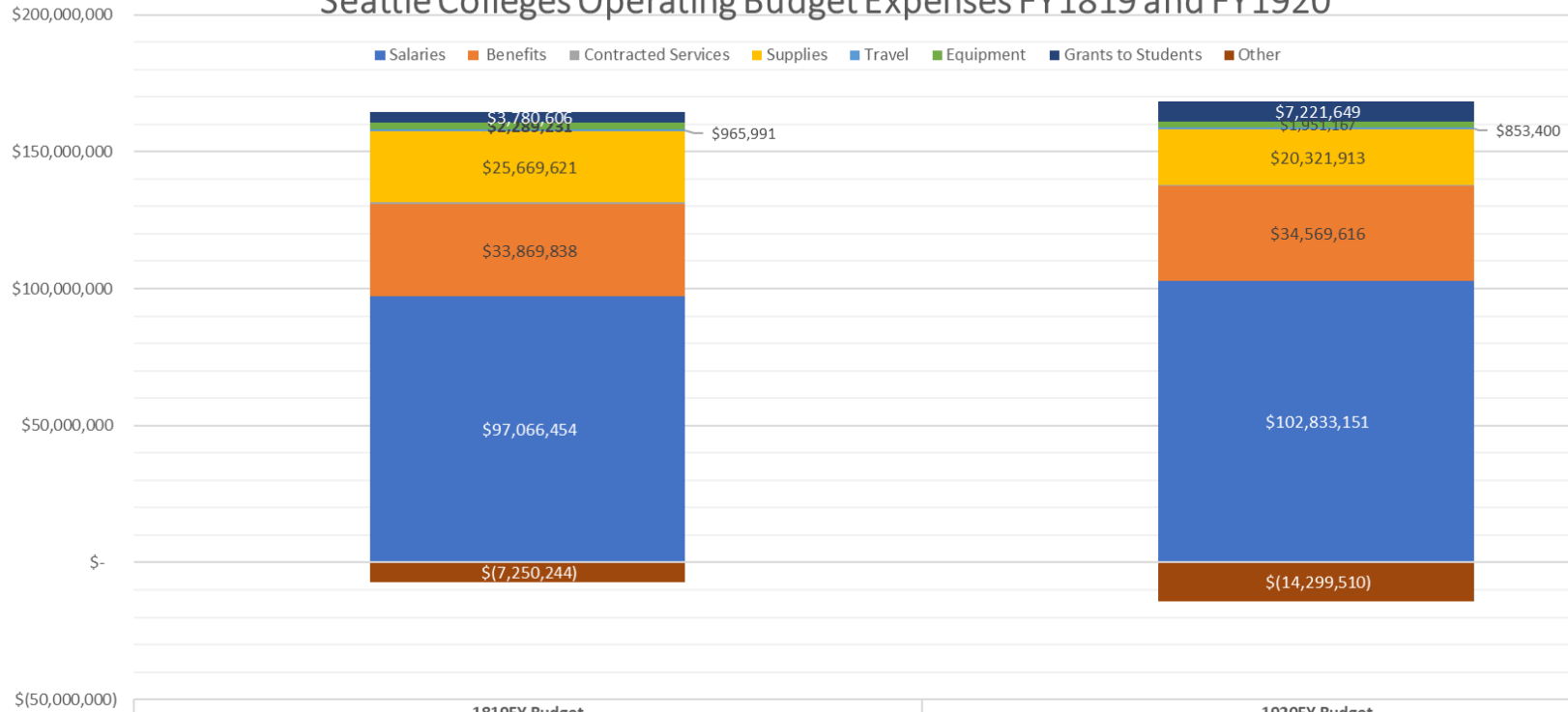
BUDGETED OPERATING RESOURCES FY1920 AND FY1819



SEATTLE COLLEGES

Central • North • South • SVI

Seattle Colleges Operating Budget Expenses FY1819 and FY1920



	1819FY Budget	1920FY Budget
Other	\$(7,250,244)	\$(14,299,510)
Grants to Students	\$3,780,606	\$7,221,649
Equipment	\$2,289,231	\$1,951,167
Travel	\$965,991	\$853,400
Supplies	\$25,669,621	\$20,321,913
Contracted Services	\$682,520	\$400,381
Benefits	\$33,869,838	\$34,569,616
Salaries	\$97,066,454	\$102,833,151



SEATTLE COLLEGES
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MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: September 12, 2019

SUBJECT: Monthly Financial Summary - Information only

Background


Seattle College District budgets and accounts for its funds in accordance with policies and procedures of the State of Washington Office of Financial Management (OFM) and the State Board for Community and Technical Colleges (SBCTC).

The attached Monthly Financial Summary provides summary data for all of the campuses and the District Office as of July 31, 2019.


Recommendation

It is recommended that this item be received as information only.

Submitted by:


Jennifer Strother
Interim Vice Chancellor of Finance & Operations

Transmitted to the Board with a favorable recommendation.


Dr. Shouan Pan
Chancellor

Operating Funds Budget and Actual

SEATTLE COLLEGES DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
SOURCES:					
State Allocation	\$ (73,282,890)	\$ (74,049,104)	\$ (74,042,817)	\$ (81,541,035)	\$ (5,390,784)
State Allocation/Capital	\$ (1,322,600)	\$ (1,322,600)	\$ (1,322,600)	\$ (1,322,600)	\$ -
Local Revenues:					
Tuition	\$ (31,461,126)	\$ (31,856,595)	\$ (30,782,660)	\$ (30,342,622)	\$ (740,535)
Fees	\$ (9,624,274)	\$ (9,311,274)	\$ (9,527,778)	\$ (10,115,932)	\$ (531,183)
Running Start	\$ (6,637,430)	\$ (8,473,623)	\$ (9,323,814)	\$ (9,991,765)	\$ 8
International, IEL	\$ (25,014,666)	\$ (21,571,789)	\$ (20,913,685)	\$ (17,972,159)	\$ (669,711)
Other	\$ (2,690,480)	\$ (1,722,404)	\$ (2,121,745)	\$ (993,829)	\$ (95,435)
Revenue Transfers	\$ 4,640,217	\$ 3,686,041	\$ 2,244,243	\$ (83,567)	\$ -
Use of Reserves	\$ -	\$ (14,544,290)	\$ -	\$ (4,035,913)	\$ -
SubTotal	\$ (70,787,760)	\$ (83,793,934)	\$ (70,425,438)	\$ (73,535,787)	\$ (2,036,855)
Total	\$ (145,393,250)	\$ (159,165,638)	\$ (145,790,855)	\$ (156,399,422)	\$ (7,399,717)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Salaries/Wages	\$ 88,749,867	\$ 97,066,454	\$ 91,337,880	\$ 102,833,151	\$ 8,035,945
Employee Benefits	\$ 30,687,380	\$ 33,869,838	\$ 30,775,666	\$ 34,569,616	\$ 2,646,491
Contracted Services	\$ 367,167	\$ 682,520	\$ 551,504	\$ 400,381	\$ 7,879
Supplies	\$ 18,806,563	\$ 25,669,621	\$ 19,599,358	\$ 20,321,913	\$ 644,180
Travel	\$ 670,787	\$ 965,991	\$ 641,847	\$ 853,400	\$ 24,956
Equipment	\$ 1,350,479	\$ 2,289,231	\$ 2,766,869	\$ 1,951,167	\$ 5,437
Grants to Students	\$ 7,337,238	\$ 3,780,606	\$ 7,036,501	\$ 7,221,649	\$ (107,772)
Other	\$ (5,298,336)	\$ (7,250,244)	\$ (5,532,845)	\$ (14,299,510)	\$ 938,470
Total	\$ 142,671,144	\$ 157,074,017	\$ 147,176,780	\$ 153,851,767	\$ 12,195,586

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Instruction	\$ 84,032,002	\$ 88,699,539	\$ 83,392,274	\$ 86,832,991	\$ 6,792,566
Primary Support	\$ 10,649,266	\$ 13,400,188	\$ 11,183,737	\$ 15,592,360	\$ 1,327,367
Library	\$ 2,864,095	\$ 2,876,696	\$ 2,886,799	\$ 3,122,074	\$ 184,577
Student Svcs	\$ 12,498,294	\$ 14,117,128	\$ 12,183,463	\$ 16,063,318	\$ 1,040,296
Institutional Support	\$ 21,485,565	\$ 24,778,909	\$ 24,880,827	\$ 19,245,951	\$ 1,852,147
Plant Ops.& Maint.	\$ 11,141,922	\$ 13,201,557	\$ 12,649,679	\$ 12,995,073	\$ 998,633
Grand Total	\$ 142,671,144	\$ 157,074,017	\$ 147,176,780	\$ 153,851,767	\$ 12,195,586

Operating Funds History and Projections

SEATTLE CENTRAL COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
SOURCES:					
State Allocation	\$ (25,051,311)	\$ (23,710,703)	\$ (23,704,419)	\$ (31,994,800)	\$ (2,205,967)
State Allocation/Capital	\$ (595,150)	\$ (595,150)		\$ (595,150)	\$ -
Local Revenues:					
Tuition	\$ (12,549,001)	\$ (10,837,274)	\$ (12,493,289)	\$ (12,472,200)	\$ (226,214)
Fees	\$ (3,693,249)	\$ (4,168,459)	\$ (3,459,407)	\$ (3,215,249)	\$ (117,617)
Running Start	\$ (2,808,431)	\$ (3,873,623)	\$ (3,963,132)	\$ (3,991,765)	8
International, IEL	\$ (13,289,011)	\$ (11,317,942)	\$ (11,773,204)	\$ (10,651,353)	\$ (211,046)
Other	\$ (863,482)	\$ (140,125)	\$ (682,119)	\$ (444,279)	\$ (31,672)
Revenue Transfers	\$ (47,221)	\$ 2,070,673	\$ 2,129,145	\$ (35,322)	
Use of Reserves		\$ (5,363,146)		\$ (1,014,509)	\$ -
SubTotal	\$ (33,250,395)	\$ (33,629,896)	\$ (30,242,006)	\$ (31,824,677)	\$ (734,722)
TOTAL	\$ (58,896,856)	\$ (57,935,749)	\$ (53,946,425)	\$ (64,414,627)	\$ (2,931,546)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Salaries/Wages	\$ 36,621,724	\$ 38,114,432	\$ 37,006,539	\$ 40,788,930	\$ 3,020,470
Employee Benefits	\$ 12,614,736	\$ 13,096,642	\$ 12,484,646	\$ 13,823,206	\$ 1,044,283
Contracted Services	\$ 180,624	\$ 240,571	\$ 211,976	\$ 78,590	11780
Supplies	\$ 6,952,436	\$ 7,313,959	\$ 6,343,239	\$ 7,023,973	\$ 150,631
Travel	\$ 180,619	\$ 292,086	\$ 209,203	\$ 182,037	\$ 12,540
Equipment	\$ 888,722	\$ 735,551	\$ 1,004,923	\$ 616,849	
Grants to Students	\$ 1,108,970	\$ 1,077,584	\$ 933,554	\$ 913,900	\$ 24
Other	\$ (1,123,600)	\$ (3,690,686)	\$ (3,537,959)	\$ 1,463,309	\$ (13,036)
TOTAL	\$ 57,424,230	\$ 57,180,139	\$ 54,656,121	\$ 64,890,794	\$ 4,226,692

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Instruction	38,689,604	\$ 39,549,265	\$ 38,795,397	\$ 34,413,572	2,572,810
Primary Support	3,864,023	\$ 3,207,720	\$ 3,028,672	\$ 4,921,995	355,779
Library	1,093,916	\$ 1,102,823	\$ 1,068,967	\$ 1,471,098	73,041
Student Srvs	5,213,748	\$ 5,921,081	\$ 5,336,034	\$ 7,274,166	488,835
Institutional Support	4,096,792	\$ 2,919,518	\$ 2,204,824	\$ 10,735,103	319,789
Plant Ops & Maint.	4,466,147	\$ 4,479,732	\$ 4,222,227	\$ 6,074,860	416,438
Grand Total	\$ 57,424,230	\$ 57,180,139	\$ 54,656,121	\$ 64,890,794	\$ 4,226,692

Operating Funds History and Projections

NORTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
SOURCES:					
State Allocation	\$ (18,013,450)	\$ (16,771,152)	\$ (16,771,151)	\$ (23,761,431)	\$ (1,617,805)
State Allocation/Capital	\$ (330,650)	\$ (330,650)		\$ (330,650)	\$ -
Local Revenues:					
Tuition	\$ (9,769,044)	\$ (7,614,045)	\$ (9,527,482)	\$ (9,978,200)	\$ (292,846)
Fees	\$ (2,844,694)	\$ (2,924,290)	\$ (2,884,840)	\$ (2,912,700)	\$ (79,317)
Running Start	\$ (1,626,289)	\$ (1,400,000)	\$ (2,348,014)	\$ (3,000,000)	\$ -
International, IEL	\$ (6,909,531)	\$ (5,478,647)	\$ (4,543,907)	\$ (4,220,806)	\$ (163,868)
Other	\$ (358,341)	\$ (229,079)	\$ (390,449)	\$ (232,050)	\$ (12,919.50)
Revenue Transfers	\$ 1,641,761	\$ 2,224,300	\$ (447)	\$ (48,245)	
Use of Reserves		\$ (7,605,526)	\$ -	\$ (120,000)	\$ -
SubTotal	\$ (19,866,137)	\$ (23,027,287)	\$ (19,695,138)	\$ (20,512,001)	\$ (648,954)
Total	\$ (38,210,237)	\$ (40,129,089)	\$ (36,466,288)	\$ (44,604,082)	\$ (2,247,913)
USES BY EXPENSE TYPE:					
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Salaries/Wages	\$ 23,132,430	\$ 25,079,261	\$ 22,831,678	\$ 25,371,865	2,068,884
Employee Benefits	\$ 8,060,585	\$ 8,189,159	\$ 7,695,825	\$ 8,921,982	686,477
Contracted Services	\$ 74,174	\$ 124,034	\$ 74,582	\$ 148,034	(3,902)
Supplies	\$ 3,374,094	\$ 3,917,715	\$ 3,035,101	\$ 3,116,052	140,211
Travel	\$ 94,433	\$ 125,997	\$ 93,057	\$ 152,684	5,201
Equipment	\$ 454,823	\$ 1,047,245	\$ 792,283	\$ 841,100	3,892
Grants to Students	\$ 1,003,946	\$ 923,473	\$ 1,061,622	\$ 539,189	403
Other	\$ (660,069)	\$ (289,281)	\$ 451,875	\$ 5,536,451	993,824
Total	\$ 35,534,416	\$ 39,117,603	\$ 36,036,023	\$ 44,627,357	\$ 3,894,991
USES BY PROGRAM:					
EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Instruction	\$ 22,374,121	23,814,882	\$ 22,971,134	\$ 27,088,062	2,810,872
Primary Support	\$ 3,749,719	\$ 3,924,541	\$ 2,872,013	\$ 6,021,437	271,353
Library	\$ 707,747	\$ 716,234	\$ 735,218	\$ 727,592	51,722
Student Svcs	\$ 3,126,238	\$ 4,008,257	\$ 3,330,250	\$ 4,252,495	236,761
Institutional Support	\$ 2,337,866	\$ 3,507,521	\$ 2,856,860	\$ 4,594,484	197,771
Plant Ops. & Maint.	\$ 3,238,725	\$ 3,146,168	\$ 3,270,547	\$ 1,943,287	326,513
Grand Total	\$ 35,534,416	\$ 39,117,603	\$ 36,036,023	\$ 44,627,357	\$ 3,894,991

Operating Funds History and Projections

SOUTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
SOURCES:					
State Allocation	\$ (20,528,679)	\$ (19,070,387)	\$ (19,070,386)	\$ (25,784,804)	\$ (1,402,384)
State Allocation/Capital	\$ (396,800)	\$ (396,800)		\$ (396,800)	\$ -
Local Revenues:					
Tuition	\$ (9,143,081)	\$ (8,089,518)	\$ (8,579,492)	\$ (7,892,222)	\$ (221,475)
Fees	\$ (2,974,985)	\$ (2,018,525)	\$ (3,112,367)	\$ (2,492,250)	\$ (138,942)
Running Start	\$ (2,202,711)	\$ (3,200,000)	\$ (3,012,669)	\$ (3,000,000)	\$ -
International, IEL	\$ (4,816,124)	\$ (4,775,200)	\$ (4,596,573)	\$ (3,100,000)	\$ (124,169)
Other	\$ (765,077)	\$ (353,200)	\$ (1,049,177)	\$ (317,500)	\$ (30,872)
Revenue Transfer	\$ 3,031,106	\$ (739,128)	\$ 9,646	\$ -	
Use of Reserves		\$ (1,075,618)	\$ -	\$ (2,901,404)	\$ -
SubTotal	\$ (16,870,872)	\$ (20,251,189)	\$ (20,340,631)	\$ (19,703,376)	\$ (632,944)
Total	\$ (37,796,351)	\$ (39,718,376)	\$ (39,411,017)	\$ (45,884,980)	\$ (2,035,396)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Salaries/Wages	\$ 22,250,446	\$ 22,873,142	\$ 21,352,117	\$ 22,743,820	\$ 1,820,673
Employee Benefits	\$ 7,462,012	\$ 8,427,037	\$ 6,955,749	\$ 6,901,322	\$ 579,079
Contracted Services	\$ 35,856	\$ 80,210	\$ 61,480	\$ 109,100	76784.62
Supplies	\$ 4,587,855	\$ 6,378,630	\$ 4,631,710	\$ 4,370,013	
Travel	\$ 267,855	\$ 287,984	\$ 196,141	\$ 323,579	\$ (240)
Equipment	\$ (130,745)	\$ 287,715	\$ 439,525	\$ 391,044	\$ 1,546
Grants to Students	\$ 5,222,671	\$ 1,778,199	\$ 5,039,269	\$ 5,768,560	-108199.55
Other	\$ (2,545,450)	\$ (602,116)	\$ (1,123,749)	\$ 2,496,142	\$ (29,828)
Total	\$ 37,150,501	\$ 39,510,801	\$ 37,552,242	\$ 43,103,580	\$ 2,339,815

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Instruction	\$ 22,861,873	\$ 25,170,886	\$ 21,393,447	\$ 25,331,357	1,392,789
Primary Support	\$ 2,834,917	\$ 2,158,656	\$ 1,638,644	\$ 3,223,195	135,310
Library	\$ 656,491	\$ 653,030	\$ 732,135	\$ 923,384	43,052
Student Srvs	\$ 4,144,148	\$ 4,187,790	\$ 3,427,965	\$ 4,536,657	314,701
Institutional Support	\$ 3,372,801	\$ 2,461,513	\$ 5,315,359	\$ 4,112,061	212,217
Plant Ops. & Maint.	\$ 3,280,270	\$ 4,878,926	\$ 5,044,692	\$ 4,976,926	241,747
Grand Total	\$ 37,150,501	\$ 39,510,801	\$ 37,552,242	\$ 43,103,580	\$ 2,339,815

Operating Funds History and Projections

DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
SOURCES:					
State Allocation	\$ (9,689,450)	\$ (14,496,862)	\$ (14,496,862)	\$ -	\$ (164,628)
State Allocation/Capital		\$ -			\$ -
Local Revenues:					
Tuition		\$ (5,315,758)	\$ (182,397)	\$ -	\$ -
Fees	\$ (111,347)	\$ (200,000)	\$ (71,164)	\$ (1,495,733)	\$ (20,735)
Running Start				\$ -	\$ -
International, IEL				\$ -	\$ -
Other	\$ (703,580)	\$ (1,000,000)		\$ -	\$ 1,202
Revenue Transfers	\$ 14,571	\$ 130,196	\$ 105,898		
Use of Reserves		\$ (500,000)		\$ -	\$ -
SubTotal	\$ (800,356)	\$ (6,885,562)	\$ (147,663)	\$ (1,495,733)	\$ (19,533)
Total	\$ (10,489,806)	\$ (21,382,424)	\$ (14,644,525)	\$ (1,495,733)	\$ (184,862)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Salaries/Wages	\$ 6,745,267	\$ 10,999,619	\$ 10,147,546	\$ 13,928,536	\$ 1,125,918
Employee Benefits	\$ 2,550,048	\$ 4,157,000	\$ 3,639,445	\$ 4,923,106	\$ 336,652
Contracted Services	\$ 76,513	\$ 237,705	\$ 203,466	\$ 64,657	
Supplies	\$ 3,892,178	\$ 8,059,317	\$ 5,589,308	\$ 5,811,875	\$ 276,554
Travel	\$ 127,880	\$ 259,924	\$ 143,447	\$ 195,100	\$ 7,455
Equipment	\$ 137,679	\$ 218,720	\$ 530,138	\$ 102,174	
Grants to Students	\$ 1,650	\$ 1,350	\$ 2,056	\$ -	
Other	\$ (969,217)	\$ (2,668,161)	\$ (1,323,013)	\$ (210,697)	\$ (12,491)
District Transfer				\$ (23,584,715)	
Total	\$ 12,561,997	\$ 21,265,474	\$ 18,932,394	\$ 1,447,453	\$ 1,734,088

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD July 2019
Instruction	\$ 106,404	\$ 164,506	\$ 232,296	\$ -	16,096
Primary Support	\$ 200,606	\$ 4,109,271	\$ 3,644,407	\$ 1,425,733	564,925
Library	\$ 405,940	\$ 404,609	\$ 350,480	\$ -	16,762
Student Svcs	\$ 14,160	\$ -	\$ 89,214	\$ -	
Institutional Support	\$ 11,678,106	\$ 15,890,357	\$ 14,503,785	\$ (195,697)	1,122,370
Plant Ops. & Maint.	\$ 156,781	\$ 696,731	\$ 112,213	\$ -	13,936
Grand Total	\$ 12,561,997	\$ 21,265,474	\$ 18,932,394	\$ 1,230,036	\$ 1,734,088

MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: September 12, 2019

SUBJECT: Modular House Relocation – Informational Only

Background


Per District Policy 108, the Board of Trustees has reserved authority on entering into “any contract including any settlement agreement that involves payment by the district of a total amount of \$250,000 or more in any fiscal year, except public works contracts that are managed by another state agency.”

Seattle Colleges entered into a contract with Nickel Brothers to relocate a modular house from Seattle Central’s Wood Technology program to a build site on Whidbey Island. The cost of this relocation is \$274,149.00.

This agreement commenced on July 26, 2019.

This is to inform the Board or Trustees Louise Chernin, Board Chair, acted on behalf of the Board of Trustees & previously approved this contract on 7/24/19 for the Chancellor and his designee to enter into this contract with Nickel Brothers for \$274,149.

Submitted by:


Jennifer Strother
Interim Vice Chancellor, Finance & Operations

Transmitted to the Board with a favorable recommendation


Dr. Shouan Pan
Chancellor

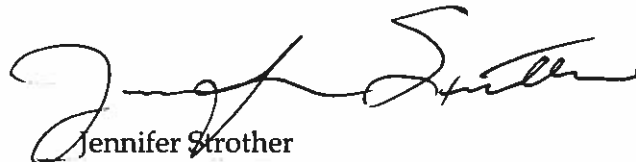
MEMORANDUM**TO:** Board of Trustees**FROM:** Jennifer Strother**DATE:** September 12, 2019**SUBJECT:** State Agency C.O.P. Refinancing Documents with Washington State
- Informational only**Background**

Per District Policy 108, the Board of Trustees has reserved authority on entering into "any contract including any settle agreement that involves payment by the district of a total amount of \$250,000 or more in any fiscal year, except public works contracts that are managed by another state agency."

The State Treasurer's office notifies colleges if it is advantageous to refinance debt obtained through the State of Washington Certificate of Participation (C.O.P.) process. North Seattle College was notified that the debt obtained to originally finance the North Seattle Employment Resource building, with \$6,145,000 in principal owing, can be refinanced for the remaining 10-year life at lower interest rates with an estimated savings of about \$800,000. Actual savings will be determined based on the market interest rates in place at the time of a September 24th bond auction.

This is to inform the Board of Trustees, the Chancellor acted on behalf of Seattle Colleges, to refinance the remaining \$6,145,000 principal balance at lower rates for the remaining 10-year life of the debt. In order to meet the WA State Treasurer's deadline to receive the documents by August 23, 2019, the Chancellor & his designee authorized & entered into a new C.O.P. contract.

Submitted by:

Jennifer Strother
Interim Vice Chancellor, Finance & Operations

Transmitted to the Board with a favorable recommendation

Dr. Shouan Pan
Chancellor

MEMORANDUM

TO: Board of Trustees

FROM: Kurt R. Buttleman, *Vice Chancellor – Academics & Student Success*

DATE: September 12, 2019

SUBJECT: Academic Year 2018-19 Enrollment Report

This report provides information on Seattle Colleges' academic year 2018-19 student enrollment. Quarter enrollment trends are presented at board meetings at the end of each academic quarter.

Enrollment Analysis of the Academic Year 2018-19

- **Total FTES.** Seattle Colleges exhibited a decrease in total FTES over the last 5 years (Tables 1A and 1B). Total FTES includes not only state-funded students but also students from other fund sources. Compared to the last 5 years average, Seattle Central had a decrease of 5%, which is the same rate as the system. South decreased 8%, and North decreased 16%.
- **State FTES.** 32 out of 34 system colleges had decreases in *State* FTES over the last 5 years. The system decrease was 9%. Seattle Central had a 3% decrease over the last 5 years and ranked 5th in the system. While most of the colleges experienced decreases, Green River and Bates exceeded the baseline with 1% (Tables 2A and 2B).
- **State allocations.** The Seattle Colleges continues to represent a significant portion of the entire state system's enrollment allocations, but over the years, that portion has decreased from 11% to 10% of the state's entire allocations (Charts 1 and 2). The decrease translates to about 1,074 fewer FTES allocated to Seattle Colleges and less revenue from the SBCTC funding formula (Table 3A).
- **State allocations, system and peers.** The 2018-19 state FTES allocation for Seattle Colleges decreased 7% since the 2014-15 academic year (or 5% compared to the last 5 year average allocation); this is lower than and opposite to the system trend which did not have a change over the last 5 years. Peers in the Greater Seattle area, such as Bellevue, Everett, Renton, Highline, and Tacoma, all increased from 1% up to 22% (or 14% based on the last 5 years average) (Tables 3A and 3B).
- **Target attainment.** Seattle Colleges' 2018-19 academic year actual enrollment was 12% less than the target allocation set by the state. The state system as a whole was 11% less than its target. Seattle Colleges had a 2% decrease in attainment rate over 5 years, which outperformed 30 other colleges in the state system (or 26 using the last 5 year average attainment rate as baseline) (Tables 4A and 4B).

- **Target attainment compared to peers.** Compared to selected peer community colleges, over the last 5 years, Seattle Colleges' allocation attainment rates have recovered somewhat. While other colleges have dropped significantly, Seattle Colleges' rate has more recently mirrored system trends. Despite declines, peers in the Greater Seattle area, such as Pierce, have maintained overall high allocation attainment rates (Chart 3).
- **Target attainment rate 2018-19 compared to last three years average attainment rate.** Seattle Colleges achieved 96% of the last 3 years average attainment rate from 2016 to 2018, which is ranked as 8th of 29 system colleges or districts (Table 5).

Enrollment Analysis of Special Populations

- **International.** International FTES decreased for the 3 Seattle Colleges. North Seattle College had the relative decrease in FTES (46%, Table 6B with last 4 years average as baseline) (or 54% in Table 6A with 2014-15 as baseline). Other peer colleges decreased as well, but the decrease was not as large as Seattle Colleges (Chart 4). It should be noted that Renton and Lake Washington experienced small increases over the same 5 year period.
- **eLearning.** All 3 Seattle Colleges experienced increases in eLearning FTES over the five years. Seattle Central College saw an increase from 786 to 1,794 or 128% (or 67% using the last 5 years average baseline), which was the second largest increase statewide (Tables 7A and 7B). Peers, such as Bellevue, Edmonds, and Green River still had more FTES than the Seattle Colleges, suggesting that Seattle Colleges could do more to gain eLearning FTES (Charts 5 and 6). The percentage of eLearning FTES over Total FTES at North Seattle College is 39%, which is higher than the percentage of the whole system.
- **Running Start.** The Seattle Colleges experienced large increases in Running Start FTES and were among the state's biggest gainers over time (Tables 8A and 8B). Nevertheless, Seattle Colleges' Running Start percent of total FTES remained low (6-7%) compared to peers in the region, such as Green River (19%), Bellevue (18%), Edmonds (11%), Highline (17%), and Everett (15%) (Chart 7).
- **Apprenticeships.** South Seattle College continues to lead the state with the largest numbers of Apprenticeship FTES. Due to its location and programmatic focus of the Georgetown Campus, South Seattle College is well positioned to maintain growth in this area (Tables 9A and 9B).
- **Adult Basic Education (ABE):** Seattle Central College exhibited 5% (or 3% using the last 5 years average as baseline) increase in Adult Basic Education FTES over last 5 years. North Seattle College had a relatively small decrease. Nevertheless, South Seattle College experienced a large decrease in Adult Basic Education FTES (41%) (or 36% using the last 5

years average as baseline) (Tables 10A and 10B). Peers in the Greater Seattle area, such as Bellevue, Green River, and Lake Washington had larger increases than the Seattle Colleges.

- **Bachelor of Applied Science (BAS):** North Seattle College continued a large increase in BAS FTES (375%, Table 11A). Seattle Central College also exhibited a sizeable increase over the years. South Seattle College showed a decrease (32%) in BAS FTES. It is worth investigating the reasons leading to this abrupt decrease.

Summary

- Compared to peers in the Greater Seattle area, such as Highline, Shoreline, Renton, Everett, Green River, Edmonds, and Bellevue, Seattle Colleges enrolled fewer FTES in Running Start, eLearning, and ABE. eLearning presents a potentially large opportunity to gain FTES.

Table 1A: Actual Total FTES, by College 2014-15 as Baseline

Colleges	2014-15	2015-16	2016-17	2017-18	2018-19	Change '15 to '19	% of Change '15 to '19
Bates	3,451	3,520	3,671	3,577	3,827	377	11%
Cascadia	2,681	2,967	2,953	2,895	2,749	68	3%
South Puget Sound	4,388	4,381	4,477	4,454	4,483	95	2%
Big Bend	1,968	2,090	2,068	1,957	2,000	32	2%
Pierce Fort Steilacoom	5,155	5,237	5,194	5,119	5,211	57	1%
Green River	9,064	9,017	8,957	9,024	9,158	95	1%
Columbia Basin	5,929	5,828	5,738	5,795	5,938	9	0%
Yakima Valley	4,504	4,290	4,377	4,268	4,498	-6	0%
Bellingham	2,166	2,292	2,288	2,200	2,131	-35	-2%
Lake Washington	3,458	3,365	3,397	3,418	3,399	-59	-2%
Wenatchee Valley	3,230	3,086	3,247	3,214	3,171	-59	-2%
Bellevue	12,339	12,689	12,405	12,108	12,107	-233	-2%
Skagit Valley	4,357	4,447	4,368	4,282	4,243	-114	-3%
Highline	7,905	7,890	8,118	8,197	7,665	-241	-3%
Whatcom	3,999	4,096	4,102	4,039	3,870	-128	-3%
Pierce Puyallup	3,211	3,289	3,315	3,331	3,106	-104	-3%
Everett	7,993	7,814	7,906	7,892	7,722	-271	-3%
Clover Park	4,463	4,390	4,200	4,159	4,253	-210	-5%
Spokane	9,434	9,630	9,409	9,273	8,924	-510	-5%
Shoreline	5,565	5,467	5,500	5,607	5,264	-302	-5%
Olympic	6,205	5,939	5,765	5,776	5,774	-430	-7%
Centralia	2,848	2,740	2,664	2,636	2,643	-204	-7%
Lower Columbia	3,300	3,340	3,126	3,164	3,034	-266	-8%
Renton	4,141	4,176	4,015	4,138	3,806	-335	-8%
Seattle South	5,729	5,946	5,758	5,701	5,234	-496	-9%
Grays Harbor	2,246	2,272	2,142	2,095	2,049	-197	-9%
Seattle Central	7,634	7,010	6,824	6,984	6,864	-770	-10%
Edmonds	8,586	8,098	7,734	7,541	7,421	-1,166	-14%
Peninsula	2,320	2,205	2,137	2,079	1,993	-328	-14%
Tacoma	7,180	6,856	6,495	6,182	6,016	-1,164	-16%
Spokane Falls	5,230	4,885	4,810	4,736	4,374	-856	-16%
Walla Walla	5,070	4,920	4,663	4,574	4,232	-839	-17%
Clark	9,802	9,345	9,160	8,971	8,045	-1,757	-18%
Seattle North	5,494	5,296	5,218	4,875	4,447	-1,047	-19%
System Total	181,451	179,197	176,538	174,300	169,652	-11,799	-7%

Table 1B: Actual Total FTES, by College Last 5 Year Average as Baseline

Colleges	2014-15	2015-16	2016-17	2017-18	2018-19	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Bates	3,451	3,520	3,671	3,577	3,827	139	4%
Yakima Valley	4,504	4,290	4,377	4,268	4,498	118	3%
Green River	9,064	9,017	8,957	9,024	9,158	152	2%
South Puget Sound	4,388	4,381	4,477	4,454	4,483	64	1%
Columbia Basin	5,929	5,828	5,738	5,795	5,938	79	1%
Spokane	9,434	9,630	9,409	9,273	8,924	99	1%
Big Bend	1,968	2,090	2,068	1,957	2,000	-8	0%
Pierce Fort Steilacoom	5,155	5,237	5,194	5,119	5,211	-23	0%
Lake Washington	3,458	3,365	3,397	3,418	3,399	-55	-2%
Wenatchee Valley	3,230	3,086	3,247	3,214	3,171	-58	-2%
Everett	7,993	7,814	7,906	7,892	7,722	-160	-2%
Clover Park	4,463	4,390	4,200	4,159	4,253	-91	-2%
Cascadia	2,681	2,967	2,953	2,895	2,749	-70	-2%
Skagit Valley	4,357	4,447	4,368	4,282	4,243	-107	-2%
Bellevue	12,339	12,689	12,405	12,108	12,107	-313	-3%
Bellingham	2,166	2,292	2,288	2,200	2,131	-65	-3%
Pierce Puyallup	3,211	3,289	3,315	3,331	3,106	-100	-3%
Olympic	6,205	5,939	5,765	5,776	5,774	-211	-4%
Highline	7,905	7,890	8,118	8,197	7,665	-344	-4%
Centralia	2,848	2,740	2,664	2,636	2,643	-123	-4%
Seattle Central	7,634	7,010	6,824	6,984	6,864	-355	-5%
Whatcom	3,999	4,096	4,102	4,039	3,870	-202	-5%
Shoreline	5,565	5,467	5,500	5,607	5,264	-277	-5%
Lower Columbia	3,300	3,340	3,126	3,164	3,034	-217	-7%
Grays Harbor	2,246	2,272	2,142	2,095	2,049	-152	-7%
Renton	4,141	4,176	4,015	4,138	3,806	-289	-7%
Edmonds	8,586	8,098	7,734	7,541	7,421	-668	-8%
Seattle South	5,729	5,946	5,758	5,701	5,234	-478	-8%
Peninsula	2,320	2,205	2,137	2,079	1,993	-250	-11%
Tacoma	7,180	6,856	6,495	6,182	6,016	-769	-11%
Walla Walla	5,070	4,920	4,663	4,574	4,232	-673	-14%
Clark	9,802	9,345	9,160	8,971	8,045	-1,423	-15%
Seattle North	5,494	5,296	5,218	4,875	4,447	-842	-16%
Spokane Falls	5,230	4,885	4,810	4,736	4,374	-1,179	-21%
System Total	181,451	179,197	176,538	174,300	169,652	-9,180	-5%

Table 2A: Actual State Funded FTES, by College 2014-15 as Baseline

Colleges	2014-15	2015-16	2016-17	2017-18	2018-19	18-19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
Bates	3,088	3,149	3,189	3,049	3,290	86%	203	7%
Green River	5,235	5,052	5,095	5,205	5,261	57%	27	1%
Seattle Central	4,855	4,686	4,661	4,820	4,795	70%	-61	-1%
Lake Washington	2,995	2,922	2,973	2,994	2,926	86%	-69	-2%
Yakima Valley	3,916	3,784	3,810	3,613	3,797	84%	-119	-3%
Pierce Fort								
Steilacoom	3,257	3,228	3,232	3,284	3,140	60%	-117	-4%
Clover Park	4,189	4,160	3,962	3,915	3,941	93%	-249	-6%
Columbia Basin	4,959	4,848	4,843	4,745	4,651	78%	-309	-6%
Highline	6,005	5,980	6,055	6,068	5,575	73%	-430	-7%
Bellingham	2,021	2,101	2,051	1,963	1,871	88%	-151	-7%
Bellevue	8,244	7,954	7,755	7,761	7,620	63%	-624	-8%
Skagit Valley	3,858	3,920	3,697	3,566	3,565	84%	-293	-8%
Wenatchee Valley	2,558	2,531	2,548	2,385	2,357	74%	-201	-8%
Big Bend	1,674	1,725	1,648	1,556	1,530	76%	-144	-9%
Renton	3,806	3,847	3,759	3,840	3,464	91%	-342	-9%
South Puget Sound	3,531	3,417	3,357	3,292	3,208	72%	-323	-9%
Seattle South	4,450	4,580	4,535	4,490	4,030	77%	-420	-9%
Everett	5,491	5,357	5,145	5,184	4,970	64%	-521	-9%
Cascadia	1,865	1,889	1,877	1,853	1,683	61%	-182	-10%
Spokane	8,457	8,627	8,269	8,091	7,592	85%	-865	-10%
Seattle North	3,941	3,807	3,888	3,712	3,524	79%	-417	-11%
Grays Harbor	1,659	1,681	1,565	1,510	1,468	72%	-190	-11%
Edmonds	4,903	4,763	4,515	4,345	4,303	58%	-600	-12%
Centralia	2,183	2,017	1,950	1,907	1,900	72%	-284	-13%
Whatcom	2,433	2,440	2,371	2,284	2,106	54%	-326	-13%
Olympic	5,513	5,218	4,929	4,827	4,757	82%	-756	-14%
Pierce Puyallup	2,387	2,310	2,313	2,253	2,033	65%	-354	-15%
Spokane Falls	4,434	4,187	4,043	3,958	3,730	85%	-704	-16%
Lower Columbia	2,905	2,712	2,460	2,457	2,384	79%	-521	-18%
Walla Walla	3,126	3,077	2,834	2,782	2,542	60%	-584	-19%
Peninsula	1,677	1,591	1,409	1,395	1,326	67%	-350	-21%
Clark	7,337	6,628	6,369	6,031	5,767	72%	-1,570	-21%
Tacoma	5,971	5,649	5,170	4,757	4,499	75%	-1,471	-25%
Shoreline	4,971	4,909	3,973	4,062	3,689	70%	-1,283	-26%
System Total	138,279	135,108	130,577	127,994	123,292	73%	-14,987	-11%

Table 2B: Actual State Funded FTES, by College Last 5 Year Average as Baseline

Colleges	2014-15	2015-16	2016-17	2017-18	2018-19	18-19 % of Total FTES	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Bates	3,088	3,149	3,189	3,049	3,290	86%	31	1%
Green River	5,235	5,052	5,095	5,205	5,261	57%	38	1%
Yakima Valley	3,916	3,784	3,810	3,613	3,797	84%	-25	-1%
Lake Washington	2,995	2,922	2,973	2,994	2,926	86%	-74	-2%
Seattle Central	4,855	4,686	4,661	4,820	4,795	70%	-137	-3%
Pierce Fort Steilacoom	3,257	3,228	3,232	3,284	3,140	60%	-110	-3%
Spokane	8,457	8,627	8,269	8,091	7,592	85%	-289	-4%
Clover Park	4,189	4,160	3,962	3,915	3,941	93%	-154	-4%
Columbia Basin	4,959	4,848	4,843	4,745	4,651	78%	-236	-5%
Skagit Valley	3,858	3,920	3,697	3,566	3,565	84%	-208	-6%
Everett	5,491	5,357	5,145	5,184	4,970	64%	-296	-6%
Bellevue	8,244	7,954	7,755	7,761	7,620	63%	-473	-6%
Bellingham	2,021	2,101	2,051	1,963	1,871	88%	-140	-7%
South Puget Sound	3,531	3,417	3,357	3,292	3,208	72%	-246	-7%
Wenatchee Valley	2,558	2,531	2,548	2,385	2,357	74%	-195	-8%
Highline	6,005	5,980	6,055	6,068	5,575	73%	-470	-8%
Centralia	2,183	2,017	1,950	1,907	1,900	72%	-163	-8%
Big Bend	1,674	1,725	1,648	1,556	1,530	76%	-137	-8%
Olympic	5,513	5,218	4,929	4,827	4,757	82%	-438	-8%
Renton	3,806	3,847	3,759	3,840	3,464	91%	-340	-9%
Seattle North	3,941	3,807	3,888	3,712	3,524	79%	-350	-9%
Edmonds	4,903	4,763	4,515	4,345	4,303	58%	-432	-9%
Grays Harbor	1,659	1,681	1,565	1,510	1,468	72%	-148	-9%
Cascadia	1,865	1,889	1,877	1,853	1,683	61%	-204	-11%
Seattle South	4,450	4,580	4,535	4,490	4,030	77%	-501	-11%
Pierce Puyallup	2,387	2,310	2,313	2,253	2,033	65%	-259	-11%
Lower Columbia	2,905	2,712	2,460	2,457	2,384	79%	-310	-12%
Whatcom	2,433	2,440	2,371	2,284	2,106	54%	-300	-12%
Peninsula	1,677	1,591	1,409	1,395	1,326	67%	-239	-15%
Clark	7,337	6,628	6,369	6,031	5,767	72%	-1,094	-16%
Walla Walla	3,126	3,077	2,834	2,782	2,542	60%	-490	-16%
Tacoma	5,971	5,649	5,170	4,757	4,499	75%	-1,033	-19%
Shoreline	4,971	4,909	3,973	4,062	3,689	70%	-898	-20%
Spokane Falls	4,434	4,187	4,043	3,958	3,730	85%	-954	-20%
System Total	138,279	135,108	130,577	127,994	123,292	73%	-11,591	-9%

CHART 1: ALLOCATIONS AS % OF STATE 2014-15

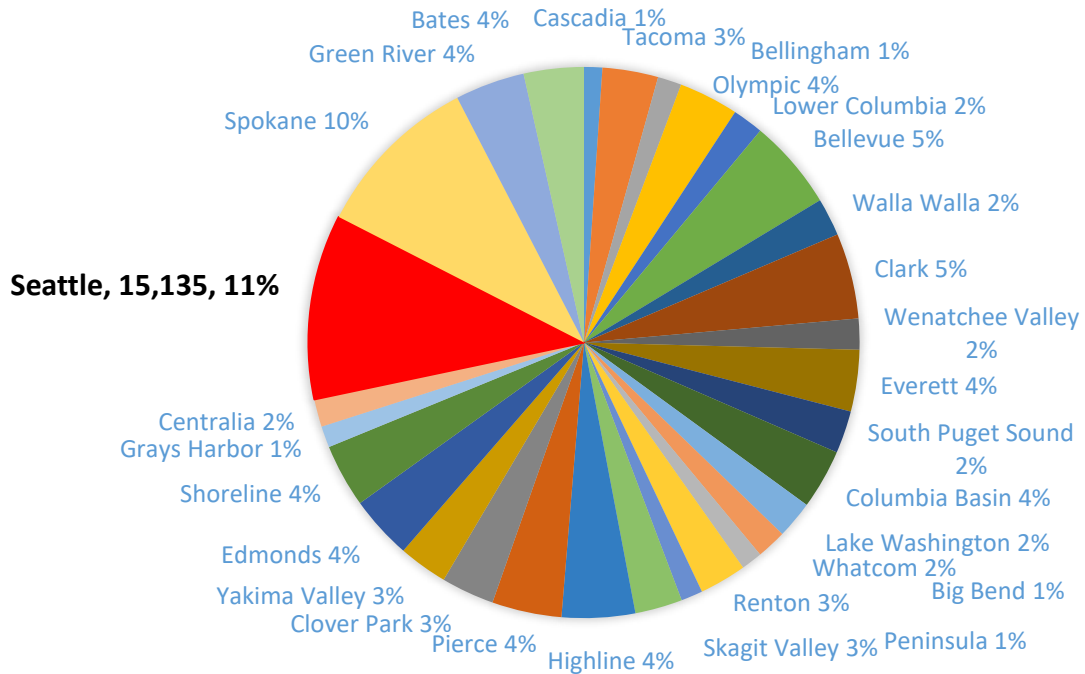


CHART 2: ALLOCATIONS AS % OF STATE 2018-19

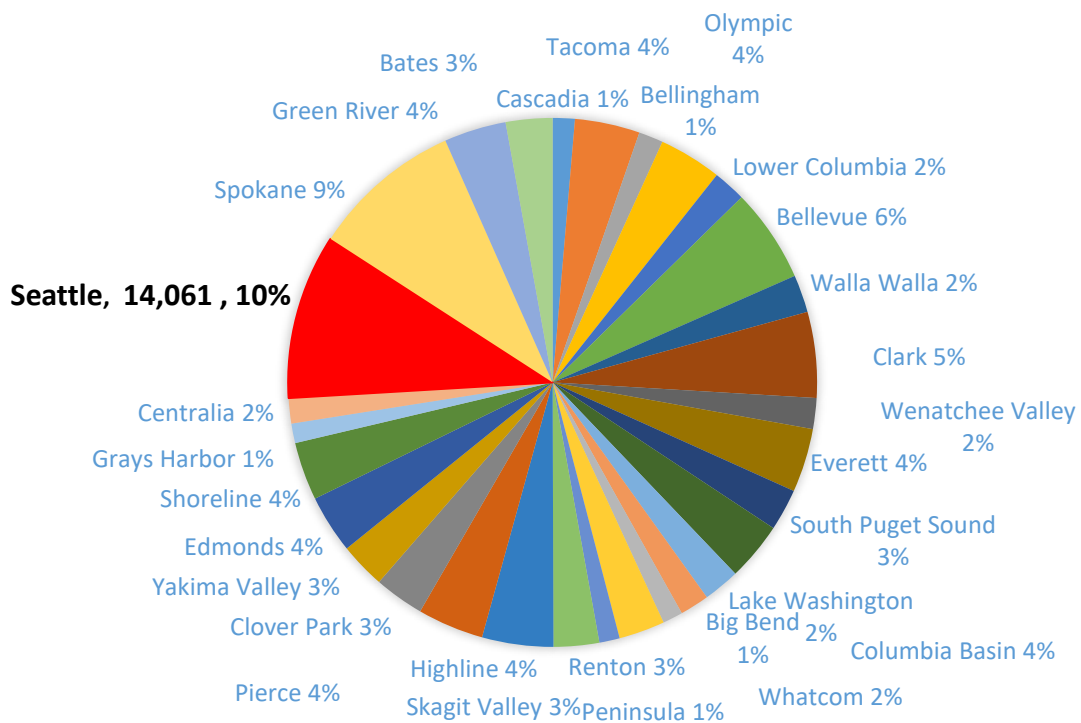


Table 3A: State FTES Allocation 2014-15 as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	Change '15 to '19	% of Change '15 to '19
Cascadia	1,494	1,505	1,634	1,793	1,886	392	26%
Tacoma	4,556	4,585	5,089	5,596	5,537	981	22%
Lower Columbia	2,524	2,557	2,675	2,772	2,792	268	11%
Olympic	4,893	4,937	5,191	5,361	5,365	472	10%
Everett	5,040	5,059	5,163	5,335	5,446	406	8%
Bellevue	7,422	7,489	7,743	8,101	8,012	590	8%
Bellingham	1,952	1,987	1,987	2,004	2,086	134	7%
Clark	7,003	7,027	7,364	7,336	7,313	310	4%
Wenatchee Valley	2,534	2,513	2,597	2,634	2,633	99	4%
Walla Walla	3,103	3,133	3,208	3,194	3,204	101	3%
Whatcom	2,435	2,439	2,484	2,456	2,493	58	2%
South Puget Sound	3,480	3,457	3,543	3,568	3,561	81	2%
Columbia Basin	4,890	4,895	4,939	4,986	4,992	102	2%
Renton	3,853	3,815	3,837	3,898	3,930	77	2%
Lake Washington	3,066	3,073	3,084	3,087	3,108	42	1%
Highline	5,999	5,980	6,056	6,069	6,074	75	1%
Skagit Valley	3,876	3,902	3,867	3,887	3,883	7	0%
Big Bend	1,727	1,725	1,748	1,754	1,714	-13	-1%
Pierce	5,699	5,669	5,647	5,646	5,645	-54	-1%
Peninsula	1,768	1,761	1,779	1,741	1,735	-33	-2%
Clover Park	4,347	4,369	4,348	4,226	4,247	-100	-2%
Yakima Valley	4,017	4,000	4,017	3,910	3,913	-104	-3%
Shoreline	5,181	5,181	5,051	4,952	4,960	-221	-4%
Edmonds	5,193	5,197	5,204	4,985	4,968	-225	-4%
Grays Harbor	1,747	1,747	1,644	1,669	1,665	-82	-5%
Centralia	2,268	2,266	2,237	2,158	2,160	-108	-5%
Spokane	13,769	13,764	13,112	12,826	12,868	-901	-7%
Green River	5,696	5,667	5,540	5,321	5,293	-403	-7%
Seattle	15,135	15,131	14,298	14,184	14,061	-1074	-7%
Bates	4,917	4,715	4,465	4,236	3,976	-941	-19%
System Total	139,584	139,545	139,551	139,685	139,520	-64	0%

Table 3B: State FTES Allocation Last 5 Year Average as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Cascadia	1,494	1,505	1,634	1,793	1886	301	19%
Tacoma	4,556	4,585	5,089	5,596	5537	663	14%
Lower Columbia	2,524	2,557	2,675	2,772	2792	181	7%
Bellingham	1,952	1,987	1,987	2,004	2086	133	7%
Olympic	4,893	4,937	5,191	5,361	5365	325	6%
Everett	5,040	5,059	5,163	5,335	5446	281	5%
Bellevue	7,422	7,489	7,743	8,101	8012	376	5%
Wenatchee Valley	2,534	2,513	2,597	2,634	2633	75	3%
Clark	7,003	7,027	7,364	7,336	7313	176	2%
Walla Walla	3,103	3,133	3,208	3,194	3204	70	2%
Renton	3,853	3,815	3,837	3,898	3930	71	2%
Whatcom	2,435	2,439	2,484	2,456	2493	41	2%
South Puget Sound	3,480	3,457	3,543	3,568	3561	58	2%
Columbia Basin	4,890	4,895	4,939	4,986	4992	74	2%
Lake Washington	3,066	3,073	3,084	3,087	3108	38	1%
Highline	5,999	5,980	6,056	6,069	6074	47	1%
Skagit Valley	3,876	3,902	3,867	3,887	3883	6	0%
Pierce	5,699	5,669	5,647	5,646	5645	-21	0%
Big Bend	1,727	1,725	1,748	1,754	1714	-13	-1%
Peninsula	1,768	1,761	1,779	1,741	1735	-18	-1%
Clover Park	4,347	4,369	4,348	4,226	4247	-64	-1%
Yakima Valley	4,017	4,000	4,017	3,910	3913	-79	-2%
Grays Harbor	1,747	1,747	1,644	1,669	1665	-45	-3%
Shoreline	5,181	5,181	5,051	4,952	4960	-145	-3%
Edmonds	5,193	5,197	5,204	4,985	4968	-173	-3%
Centralia	2,268	2,266	2,237	2,158	2160	-80	-4%
Spokane	13,769	13,764	13,112	12,826	12868	-571	-4%
Seattle	15,135	15,131	14,298	14,184	14061	-676	-5%
Green River	5,696	5,667	5,540	5,321	5293	-286	-5%
Bates	4,917	4,715	4,465	4,236	3976	-658	-14%
System Total	139,584	139,545	139,551	139,685	139520	87	0%

Table 4A: Annual FTES Allocation Target Attainment Rates 2014-15 as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	Changes	% of Changes
Bates	63%	67%	71%	72%	83%	20%	32%
Green River	92%	89%	92%	98%	99%	7%	8%
Yakima Valley	97%	95%	95%	92%	97%	0%	0%
Seattle	90%	89%	94%	92%	88%	-2%	-2%
Lake Washington	98%	95%	96%	97%	94%	-4%	-4%
Clover Park	96%	95%	91%	93%	93%	-4%	-4%
Spokane	94%	93%	94%	94%	88%	-6%	-6%
Grays Harbor	95%	96%	95%	90%	88%	-7%	-7%
Pierce	101%	100%	100%	100%	93%	-7%	-7%
Edmonds	95%	93%	88%	89%	88%	-7%	-7%
Skagit Valley	100%	100%	96%	92%	92%	-8%	-8%
Big Bend	97%	100%	94%	89%	89%	-8%	-8%
Columbia Basin	101%	99%	98%	95%	93%	-8%	-8%
Highline	100%	100%	100%	100%	92%	-8%	-8%
Centralia	96%	89%	87%	88%	88%	-8%	-9%
Renton	99%	101%	98%	99%	88%	-11%	-11%
South Puget Sound	101%	99%	95%	92%	90%	-11%	-11%
Wenatchee Valley	101%	101%	98%	91%	90%	-11%	-11%
Bellingham	104%	106%	103%	98%	90%	-14%	-13%
Bellevue	111%	106%	100%	96%	95%	-16%	-14%
Whatcom	100%	100%	95%	93%	84%	-15%	-15%
Everett	109%	106%	100%	97%	91%	-18%	-16%
Peninsula	95%	90%	79%	80%	76%	-18%	-19%
Olympic	113%	106%	96%	91%	89%	-24%	-21%
Walla Walla	101%	98%	88%	87%	79%	-21%	-21%
Shoreline	96%	95%	79%	82%	74%	-22%	-22%
Clark	105%	94%	87%	82%	79%	-26%	-25%
Lower Columbia	115%	106%	92%	89%	85%	-30%	-26%
Cascadia	125%	126%	115%	103%	89%	-36%	-29%
Tacoma	131%	123%	102%	85%	81%	-50%	-38%
System Total	99%	97%	94%	92%	89%	-11%	-11%

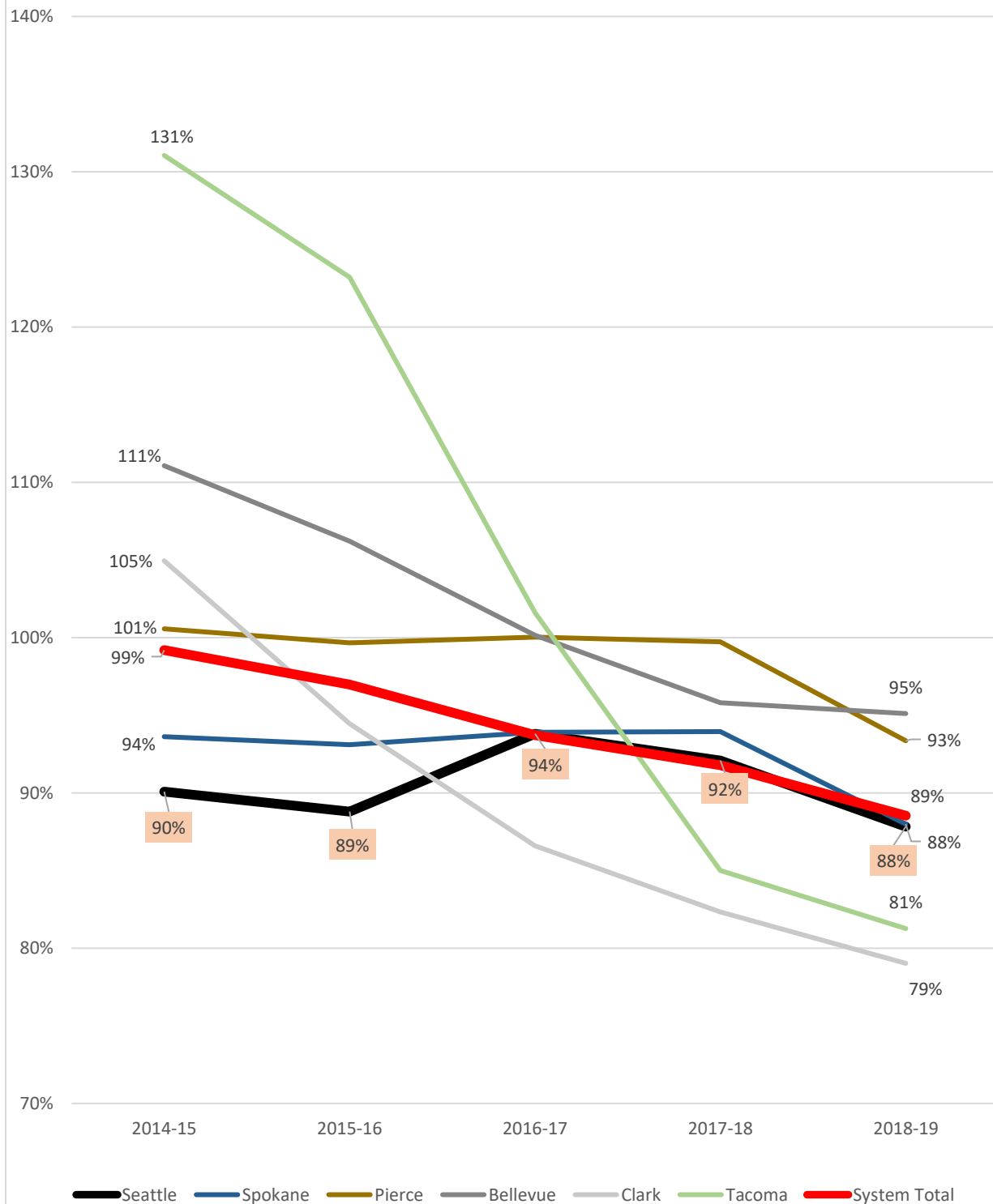
Note: Attainment rate is the actual state funded FTES divided by the allocation target. Actual State Funded FTES include 2% converted International FTES.

Table 4B: Annual FTES Allocation Target Attainment Rates Last 5 Year Average as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Bates	63%	67%	71%	72%	83%	12%	18%
Green River	92%	89%	92%	98%	99%	6%	6%
Yakima Valley	97%	95%	95%	92%	97%	1%	1%
Clover Park	96%	95%	91%	93%	93%	-2%	-2%
Lake Washington	98%	95%	96%	97%	94%	-4%	-4%
Centralia	96%	89%	87%	88%	88%	-4%	-4%
Seattle	90%	89%	94%	92%	88%	-5%	-5%
Edmonds	95%	93%	88%	89%	88%	-5%	-5%
Skagit Valley	100%	100%	96%	92%	92%	-6%	-6%
Spokane	94%	93%	94%	94%	88%	-6%	-6%
Pierce	101%	100%	100%	100%	93%	-6%	-6%
Columbia Basin	101%	99%	98%	95%	93%	-6%	-6%
Grays Harbor	95%	96%	95%	90%	88%	-6%	-7%
Big Bend	97%	100%	94%	89%	89%	-7%	-8%
Highline	100%	100%	100%	100%	92%	-9%	-8%
South Puget Sound	101%	99%	95%	92%	90%	-9%	-9%
Wenatchee Valley	101%	101%	98%	91%	90%	-10%	-10%
Bellevue	111%	106%	100%	96%	95%	-11%	-10%
Renton	99%	101%	98%	99%	88%	-10%	-11%
Everett	109%	106%	100%	97%	91%	-12%	-12%
Bellingham	104%	106%	103%	98%	90%	-13%	-13%
Whatcom	100%	100%	95%	93%	84%	-14%	-14%
Olympic	113%	106%	96%	91%	89%	-15%	-14%
Peninsula	95%	90%	79%	80%	76%	-13%	-14%
Shoreline	96%	95%	79%	82%	74%	-15%	-17%
Lower Columbia	115%	106%	92%	89%	85%	-18%	-18%
Walla Walla	101%	98%	88%	87%	79%	-18%	-18%
Clark	105%	94%	87%	82%	79%	-18%	-18%
Cascadia	125%	126%	115%	103%	89%	-31%	-25%
Tacoma	131%	123%	102%	85%	81%	-34%	-29%
System Total	99%	97%	94%	92%	89%	-8%	-9%

Note: Attainment rate is the actual state funded FTES divided by the allocation target. Actual State Funded FTES include 2% converted International FTES.

**Chart 3: Allocation Attainment Rate
Selected Colleges/Districts and System**



**Table 5: Percentage of '18-'19 Annual FTES Attainment Rates Over Last 3 Years
Average Attainment Rates from 2016-18**

Colleges/District	3 Years AVG Attainment Rate 2016-18	2018-19	% of '18-'19 attainment over 3Ys AVG of 2016-18
Bates	70%	83%	118%
Green River	93%	99%	107%
Yakima Valley	94%	97%	103%
Clover Park	93%	93%	100%
Centralia	88%	88%	100%
Edmonds	90%	88%	98%
Lake Washington	96%	94%	98%
Seattle	92%	88%	96%
Skagit Valley	96%	92%	96%
Columbia Basin	97%	93%	96%
Big Bend	94%	89%	95%
South Puget Sound	95%	90%	95%
Bellevue	101%	95%	94%
Spokane	94%	88%	94%
Grays Harbor	94%	88%	94%
Pierce	100%	93%	94%
Wenatchee Valley	96%	90%	93%
Peninsula	83%	76%	92%
Highline	100%	92%	92%
Olympic	98%	89%	92%
Everett	101%	91%	90%
Clark	88%	79%	90%
Lower Columbia	96%	85%	89%
Renton	99%	88%	89%
Whatcom	96%	84%	88%
Bellingham	102%	90%	88%
Shoreline	85%	74%	87%
Walla Walla	91%	79%	87%
Tacoma	103%	81%	79%
Cascadia	115%	89%	78%
System Total	94%	89%	94%

Table 6A: International FTES 2014-15 as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	18-19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
Yakima Valley	1	3	9	19	17	0%	16	1185%
Grays Harbor	1	1	1	4	8	0%	7	807%
Bellingham	0	3	6	5	2	0%	2	319%
Renton	6	14	15	16	18	0%	12	193%
Walla Walla	8	11	17	25	22	1%	15	187%
Wenatchee Valley	4	1	0	6	12	0%	8	178%
Lower Columbia	16	21	22	26	28	1%	12	71%
Columbia Basin	6	6	7	7	8	0%	2	36%
Spokane Falls	223	164	185	286	282	6%	60	27%
Pierce Puyallup	24	30	50	49	29	1%	5	20%
Lake Washington	139	107	106	129	144	4%	5	3%
Olympic	130	135	132	150	134	2%	4	3%
Everett	439	510	488	487	443	6%	4	1%
Clover Park	42	45	44	43	42	1%	0	0%
Bellevue	1,345	1,438	1,533	1,413	1,286	11%	-59	-4%
Cascadia	400	493	487	433	371	14%	-29	-7%
Shoreline	1,185	1,208	1,074	1,097	1,046	20%	-139	-12%
Highline	544	588	657	652	474	6%	-70	-13%
Whatcom	339	399	356	310	287	7%	-52	-15%
Seattle South	766	840	713	660	598	11%	-167	-22%
Green River	2,264	2,260	2,207	2,011	1,765	19%	-499	-22%
Edmonds	1,898	1,775	1,738	1,560	1,376	19%	-522	-27%
Big Bend	10	14	11	7	7	0%	-3	-31%
Pierce Fort Steilacoom	415	453	463	353	281	5%	-134	-32%
South Puget Sound	173	149	110	97	107	2%	-66	-38%
Peninsula	132	153	136	100	81	4%	-51	-39%
Spokane	117	95	67	67	68	1%	-49	-42%
Tacoma	562	485	413	380	312	5%	-250	-44%
Seattle Central	2,435	1,945	1,727	1,527	1,343	20%	-1,093	-45%
Skagit Valley	221	212	203	171	119	3%	-102	-46%
Centralia	43	36	27	21	22	1%	-21	-50%
Seattle North	1,227	1,145	1,032	846	570	13%	-656	-54%
Bates	6	5	7	6	3	0%	-3	-54%
Clark	194	138	114	93	82	1%	-112	-58%
System Total	15,315	14,889	14,154	13,056	11,385	7%	-3,930	-26%

Table 6B: International FTES Last 4 Year Average as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	18-19 % of Total FTES	Change '19 to L4YAVG	% of Change '19 to L4YAVG
Grays Harbor	1	1	1	4	8	0%	6	357%
Wenatchee Valley	4	1	0	6	12	0%	9	345%
Yakima Valley	1	3	9	19	17	0%	9	108%
Walla Walla	8	11	17	25	22	1%	7	47%
Renton	6	14	15	16	18	0%	5	40%
Spokane Falls	223	164	185	286	282	6%	68	32%
Lower Columbia	16	21	22	26	28	1%	6	30%
Lake Washington	139	107	106	129	144	4%	23	19%
Columbia Basin	6	6	7	7	8	0%	1	18%
Olympic	130	135	132	150	134	2%	-3	-2%
Clover Park	42	45	44	43	42	1%	-1	-3%
Everett	439	510	488	487	443	6%	-38	-8%
Shoreline	1,185	1,208	1,074	1,097	1,046	20%	-95	-8%
Bellevue	1,345	1,438	1,533	1,413	1,286	11%	-147	-10%
Cascadia	400	493	487	433	371	14%	-82	-18%
Whatcom	339	399	356	310	287	7%	-64	-18%
South Puget Sound	173	149	110	97	107	2%	-25	-19%
Green River	2,264	2,260	2,207	2,011	1,765	19%	-421	-19%
Seattle South	766	840	713	660	598	11%	-146	-20%
Edmonds	1,898	1,775	1,738	1,560	1,376	19%	-366	-21%
Spokane	117	95	67	67	68	1%	-19	-22%
Highline	544	588	657	652	474	6%	-136	-22%
Pierce Puyallup	24	30	50	49	29	1%	-10	-25%
Seattle Central	2,435	1,945	1,727	1,527	1,343	20%	-566	-30%
Centralia	43	36	27	21	22	1%	-10	-32%
Tacoma	562	485	413	380	312	5%	-148	-32%
Pierce Fort Steilacoom	415	453	463	353	281	5%	-140	-33%
Big Bend	10	14	11	7	7	0%	-4	-35%
Peninsula	132	153	136	100	81	4%	-49	-38%
Clark	194	138	114	93	82	1%	-53	-39%
Skagit Valley	221	212	203	171	119	3%	-83	-41%
Bellingham	0	3	6	5	2	0%	-1	-41%
Seattle North	1,227	1,145	1,032	846	570	13%	-492	-46%
Bates	6	5	7	6	3	0%	-4	-56%
System Total	15,315	14,889	14,154	13,056	11,385	7%	-2,968	-21%

Note: SBCTC started reporting International FTES from 2014-15, so that the baseline is 4 year average instead of 5 year average.

Chart 4: International FTES Trends for Selected Colleges

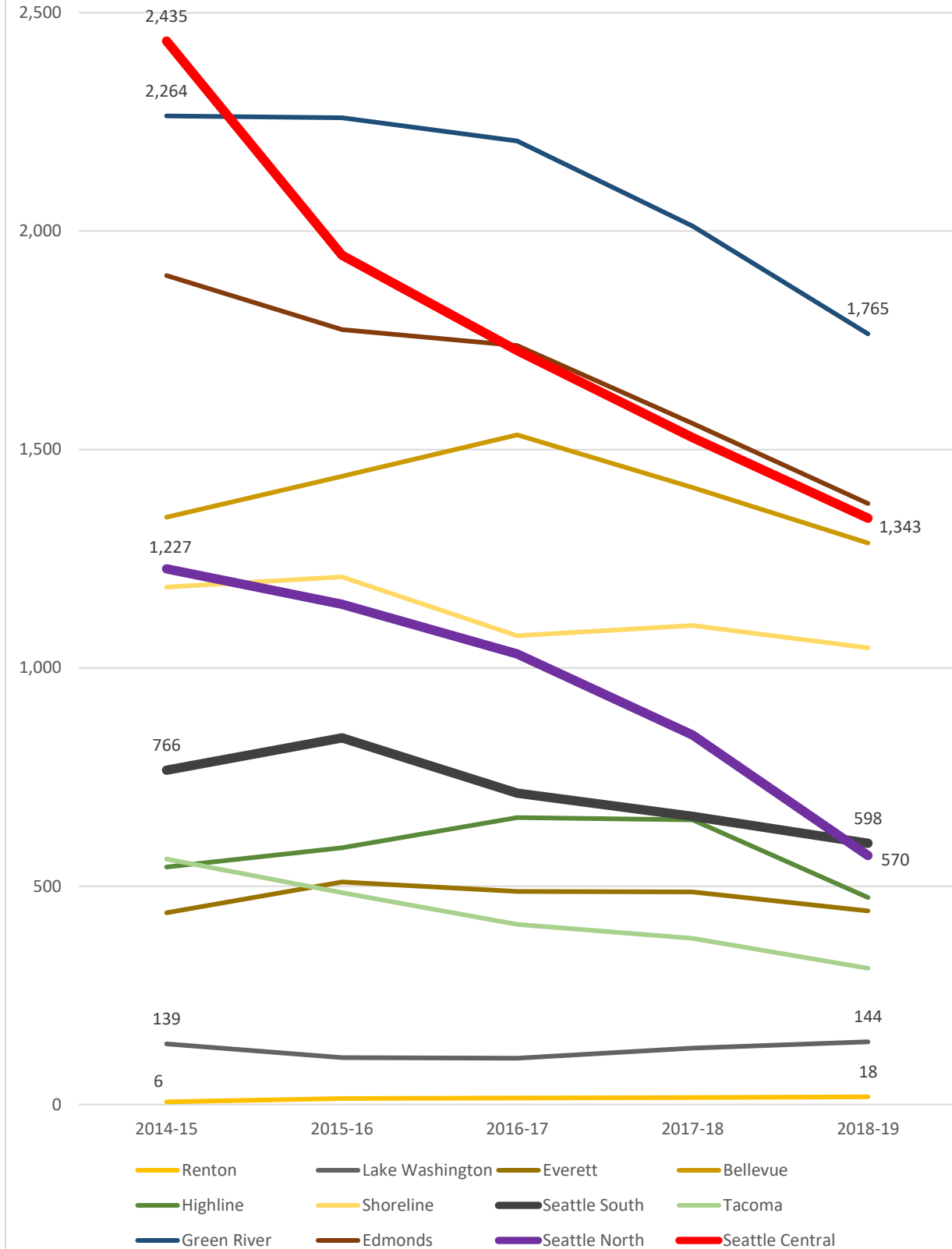


Table 7A: eLearning FTES 2014-15 as Baseline

College	2014-15	2015-16	2016-17	2017-18	2018-19	18-19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
Bates	179	239	372	414	484	13%	305	171%
Seattle Central	786	1,072	1,294	1,630	1,794	26%	1008	128%
Renton	672	707	966	1,287	1,270	33%	598	89%
Clover Park	1,016	1,208	1,366	1,680	1,841	43%	825	81%
Big Bend	428	548	584	634	696	35%	268	63%
South Puget Sound	1,004	1,203	1,323	1,459	1,592	35%	588	59%
Clark	1,724	1,826	2,134	2,380	2,626	33%	902	52%
Cascadia	524	697	720	770	785	29%	260	50%
Columbia Basin	1,234	1,311	1,438	1,707	1,825	31%	592	48%
Green River	2,091	2,367	2,657	2,701	3,092	34%	1000	48%
Yakima Valley	1,093	1,170	1,321	1,398	1,605	36%	512	47%
Whatcom	707	778	840	928	1,020	26%	313	44%
Wenatchee Valley	480	522	523	603	680	21%	200	42%
Lake Washington	700	787	781	994	989	29%	290	41%
Lower Columbia	928	846	890	1,135	1,272	42%	344	37%
Centralia	768	829	937	1,085	1,047	40%	279	36%
Pierce Fort Steilacoom	2,060	2,211	2,306	2,439	2,739	53%	680	33%
Spokane	2,120	2,175	2,244	2,570	2,772	31%	652	31%
Bellingham	542	705	708	765	679	32%	137	25%
Walla Walla	644	708	703	748	790	19%	146	23%
Bellevue	4,211	4,287	4,605	4,779	5,146	43%	936	22%
Seattle South	831	976	945	948	1,013	19%	182	22%
Olympic	1,563	1,507	1,628	1,771	1,889	33%	326	21%
Tacoma	1,955	1,883	1,877	2,153	2,338	39%	383	20%
Grays Harbor	824	974	856	984	980	48%	157	19%
Highline	1,726	1,809	1,889	2,035	1,992	26%	266	15%
Shoreline	2,048	2,086	2,148	2,350	2,353	45%	304	15%
Pierce Puyallup	422	445	530	566	456	15%	34	8%
Spokane Falls	1,736	1,663	1,815	2,007	1,865	43%	128	7%
Edmonds	3,257	3,196	3,020	3,138	3,384	46%	127	4%
Skagit Valley	1,703	1,733	1,684	1,617	1,760	41%	57	3%
Seattle North	1,673	1,673	1,739	1,705	1,729	39%	56	3%
Everett	2,489	2,369	2,456	2,510	2,357	31%	-133	-5%
Peninsula	851	935	769	797	767	39%	-83	-10%
System Total	44,990	47,443	50,068	54,690	57,630	34%	12640	28%

Table 7B: eLearning FTES Last 5 Year Average as Baseline

College	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Bates	179	239	372	414	484	13%	219	83%
Seattle Central	786	1,072	1,294	1,630	1,794	26%	721	67%
Clover Park	1,016	1,208	1,366	1,680	1,841	43%	639	53%
Renton	672	707	966	1,287	1,270	33%	439	53%
Lower Columbia	928	846	890	1,135	1,272	42%	339	36%
Big Bend	428	548	584	634	696	35%	182	35%
Clark	1,724	1,826	2,134	2,380	2,626	33%	686	35%
South Puget Sound	1,004	1,203	1,323	1,459	1,592	35%	403	34%
Columbia Basin	1,234	1,311	1,438	1,707	1,825	31%	462	34%
Yakima Valley	1,093	1,170	1,321	1,398	1,605	36%	402	33%
Green River	2,091	2,367	2,657	2,701	3,092	34%	755	32%
Whatcom	707	778	840	928	1,020	26%	236	30%
Lake Washington	700	787	781	994	989	29%	226	30%
Wenatchee Valley	480	522	523	603	680	21%	155	30%
Spokane	2,120	2,175	2,244	2,570	2,772	31%	590	27%
Pierce Fort Steilacoom	2,060	2,211	2,306	2,439	2,739	53%	532	24%
Centralia	768	829	937	1,085	1,047	40%	177	20%
Cascadia	524	697	720	770	785	29%	128	20%
Tacoma	1,955	1,883	1,877	2,153	2,338	39%	382	20%
Seattle South	831	976	945	948	1,013	19%	152	18%
Bellevue	4,211	4,287	4,605	4,779	5,146	43%	762	17%
Olympic	1,563	1,507	1,628	1,771	1,889	33%	271	17%
Walla Walla	644	708	703	748	790	19%	102	15%
Grays Harbor	824	974	856	984	980	48%	97	11%
Shoreline	2,048	2,086	2,148	2,350	2,353	45%	228	11%
Highline	1,726	1,809	1,889	2,035	1,992	26%	173	9%
Pierce Puyallup	422	445	530	566	456	15%	36	9%
Edmonds	3,257	3,196	3,020	3,138	3,384	46%	229	7%
Seattle North	1,673	1,673	1,739	1,705	1,729	39%	74	4%
Spokane Falls	1,736	1,663	1,815	2,007	1,865	43%	67	4%
Skagit Valley	1,703	1,733	1,684	1,617	1,760	41%	60	4%
Bellingham	542	705	708	765	679	32%	14	2%
Everett	2,489	2,369	2,456	2,510	2,357	31%	-95	-4%
Peninsula	851	935	769	797	767	39%	-59	-7%
System Total	44,990	47,443	50,068	54,690	57,630	34%	9785	20%

Chart 5: eLearning FTES, Selected Peer Colleges

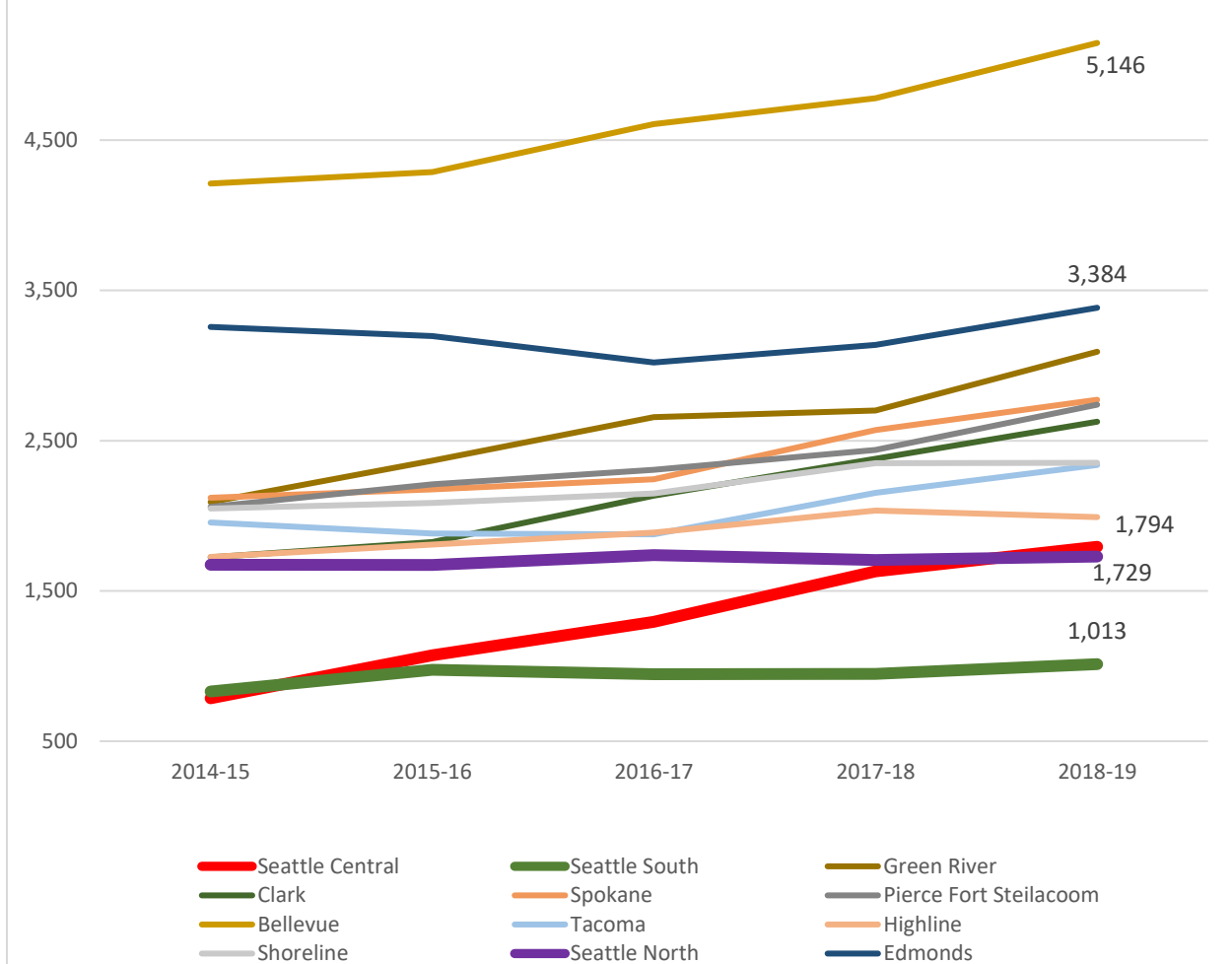


Chart 6: eLearning FTES , Percent of Total FTES, 2018-19

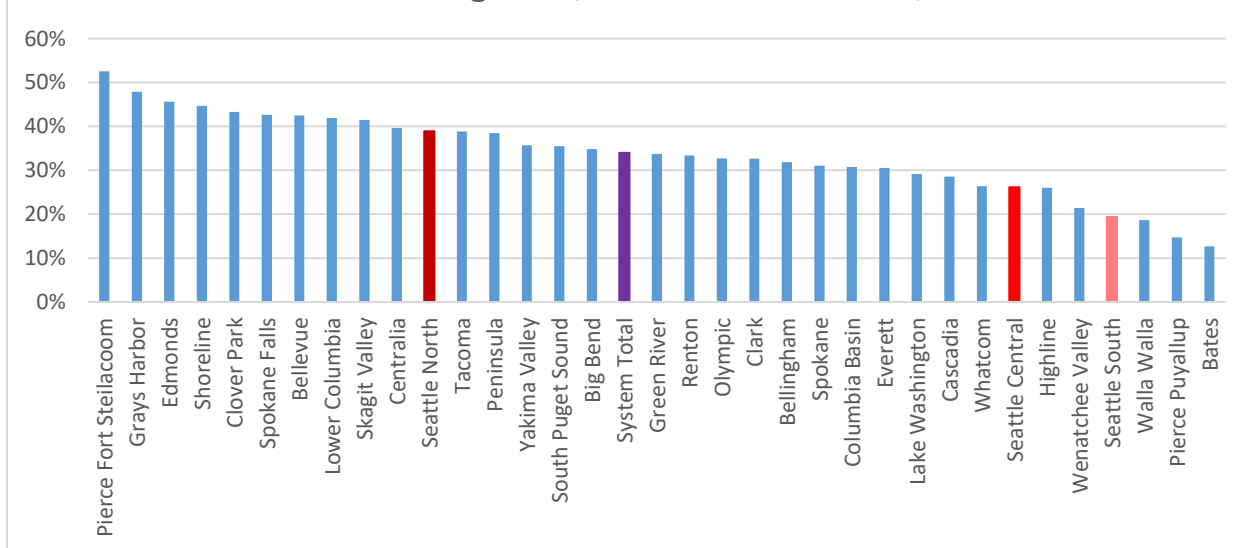


Table 8A: Running Start FTES 2014-15 as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
Lake Washington	11	18	62	98	118	3%	107	965%
Seattle Central	207	250	317	472	535	8%	328	159%
Bates	2	6	8	9	5	0%	3	157%
Pierce Fort Steilacoom	454	555	632	770	922	18%	468	103%
Seattle South	221	244	305	378	405	8%	184	83%
Spokane	351	354	394	471	581	7%	230	65%
Clover Park	47	54	80	76	75	2%	28	61%
Green River	1,106	1,264	1,402	1,540	1,763	19%	657	59%
Bellevue	1,420	1,781	1,961	2,046	2,233	18%	813	57%
Wenatchee Valley	500	505	643	785	779	25%	278	56%
Seattle North	210	222	262	273	321	7%	111	53%
Olympic	654	706	794	905	981	17%	327	50%
Grays Harbor	166	209	210	216	248	12%	82	50%
Cascadia	418	490	545	561	625	23%	207	49%
Big Bend	267	337	379	362	396	20%	129	48%
Shoreline	171	183	232	241	250	5%	79	46%
Edmonds	554	560	662	800	808	11%	255	46%
Columbia Basin	791	779	748	887	1,135	19%	344	44%
Everett	799	865	952	984	1,139	15%	340	43%
Walla Walla	137	140	163	197	195	5%	58	42%
Tacoma	649	761	762	892	916	15%	268	41%
Bellingham	54	61	83	83	76	4%	22	41%
South Puget Sound	779	877	1,004	1,063	1,097	24%	319	41%
Yakima Valley	422	485	525	544	584	13%	162	38%
Centralia	296	352	365	391	394	15%	98	33%
Pierce Puyallup	789	931	937	1,021	1,045	34%	256	32%
Highline	1,041	1,195	1,333	1,360	1,338	17%	298	29%
Lower Columbia	315	307	367	424	400	13%	85	27%
Clark	1,550	1,750	1,932	1,953	1,944	24%	394	25%
Whatcom	569	614	663	638	654	17%	85	15%
Skagit Valley	449	476	447	481	491	12%	42	9%
Peninsula	287	287	269	294	307	15%	20	7%
Spokane Falls	574	592	649	660	591	14%	17	3%
Renton	96	110	114	117	96	3%	0	0%
System Total	16,371	18,334	20,207	21,992	23,447	14%	7,076	43%

Table 8B: Running Start FTES Last 5 Year Average as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Lake Washington	11	18	62	98	118	3%	78	191%
Seattle Central	207	250	317	472	535	8%	245	84%
Pierce Fort								
Steilacoom	454	555	632	770	922	18%	362	65%
Spokane	351	354	394	471	581	7%	217	60%
Seattle South	221	244	305	378	405	8%	142	54%
Columbia Basin	791	779	748	887	1,135	19%	347	44%
Green River	1,106	1,264	1,402	1,540	1,763	19%	513	41%
Seattle North	210	222	262	273	321	7%	89	38%
Wenatchee Valley	500	505	643	785	779	25%	202	35%
Grays Harbor	166	209	210	216	248	12%	61	32%
Olympic	654	706	794	905	981	17%	238	32%
Bellevue	1,420	1,781	1,961	2,046	2,233	18%	541	32%
Everett	799	865	952	984	1,139	15%	265	30%
Cascadia	418	490	545	561	625	23%	145	30%
Edmonds	554	560	662	800	808	11%	185	30%
Big Bend	267	337	379	362	396	20%	87	28%
Shoreline	171	183	232	241	250	5%	54	28%
Clover Park	47	54	80	76	75	2%	16	27%
Yakima Valley	422	485	525	544	584	13%	123	27%
Tacoma	649	761	762	892	916	15%	190	26%
South Puget Sound	779	877	1,004	1,063	1,097	24%	226	26%
Walla Walla	137	140	163	197	195	5%	38	24%
Pierce Puyallup	789	931	937	1,021	1,045	34%	178	21%
Lower Columbia	315	307	367	424	400	13%	62	18%
Centralia	296	352	365	391	394	15%	57	17%
Bellingham	54	61	83	83	76	4%	11	16%
Highline	1,041	1,195	1,333	1,360	1,338	17%	161	14%
Clark	1,550	1,750	1,932	1,953	1,944	24%	218	13%
Peninsula	287	287	269	294	307	15%	31	11%
Skagit Valley	449	476	447	481	491	12%	43	10%
Whatcom	569	614	663	638	654	17%	41	7%
Spokane Falls	574	592	649	660	591	14%	-17	-3%
Bates	2	6	8	9	5	0%	0	-6%
Renton	96	110	114	117	96	3%	-7	-7%
System Total	16,371	18,334	20,207	21,992	23,447	14%	5,127	28%

Chart 7: Running Start FTES, Percent of Total FTES, 2018-19

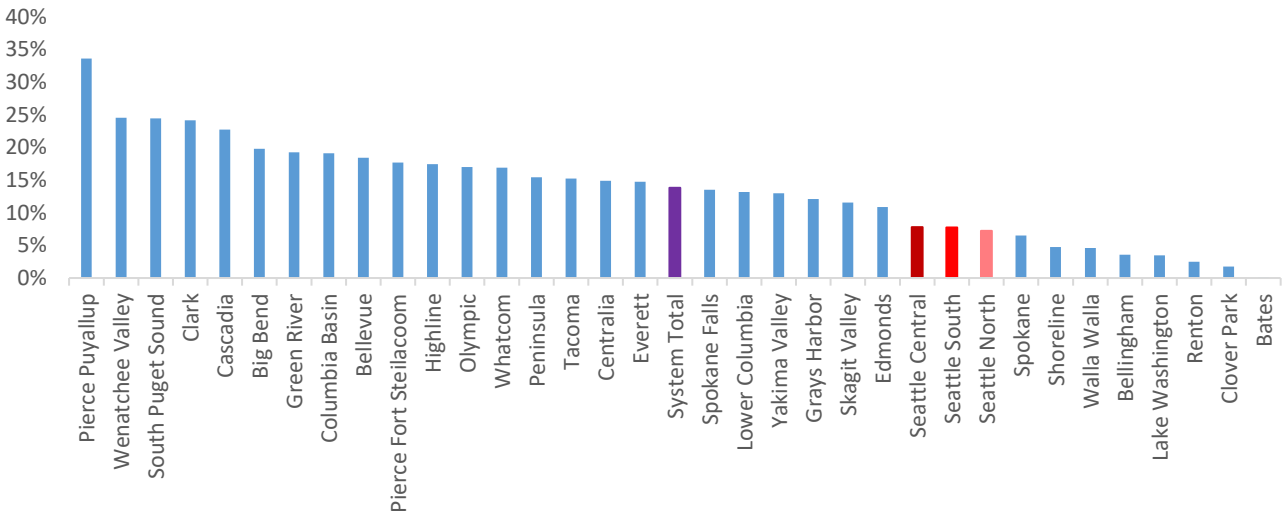


Table 9A: Apprenticeship FTES 2014-15 as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
Bates	208	196	200	197	645	16.8%	437	210%
Edmonds	0	0	0	2	2	0.0%	2	200%
Bellingham	2	5	6	9	6	0.3%	4	176%
Wenatchee Valley	2	4	5	4	3	0.1%	2	100%
Skagit Valley	186	217	250	269	360	8.5%	174	94%
Columbia Basin	134	165	196	217	240	4.0%	106	79%
Seattle South	763	930	1,106	1,364	1,335	26%	572	75%
Spokane	433	547	549	556	753	8.4%	320	74%
Grays Harbor	4	6	5	5	5	0.2%	1	34%
Clark	34	36	39	38	45	0.6%	12	34%
Lake Washington	56	84	89	110	70	2.1%	14	25%
Clover Park	8	8	6	8	10	0.2%	2	19%
Renton	320	404	464	512	380	10.0%	60	19%
Everett	29	34	35	32	31	0.4%	2	8%
Olympic	607	648	546	493	529	9.2%	-78	-13%
Highline	2	2	2	1	1	0.0%	0	-19%
Green River	3	1	2	2	2	0.0%	-1	-20%
Centralia	5	4	4	5	1	0.0%	-4	-81%
Lower Columbia	2	0	0	0	0	0.0%	-1	-81%
South Puget Sound	1	0	0	0	0	0.0%	-1	-100%
System Total	2,797	3,292	3,505	3,827	4,419	3%	1623	58%

Table 9B: Apprenticeship FTES Last 5 Year Average as Baseline

Colleges/District	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Edmonds	0	0	0	2	2	0.0%	2	325%
Bates	208	196	200	197	645	16.8%	451	233%
Skagit Valley	186	217	250	269	360	8.5%	148	69%
Spokane	433	547	549	556	753	8.4%	273	57%
Columbia Basin	134	165	196	217	240	4.0%	73	44%
Seattle South	763	930	1,106	1,364	1,335	26%	382	40%
Clover Park	8	8	6	8	10	0.2%	3	36%
Clark	34	36	39	38	45	0.6%	12	36%
Bellingham	2	5	6	9	6	0.3%	1	16%
Grays Harbor	4	6	5	5	5	0.2%	0	5%
Everett	29	34	35	32	31	0.4%	1	2%
Wenatchee Valley	2	4	5	4	3	0.1%	0	1%
Renton	320	404	464	512	380	10.0%	-7	-2%
Olympic	607	648	546	493	529	9.2%	-16	-3%
Green River	3	1	2	2	2	0.0%	0	-6%
Lake Washington	56	84	89	110	70	2.1%	-5	-6%
Highline	2	2	2	1	1	0.0%	-1	-37%
Lower Columbia	2	0	0	0	0	0.0%	0	-52%
Centralia	5	4	4	5	1	0.0%	-3	-76%
South Puget Sound	1	0	0	0	0	0.0%	0	-100%
System Total	2,797	3,292	3,505	3,827	4,419	3%	1312	42%

Table 10A: Adult Basic Education (ABE) FTES 2014-15 as Baseline

College	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
Bellevue	534	536	493	579	658	5%	124	23%
South Puget Sound	215	258	260	265	260	6%	45	21%
Green River	769	734	734	806	890	10%	122	16%
Lake Washington	569	611	683	691	657	19%	88	15%
Big Bend	168	224	198	185	185	9%	17	10%
Peninsula	203	219	229	176	217	11%	14	7%
Clover Park	264	270	261	270	282	7%	18	7%
Seattle Central	828	850	849	834	872	13%	45	5%
Wenatchee Valley	199	247	239	182	204	6%	5	3%
Spokane Falls	0	0	0	0	0	0%	0	0%
Whatcom	214	223	227	210	210	5%	-4	-2%
Seattle North	530	559	586	542	509	11%	-22	-4%
Highline	2,075	2,007	2,161	2,178	1,981	26%	-94	-5%
Edmonds	874	858	784	805	827	11%	-48	-5%
Tacoma	386	366	313	322	361	6%	-25	-6%
Everett	693	646	723	669	647	8%	-46	-7%
Spokane	1,949	2,367	2,344	2,259	1,770	20%	-178	-9%
Olympic	228	214	227	207	202	4%	-26	-11%
Bellingham	114	118	115	111	99	5%	-14	-13%
Skagit Valley	450	518	467	466	389	9%	-61	-13%
Renton	1,282	1,302	1,220	1,191	1,091	29%	-191	-15%
Yakima Valley	770	776	757	609	647	14%	-123	-16%
Pierce Puyallup	321	362	276	279	264	8%	-57	-18%
Cascadia	184	178	163	161	146	5%	-38	-21%
Clark	780	730	713	666	610	8%	-170	-22%
Shoreline	563	584	407	403	406	8%	-157	-28%
Lower Columbia	779	754	648	652	557	18%	-222	-28%
Walla Walla	338	369	306	359	226	5%	-112	-33%
Pierce Fort								
Steilacoom	338	329	250	249	226	4%	-112	-33%
Columbia Basin	648	631	569	489	406	7%	-242	-37%
Seattle South	930	865	798	735	549	10%	-381	-41%
Centralia	381	319	249	196	187	7%	-194	-51%
Grays Harbor	337	388	230	209	160	8%	-177	-52%
Bates	457	420	437	118	55	1%	-402	-88%
System Total	19,448	19,898	18,994	18,072	16,751	10%	-2,697	-14%

Table 10B: Adult Basic Education (ABE) FTES Last 5 Year Average as Baseline

College	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Bellevue	534	536	493	579	658	5%	119	22%
Green River	769	734	734	806	890	10%	116	15%
South Puget Sound	215	258	260	265	260	6%	16	7%
Lake Washington	569	611	683	691	657	19%	38	6%
Clover Park	264	270	261	270	282	7%	9	3%
Seattle Central	828	850	849	834	872	13%	26	3%
Peninsula	203	219	229	176	217	11%	4	2%
Tacoma	386	366	313	322	361	6%	6	2%
Edmonds	874	858	784	805	827	11%	-6	-1%
Spokane	1,949	2,367	2,344	2,259	1,770	20%	-30	-2%
Big Bend	168	224	198	185	185	9%	-4	-2%
Whatcom	214	223	227	210	210	5%	-6	-3%
Everett	693	646	723	669	647	8%	-31	-5%
Highline	2,075	2,007	2,161	2,178	1,981	26%	-112	-5%
Seattle North	530	559	586	542	509	11%	-44	-8%
Olympic	228	214	227	207	202	4%	-20	-9%
Wenatchee Valley	199	247	239	182	204	6%	-22	-10%
Bellingham	114	118	115	111	99	5%	-11	-10%
Yakima Valley	770	776	757	609	647	14%	-95	-13%
Renton	1,282	1,302	1,220	1,191	1,091	29%	-165	-13%
Pierce Puyallup	321	362	276	279	264	8%	-43	-14%
Skagit Valley	450	518	467	466	389	9%	-77	-16%
Cascadia	184	178	163	161	146	5%	-30	-17%
Clark	780	730	713	666	610	8%	-134	-18%
Shoreline	563	584	407	403	406	8%	-93	-19%
Lower Columbia	779	754	648	652	557	18%	-149	-21%
Pierce Fort								
Steilacoom	338	329	250	249	226	4%	-92	-29%
Columbia Basin	648	631	569	489	406	7%	-197	-33%
Walla Walla	338	369	306	359	226	5%	-125	-35%
Seattle South	930	865	798	735	549	10%	-313	-36%
Centralia	381	319	249	196	187	7%	-114	-38%
Grays Harbor	337	388	230	209	160	8%	-136	-46%
Bates	457	420	437	118	55	1%	-298	-84%
Spokane Falls	0	0	0	0	0	0%	-353	-100%
System Total	19,448	19,898	18,994	18,072	16,751	10%	-2,433	-13%

Table 11A: Bachelors of Applied Sciences (BAS) FTES 2014-15 as Baseline

College	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '15 to '19	% of Change '15 to '19
<i>Pierce Fort Steilacoom</i>	0	0	62	121	156	3.0%	156	15600%
Clark	0	62	76	106	128	1.6%	128	12800%
Grays Harbor	0	2	35	57	84	4.1%	84	8400%
Spokane Falls	0	8	42	63	76	1.7%	76	7600%
Tacoma	0	0	5	17	43	0.7%	43	4300%
Wenatchee Valley	0	1	1	29	36	1.1%	36	3600%
Whatcom	0	0	0	14	32	0.8%	32	3200%
Edmonds	0	0	0	14	31	0.4%	31	3100%
Spokane	0	0	0	22	28	0.3%	28	2800%
Cascadia	0	17	36	27	26	1.0%	26	2600%
Bellingham	0	0	6	12	25	1.2%	25	2500%
Highline	28	81	118	197	241	3.1%	212	756%
Walla Walla					7	0.2%	7	700%
Renton	9	20	34	48	51	1.4%	43	476%
Yakima Valley	28	72	124	134	154	3.4%	127	459%
Green River	82	179	315	396	456	5.0%	374	454%
Seattle North	48	94	136	194	227	5%	179	375%
Centralia Lake	63	74	100	174	216	8.2%	153	244%
Washington	74	95	116	200	238	7.0%	164	222%
Skagit Valley	15	22	23	20	44	1.0%	29	196%
Bellevue	227	293	368	490	627	5.2%	399	176%
Seattle Central	80	123	146	198	211	3%	132	165%
Olympic Columbia Basin	56	97	112	121	136	2.4%	80	144%
Pierce	166	225	288	323	351	5.9%	185	111%
Puyallup	0	0	0	1	1	0.0%	1	100%
Clover Park	19	21	17	31	26	0.6%	6	33%
Peninsula	55	53	52	50	47	2.4%	-8	-14%
Seattle South	87	92	96	80	59	1%	-28	-32%
System Total	1,034	1,633	2,307	3,138	3,759	2%	2726	264%

Table 11B: Bachelors of Applied Sciences (BAS) FTES Last 5 Year Average as Baseline

College	2014-15	2015-16	2016-17	2017-18	2018-19	'18-'19 % of Total FTES	Change '19 to L5YAVG	% of Change '19 to L5YAVG
Whatcom	0	0	0	14	32	0.8%	29	1046%
Edmonds	0	0	0	14	31	0.4%	29	1028%
Tacoma	0	0	5	17	43	0.7%	38	879%
Walla Walla					7	0.2%	7	700%
Bellingham	0	0	6	12	25	1.2%	21	562%
Spokane	0	0	0	22	28	0.3%	24	558%
Wenatchee Valley	0	1	1	29	36	1.1%	30	477%
Pierce Puyallup	0	0	0	1	1	0.0%	1	368%
Grays Harbor	0	2	35	57	84	4.1%	65	344%
Pierce Fort								
Steilacoom	0	0	62	121	156	3.0%	120	325%
Spokane Falls	0	8	42	63	76	1.7%	53	236%
Highline	28	81	118	197	241	3.1%	156	184%
Skagit Valley	15	22	23	20	44	1.0%	28	179%
Clark	0	62	76	106	128	1.6%	79	161%
Seattle North	48	94	136	194	227	5%	130	134%
Centralia	63	74	100	174	216	8.2%	123	133%
Renton	9	20	34	48	51	1.4%	29	132%
Green River	82	179	315	396	456	5.0%	258	130%
Lake Washington	74	95	116	200	238	7.0%	133	125%
Yakima Valley	28	72	124	134	154	3.4%	83	115%
Bellevue	227	293	368	490	627	5.2%	329	110%
Seattle Central	80	123	146	198	211	3%	91	76%
Cascadia	0	17	36	27	26	1.0%	10	65%
Olympic	56	97	112	121	136	2.4%	53	63%
Columbia Basin	166	225	288	323	351	5.9%	128	58%
Clover Park	19	21	17	31	26	0.6%	8	44%
Peninsula	55	53	52	50	47	2.4%	-10	-17%
Seattle South	87	92	96	80	59	1%	-29	-33%
System Total	1,034	1,633	2,307	3,138	3,759	2%	2007	115%

MEMORANDUM

TO: Board of Trustees

FROM: Shouan Pan, Ph.D.
Chancellor

DATE: September 12, 2019

SUBJECT: 100s Policies – First Reading

Background

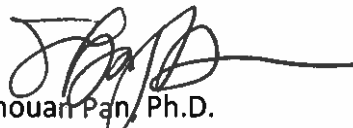
Seattle Colleges administration regularly reviews the district policies and brings them to the board for their review and adoption. The attached policies represent the 100 level policies that speak to the boards governance. Most of the recommended changes are minor updates to clean-up the policies since the board's last review.

The recommended changes will be shared with various constituent groups across the district for review and feedback before formal adoption at a future board meeting.

Recommended Action

These recommended policy changes are to be received as information only. This is a first reading and no action is requested at this time.

Submitted by and transmitted to the Board with a favorable recommendation,


Shouan Pan, Ph.D.
Chancellor

POLICY NUMBER: 100

TITLE: BOARD OF TRUSTEES LEGAL BASIS - ESTABLISHMENT

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Community College Act of 1967 established a five member Board of Trustees for Washington Community College District VI (hereafter called Seattle Colleges District or SCD).

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 101

TITLE: BOARD OF TRUSTEES LEGAL BASIS – APPOINTMENT-TERMS-COMPOSITION

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

Trustees are appointed by the governor for five-year terms except that any person appointed to fill a vacancy occurring prior to the expiration of any term is appointed only for the balance of the term. The governor will consider geography as well as the interests of labor, industry, agriculture, the professions, and ethnic groups in making trustee appointments.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 102

TITLE: BOARD OF TRUSTEES LEGAL BASIS – QUALIFICATIONS

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

Trustees must be qualified electors living within the boundaries of the Seattle Colleges District.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 103

TITLE: BOARD OF TRUSTEES LEGAL BASIS – RESTRICTIONS

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

No trustee may be an employee of the community college system, a member of the board of directors of any school district, a member of the governing board of any public or private educational institution, or an elected officer or member of the legislative authority of any municipal corporation.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 104

TITLE: BOARD OF TRUSTEES LEGAL BASIS – ORGANIZATION

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Board is to elect its officers from its members; adopt a seal; adopt bylaws for its governance; and make such rules and regulations as it deems necessary and consistent with the Community College Act of 1967, as amended, or the policies of the State Board for Community and Technical Colleges, hereafter called SBCTC.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 105

TITLE: BOARD OF TRUSTEES LEGAL BASIS – OFFICERS

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Board is to elect a chair and vice-chair annually, each to serve for one year.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 106

TITLE: BOARD OF TRUSTEES LEGAL BASIS – QUORUM

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

Three trustees constitute a quorum. No action shall be taken except by an affirmative vote of at least three members.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 107

TITLE: BOARD OF TRUSTEES LEGAL BASIS – POWER AND DUTIES

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Board of Trustees:

1. Shall operate all existing community colleges and vocational-technical institutes in its district.
2. Shall create comprehensive programs of community college education and training and maintain an open-door policy in accordance with provisions of RCW 28B.50.090.
3. Shall employ, for a period to be fixed by the Board, a district president, whose working title shall be chancellor.
4. May establish, under the approval and direction of the SBCTC, new facilities as community needs and interests demand.
5. May establish or lease, operate, and equip food service facilities, bookstores, and other self-supporting facilities connected with the operation of the District.
6. May, with the approval of the SBCTC, borrow money and issue and sell revenue bonds or other evidence of indebtedness for the construction, reconstruction, erection, equipping with permanent fixtures, demolition and major alternation of buildings and other capital assets, and the acquisition of sites, right-of-ways, easements, improvements or appurtenances, food service and other self-supporting facilities connected with the operation of the District in accordance with RCW 28B.10.300 through 330 where applicable.
7. May receive, manage, and adopt regulations in regard to gifts, grants, conveyances, devices and bequests of personal property from private sources whenever the terms and conditions will aid in carrying out the community college programs as specified by law and the regulations of the SBCTC.

8. May establish and maintain off-campus programs. May authorize use of classrooms and other facilities for programs, public meetings and any other activities consistent with the use of such classrooms or facilities for community college purposes.
9. May make rules and regulations for pedestrian and vehicular traffic on property owned, operated, or maintained by the District.
10. Shall prescribe, with the assistance of the faculty, the course of study in the various departments of the campuses, and notwithstanding any other provision of law, publish such catalogs and bulletins as may become necessary.
11. May grant to every student, upon graduation or completion of a course of study, a suitable diploma, associate or baccalaureate degrees or certificates.
12. Shall enforce the rules and regulations prescribed by the SBCTC for the government of community colleges, students, and teachers and promulgate such rules and regulations and perform all other acts consistent with law or rules and regulations of the SBCTC as the Board may in its discretion deem necessary or appropriate to the administration of the District. Provided such rules and regulations include, but are not limited to, rules and regulations relating to scholarship, conduct at the District's facilities, and discipline: Provided, further, that the Board may suspend or expel students who refuse to obey any of the rules and regulations.
13. May, by written order filed in its office, delegate to the district chancellor any power and duties vested in or imposed upon it. Such delegated powers and duties may be exercised in the Board's name.
14. May perform other activities consistent with RCW Title 28B and not in conflict with the directives of the SBCTC.
15. Shall be authorized to pay dues to any association or trustee-related effort that may be formed.
16. Shall perform any other duties and responsibilities imposed by law or rule and regulation of the SBCTC.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/29/1993

Revised: 6/10/2010

POLICY NUMBER: 108

TITLE: DELEGATED AUTHORITIES OF THE BOARD OF TRUSTEES

Adopted Date: 4/10/2003

Last Revised: 6/10/2010

General Statement of Authority

Now, THEREFORE, pursuant to RCW 28B.10.528 and RCW 28B.50.140, the Board of Trustees (“Board”) hereby delegates to the district president (“Chancellor”) all of the powers and duties (“authority”) that are vested in or imposed on the Board by law, including all of those in RCW 28B.50.140, chapter 39.34 RCW (The Interlocal Cooperation Act), and any other statute except as provided otherwise herein or by specific Board action. The Chancellor shall be the chief

executive officer of the district, shall have general supervision of all of its operations and programs and shall perform all duties that are necessary or appropriate to management of the district. Such authority may be exercised in the name of the Board.

To the extent permitted by law, the Chancellor may sub-delegate or sub-assign any such authority to any other district officer or employee (“designee”), as the Chancellor deems appropriate, orally or in writing without further action of the Board, except that this shall not in any way diminish the Chancellor’s responsibility to the Board.

The Chancellor shall, in all respects, continue to report and be directly responsible to the Board. The essence of the relationship between the Board and the Chancellor shall be one of full mutual confidence and completely open communication.

This delegation shall be effective when approved by the Board, but shall not be construed as undermining the authority for any prior action(s) taken by the Chancellor or any designee.

Appointment Authority

This delegation of authority is qualified and limited with respect to the appointment authority for district employees as follows:

1. The Chancellor shall be the appointing authority for the president of each college of the district and for all employees and positions in the district office or which are not otherwise part of one college.
2. The president of each college shall be the appointing authority for all employees and positions which are part of that college, PROVIDED that this appointing authority of the presidents shall not diminish the Chancellor’s ongoing authority as chief executive officer of the district.

Authorities Reserved by the Board of Trustees

This delegation of authority is also qualified and limited in that the Board reserves to itself the following authorities (except as specifically delegated in a particular instance by a Board resolution or motion):

1. To employ the Chancellor and fix his/her duties, compensation, and other terms and conditions of employment;
2. To organize, administer, and operate the Board;
3. To adopt, amend, or repeal rules pursuant to the Administrative Procedure Act, chapter 34.05 RCW;
4. To approve the district’s annual operating budget and each capital budget request to the state;
5. To approve revisions aggregating \$500,000 or more during a fiscal year in the adopted budget of any fund, and transfers between funds aggregating \$500,000 or more during a fiscal year, other than those related to capital appropriations from the state, PROVIDED that it is expected that lesser amounts of administrative revisions to fund budgets and of

transfers between funds will also be reported to the Board in a timely manner, as information items;

6. To authorize every sale or purchase of real property, and every lease of real property which is for a term of three years or more and requires payment by the district of \$50,000 or more in any fiscal year;
7. To enter into any other contract, including any settlement agreement, that involves payment by the district of a total amount of \$250,000 or more in any fiscal year, except public works contracts that are managed by another state agency;
8. To establish any new food service facility, parking facility, bookstore, or dormitory;
9. To borrow money, and to issue or sell revenue bonds or other evidences of indebtedness, in amounts of \$100,000 or more;
10. To establish tuition fees, services and activities fees, other fees and charges, and fee waivers that apply district-wide except such district-wide fees and/or waivers as are set by the legislature or by the state board for community and technical colleges;
11. To accept from private sources gifts, grants, conveyances, devises, and bequests of real or personal property valued in excess of \$25,000, and to approve the sale, lease, exchange, investment, or other disposition of that property or of the proceeds, rents, profits, and income thereof;
12. To approve all collective bargaining agreements with recognized bargaining representatives of district employees;
13. To award and deny tenure, and to act on each recommendation of a review committee regarding dismissal of a tenured faculty member;
14. To adopt every declared "Policy" of the district;
15. To designate a building, room, or other district facility with the name of a person;
16. To approve or recommend approval of a request by an officer or employee for defense, representation, and/or indemnification in any legal action;
17. To exercise all authority which is specifically reserved to the Board or to any Board officer in rules which have been or are hereafter adopted or amended by the Board pursuant to the Administrative Procedure Act, chapter 34.05 RCW;
18. To exercise all authority which the legislature may hereafter expressly grant to the Board, unless the Board then specifically delegates that authority;
19. To modify this delegation of authority and to make other delegations, at any time and in its sole discretion.

Board of Trustees – Revision & Adoption History

Adopted: 4/10/2003

Revised: 6/10/2010

POLICY NUMBER: 110

TITLE: SCD MISSION STATEMENT

Adopted Date: 6/1/1993

Last Revised: 7/13/2017

As an open-access learning institution, Seattle Colleges prepares each student for success in life and work, fostering a diverse, engaged, and dynamic community.

Board of Trustees – Revision & Adoption History

Adopted: 6/1/1993

Revised: 6/10/2010

Revised: 7/13/2017

PROCEDURE NUMBER: 110

TITLE: ESTABLISHING VALUES AND GOALS FOR SEATTLE COLLEGES DISTRICT

Adopted Date: 6/1/1993

Last Revised: 2/8/2018

Seattle Colleges Strategic Plan 2017-23 website: seattlecolleges.edu/mission

Values

- Accessibility for all learners and partners
- Collaboration through open communication and commitment to working together
- Diversity, inclusion, and equity for all individuals, particularly the under-served, in our community
- Fiscal sustainability for long-term viability and excellence in service and operations
- Growth and engagement of faculty and staff through professional development
- Innovation in instruction, student services, operations, and organizational culture
- Integrity by adhering to the highest standards of ethics and public stewardship

Goals

1. **Student Success:** The success of our students is the central focus of Seattle Colleges. We strive to make steady gains in improving student satisfaction, retention, completion, job placement, and narrowing student performance gaps.
2. **Equity, Diversity, Inclusion, and Community:** At Seattle Colleges, we firmly establish equity, diversity, and inclusion as a strategic goal and as human rights for all. We frame our decisions and actions with a lens of equity, diversity, and inclusion and are accountable to the community.
3. **Organizational Excellence:** Seattle Colleges aspires to achieve excellence as Seattle's open-admission institution of higher education. We seek to achieve continuous improvements in excellence in teaching and learning, operational efficiency and fiscal sustainability, strategic innovation, employee growth and engagement, and diversity and inclusion.
4. **Partnerships:** As an important engine of economic development, Seattle Colleges values and invests in strategic and ongoing partnerships with educational, business, governmental, labor, and community organizations.

POLICY NUMBER: 125

TITLE: POWERS AND DUTIES OF THE OFFICERS OF THE BOARD

Adopted Date: 10/15/1985

Last Revised: 6/9/2016

1. Elections:

At its regular monthly meeting in July, the Board shall elect from its membership a chair and a vice chair to serve for the ensuing September to August period. Should either the elected chair or vice chair be unable to perform their duties or be unable to complete their obligation, replacements shall be elected by the Board from its membership to complete the terms of office.

2. Chair:

The chair shall preside at all meetings of the Board, sign all legal and official documents recording actions of the Board, and shall review the agenda prepared for such meetings of the Board. In addition the chair shall approve the minutes of each meeting (or, in the chair's absence, the Board member who acted as chair shall give approval) before the minutes are published while presiding at Board meetings, the chair shall have full rights of discussion and vote.

3. Vice Chair:

The vice chair shall fill the normal role of parliamentarian and shall assure that Board meetings are conducted in accordance with "Robert's Rules of Order, Newly Revised." The vice chair acts as chair of the Board in the absence of the chair.

4. Acting Chair:

If neither the chair nor the vice chair is present at a meeting but a quorum of the Board exists, the Board shall elect an acting chair for that meeting from among the members present.

5. Secretary:

The chief administrative officer of the District, the District chancellor, shall serve as the secretary to the Board as specified in RCW 28B.50.130. The secretary has no voting privileges. The secretary may appoint a District staff member to act as recording secretary for all meetings of the Board. Assisted by the recording secretary the secretary is responsible for:

- a. Maintaining the official District (Board) seal.
- b. Maintaining all records of meetings and official actions of the Board.
- c. Maintaining and conducting in the name of the Board all official correspondence relating to the Board.

- d. Receiving items for the agenda of Board meetings and preparing the agenda in accordance with the prescribed format.
- e. Distributing advance public notices of Board meetings and intention to consider rule changes in accordance with the Open Public Meetings Act of 1971, as amended, and instructions from the state code reviser's office.
- f. Filing of amended, modified, and new rules and regulations with the state code reviser. Cancelling those rescinded by Board action.
- g. Distributing minutes of Board meetings and reports related to Board members.
- h. Maintaining for public inspection all official actions, records, minutes, correspondence, and other materials related to the Board.
- i. Advising the various college constituencies on matters of placing items on the Board agenda, distribution of Board materials, and related matters.
- j. Answering inquiries from news media concerning Board actions and directing media representatives to authorized resource individuals.
- k. Attending all Board meetings and assuring that official minutes are maintained, approved, and published as directed. In the District Chancellor's absence, the secretary of the Board may appoint an individual to assume the role of the acting secretary.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/20/1993

Revised: 3/12/2002

Revised: 6/10/2010

Revised: 6/9/2016

POLICY NUMBER: 126

TITLE: MEETINGS OF THE BOARD OF TRUSTEES - GUIDELINES

Adopted Date: 9/1/1987

Last Revised: 6/11/2015

1. Regular Meetings

The Board of Trustees will hold a regular meeting on the second Thursday of each month for 11 months of the year (except August), unless that day is a legal holiday or otherwise modified by Board action. In the event that the Board of Trustees is unable to meet on the regular meeting date, the chairperson of the Board may order that the meeting be rescheduled or that no regular meeting of the Board be held that month. The Board will adopt, usually during the preceding fall quarter, an annual meeting schedule which lists the date, time, and location of each meeting. Advance notice of meetings shall be given in accordance with the Open Public Meetings Act, chapter 42.30 RCW.

2. Special Meetings

A special meeting may be called at any time by the chairperson of the Board or by a majority of the members of the Board. Notice of such a special meeting will be given in accordance with the Open Public Meetings Act, chapter 42.30 RCW.

3. Open and Closed Sessions

Board meetings will generally be open to the public. However, the Board may hold executive sessions or other closed sessions in accordance with the Open Public Meetings Act, chapter 42.30 RCW.

4. Board Meeting Schedule

- a. Study Session — A study session will normally be held before the regular session. During this time, reports may be given to the Board and resource people may be invited to provide detailed background information on particular items.
- b. Regular Session — The regular session will normally include the items on which the Board takes formal action.

5. Location of Board Meetings

Board meetings will mostly be rotated among the three colleges and the Siegal Center. Addresses of these sites are as follows:

North Seattle College
9600 College Way North
Seattle, WA 98103

Seattle Central College
1701 Broadway
Seattle, WA 98122

South Seattle College
6000 16th Avenue SW
Seattle, WA 98106

Siegal Center
1500 Harvard
Seattle, WA 98122

6. Board Office

The Board of Trustees will maintain an office at 1500 Harvard Avenue, Seattle, Washington 98122, telephone (206) 934-4117. This office will be the official location for

all records, correspondence, minutes, and other materials relating to the Board. The District (Board) seal will also be kept at this office. All correspondence addressed to the Board should be sent to this address.

7. Minutes of Board Meetings

The minutes of all Board meetings shall be kept by the recording secretary. Proposed minutes should be read and approved by the chairperson (or acting chairperson for that meeting) prior to their being circulated to the board. Minutes shall be approved by the Board. They ordinarily will include: a record of attendance of all Board members, the chief executive officer of the District, the campus presidents, legal counsel, and advisory representatives to the Board; a summary of the discussion and action on items on the agenda; and copies of any approved resolutions.

8. Inspection of Board Records

Any member of the public may inspect Board records during regular working hours, in accordance with state law, District Policy 254, and Procedures 254.10 (Access to Public Records).

9. Agenda of Board Meetings

The regular session of Board meetings will generally follow this format, except as modified by the Board:

- I. Call to Order
- II. Roll Call
- III. Introduction of Visitors
- IV. Public Comments
- V. Approval of Agenda
- VI. Approval of Previous Minutes
- VII. Presentation
- VIII. Recommended Board Actions
- IX. Information Items
- X. Oral Reports
- XI. Executive Session (if necessary)
- XII. Other Business, Announcements
- XIII. Adjournment

10. Voting

Voting shall be by voice vote unless a roll call is requested by a member of the Board. Policy changes will be voted by a roll call. The results of the roll-call votes will be recorded in the official Board minutes by showing how each trustee voted.

11. Quorum

Three members of the Board shall constitute a quorum. No action shall be taken by less than a quorum convened at a regular or special public meeting. A majority vote, not less than three, is required for action on any matter considered by the Board.

12. Legal Counsel

The Board will usually have access to legal counsel, normally a representative of the state attorney general, at meetings or in the conduct of its business.

13. Presentation of Arguments or Views of the Public

The Board will ordinarily afford all interested persons reasonable opportunity to submit data, views, or arguments on a matter to be considered by the Board. Such submission may be either oral or in writing. The Board may provide instructions for submission of views, arguments, and data by the public, and may limit such submissions as it deems appropriate.

14. Adjournment

The Board may recess, suspend, or adjourn any regular or special meeting to a time and place specified in the order of adjournment. Less than a quorum may so adjourn from time to time. If all members are absent from any regular or adjourned regular meeting, the secretary of the Board may declare the meeting adjourned to a stated time and place.

15. Board Travel Reimbursement

Seattle Colleges Board of Trustees shall adhere to [RCW 43.03.240](#) and the State of Washington OFM Travel Management Requirements and Restrictions as published in [Chapter 10](#) of State Administrative and Accounting Manual (SAAM).

- a. When conducting the business of one board, trustees will be reimbursed according to Option 1 of Section 10.70.30(b) of SAAM.
- b. When traveling on behalf of the district, e.g. attending a conference in or out-of-state, trustees will be reimbursed based on Option 2 of Section 10.70.30(b).

Board of Trustees – Revision & Adoption History

Adopted: 9/1/1987

Revised: 10/5/1993

Revised: 11/12/2002

Revised: 4/10/2008

Revised: 4/10/2014

Revised: 6/11/2015

POLICY NUMBER: 127

TITLE: MEETINGS OF THE BOARD OF TRUSTEES - FORMAT

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

1. Submission of Items for Board Consideration

Any individual, group of individuals, or organization may submit any item of concern to the Board for consideration; however, normal administrative channels are recommended to assure adequate background information (see items 3-5).

2. Review of Agenda Items

All items submitted for the Board agenda will be reviewed by the appropriate campus/district officers and the district chancellor. A standard cover sheet containing background information and the district chancellor's recommendation, as appropriate, shall be attached and the item shall be assigned to the agenda for the Board meeting. As practicable, the district chancellor shall meet with the Board chair or vice chair when the chair is not available to review the Board meeting agenda prior to the regularly scheduled board meeting, provided no decisions shall be made at such review sessions. **Deadlines** Items for regular Board meeting agendas should be in the Board office thirteen days before the Board meeting. Advance materials, including the agenda, background materials, and other information will be sent to the Board members and the approved Board materials distribution list, at least three workdays in advance of regular meetings (including the day on which the materials are sent and the day on which the meeting is held).

3. Submission Routes

To allow the Board to have the benefit of background information and research, and to permit access for all Seattle Colleges District constituents to the Board, the following submission routes to the Board are available:

Initiated By:

An individual student, group of students, or student government organization.

Submitted By:

Student body government or other elected student representative to student's advisory representative to the Board, or through the vice president or director of student services to the campus president/ vice chancellor and chancellor.

Initiated By:

An individual faculty member, group of faculty members, or the faculty organization (AFT-SC).

Submitted By:

Faculty representative organization (AFT-SCC) to the faculty advisory representative to the Board, or to the campus

president/vice chancellor via the vice president of instruction and the district chancellor.

Initiated By:

An individual support staff employee, group of support staff employees, or the non-supervisory classified employees organization (WFSE and AFT-SPS).

Submitted By:

For supervisory classified, per individual via the campus president/ vice chancellor and district/ chancellor. For WFSE and AFT_SPS members, to Executive Committee and WFSE or advisory representative to the Board.

Initiated By:

An individual administrative employee, a group of administrative employees, or administrative organization.

Submitted By:

Either the campus president/vice chancellor and the district chancellor via immediate supervisor.

Initiated By:

Individual citizens, groups, organization, associations, agencies or others who are not regular members of the District community.

Submitted By:

Campus president/vice chancellor and district chancellor if the matter concerns only one campus or the district chancellor if the matter concerns the entire district.

4. Informational Materials

Written background materials, arguments, views, or supporting data are extremely helpful to the Board's understanding of matters. Accordingly, the reviewing authorities on the campuses or at the district level may request or suggest information if not provided initially.

5. Individuals or groups who wish to read these materials can access them on our website: <https://www.seattlecolleges.edu/district/district/board.aspx> . Materials will be available at least 24 hours in advance of the meeting. Notification is sent to campus presidents'/vice chancellors' offices confirming that Board materials have been posted to this site.

6. Advance Notice for Special Meetings

Whenever possible, advance notice and materials will also be made for special meetings of the Board.

7. Old Business

Items which have been previously discussed, either as a report or action item, at a regular or special Board meeting, may be brought up during this portion of the agenda.

8. New Business

Items not previously discussed may be presented by any individual or group at this time. Normally, no action may be taken at this time on any item which has not appeared on the printed agenda unless it is of an emergency nature.

9. Notification to Board Office

Individuals or groups are requested to notify the Board office eight (8) working days prior to the regular Board meeting of the title and/or nature of any item which they wish to discuss under old or new business at the meeting.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 6/10/2010

POLICY NUMBER: 128

TITLE: EXERCISE OF POWERS BY THE BOARD OF TRUSTEES

Adopted Date: 10/15/1985

Last Revised: 4/10/2014

1. Board Action

The Board shall exercise collective authority based upon decisions made by majority vote (minimum of three) in regular or special meetings. Actions taken or policies and procedures adopted shall not be in conflict with state law or with State Board for Community and Technical Colleges regulations governing the operations of the Washington community college system.

2. Action by Individual Board Members

By law, no member of the Board of Trustees of the Seattle Colleges District may hold or exercise as an individual the powers granted exclusively to the Board as a collective entity. No individual of the Board may act, negotiate, stipulate, or commit for the Board, the District, or any campus within the district, without specific instruction of the Board, officially recorded. These further limits are placed on individual Board members:

- a. No individual Board member shall issue public statements for the Board, the District, or the campuses without specific instructions of the Board, officially recorded.
- b. Each member of the Board shall be committed to support the decision or policy of the Board majority and shall not publicly oppose Board actions or policies.

3. Delegation of Powers and Responsibilities

As provided in the Community College Act of 1967 and subsequent legislation, the Board may delegate certain of its powers and responsibilities to the district chancellor where such delegation is deemed necessary and appropriate. For purposes of efficient administration and the successful operation of the District, the following specific powers are delegated to the district chancellor:

- a. Appointing authority for all employees in the Seattle Colleges District.
- b. Translating of Board policy into administrative action.
- c. Stipulating organization and operation of the administrative structure of the District.
- d. Acting in the interests of the Board and the District as a point of institutional contact for all internal and external groups and individuals.
- e. Serving as the spokesperson for the Board and District administration in policy matters.

4. Adoption, Amendment, or Repeal of Board Bylaws

Bylaws established by the Board may be amended or repealed; or new bylaws may be established by action of a minimum of three Board members at any regular or special Board meeting, provided that drafts of all proposals for adoption, repeal, or amendment have been furnished to Board members at least one regular meeting prior to the meeting at which they shall be considered.

5. Adoption, Amendment, or Repeal of Washington Administrative Code (WAC)

In accordance with the provisions of the Open Public Meetings Act of 1971, as amended, and instruction from the code reviser's office, the Board, prior to the adoption, amendment, or repeal of any rule (WAC) shall:

- a. Give at least 20 days notice of its intended action by filing notice with the code reviser, and mailing such notification to persons who have made timely request for advance notice of rule-making proceedings. The public notice will include: reference to the authority under which the rule is proposed; statement of either the terms or substance of the proposed rule or a description of the subjects and issues involved; time, place, and manner in which interested persons may present their views thereon.

As defined in RCW 34.05.010(16), "rule" means any agency order, directive, or regulation of general applicability (a) the violation of which subjects a person to a penalty or administrative sanction; (b) which establishes, alters, or revokes any procedure, practice, or requirement relating to agency hearings; (c) which establishes, alters, or revokes any qualification or requirement relating to the enjoyment of benefits or privileges conferred by law; (d) which establishes, alters, or revokes any qualifications or

standards for the issuance, suspension, or revocation of licenses to pursue any commercial activity, trade, or profession; or (e) which establishes, alters, or revokes any mandatory standards for any product or material which must be met before distribution or sale.

Not included in this definition are (i) statements concerning only the internal management of an agency and not affecting private rights or procedures available to the public, and (ii) rules of institutions of higher education involving standards of admission, academic advancement, academic credit, graduation and the granting of degrees, employment relationships, or fiscal processes.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 4/10/2008

Revised: 4/10/2014

POLICY NUMBER: 129

TITLE: ADVISORY REPRESENTATIVE TO THE BOARD OF TRUSTEES

Adopted Date: 10/15/1985

Last Revised: 4/10/2008

The Board wishes to maximize the opportunity for various constituencies to present their views on matters under consideration by the Board. Accordingly, one representative from each of the following groups will serve as an advisory representative to the Board of Trustees: the associated student body government at each campus, a total of three; the Seattle Community College Federation of Teachers; AFT-SPS, and the Washington Federation of State Employees. Each of these groups is responsible for selecting its own representative. They shall have full voice at meetings. Right to vote is prohibited by law.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 4/10/2008

POLICY NUMBER: 131

TITLE: CODE OF ETHICS FOR THE BOARD OF TRUSTEES

Adopted Date: 10/15/1985

Last Revised: 6/12/2014

The following is approved as the basic code of ethics for all members of the Seattle Colleges District Board of Trustees.

As a member of the Board of Trustees of Seattle Colleges District, I recognize that:

1. The community has entrusted me with the education of local citizens through a wide variety of programs designed to fit the needs of the individual.
2. I have a moral and ethical responsibility to discharge my functions impartially in the best interest of all of the students, staff, and faculty without distinction as to who they are or what their background may be.
3. The future welfare of this community, of this state, and of this nation depends in the largest measure upon the quality of education and training we provide in the community college.
4. The transaction of Seattle Colleges District business should be conducted only in public meetings and properly publicized which allows meaningful public participation.
5. Executive sessions should be allowed only for discussion of items such as personnel, acquisition of real estate, and other sensitive matters as cited in the Open Public Meetings Act RCW 42.30.
6. My fellow Board members and I must take the initiative in providing the people of this District with the facts about their college, to the end that they will readily support our efforts to provide the finest possible instruction program, college staff, and physical facilities.
7. Legally, the authority of the Board is derived from the State RCW 28B.50.100 which controls the organization and operations of the college district and which determines the degree of discretionary power left with the board and the citizens of this District for the exercise of local autonomy.
8. I must never neglect my personal obligation to the citizens of the District and my legal obligation to the State, nor surrender these responsibilities to any other person, group, or organization, but that, beyond these, I have a moral and civic obligation to the nation which can remain strong and free only so long as higher education in the United States is kept free and strong.
9. In view of the foregoing considerations, it shall be my constant endeavor to: Devote time, thought, and study to the duties and responsibilities of a member of a Board of trustees so that I may render effective and creditable service.
10. Work with my fellow Board members in a spirit of harmony and cooperation in spite of differences of opinion that may arise during vigorous debate of points at issue.
11. Base my personal decision upon all available facts in each situation; to vote my honest conviction in every case, unswayed by partisan bias of any kind; thereafter to abide by and uphold the final decision of the Board.
12. Remember at all times that as an individual I have no legal authority outside the meetings of the Board and to conduct my relationships with the Seattle Colleges staff, local citizens and all media of communication on the basis of this fact. When acting outside this official capacity, it should be made clear to others that I am acting as an individual rather than as a member of the Board of Trustees.
13. Avoid every temptation and outside pressure to use my position as a member of the Board to benefit either myself or any other individual or agency apart from the total interest of the District.
14. Recognize that it is as important for the Board to understand and evaluate the educational program of the District as it is to plan for the District business operation.

15. Bear in mind that the primary function of the Board is to establish the policies by which the District is to be administered, and that the administration of the District and the conduct of District business shall be delegated to the Seattle Colleges District chancellor and the professional and support staff.
16. Finally, to strive step-by-step toward ideal conditions for the most effective Board service to the District, in a spirit of teamwork and devotion to public higher education as one of the greatest instruments for the preservation and perpetuation of our representative democracy.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 4/10/2008

Revised: 6/12/2014

POLICY NUMBER: 132

TITLE: MEMBERSHIP OF THE BOARD OF TRUSTEES

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

It is important that members of the Board of Trustees attend various meetings and maintain appropriate memberships on behalf of the Seattle Colleges District.

Board members should attend meetings of the State Board for Community and Technical Colleges as required, participate actively in the Association of College Trustees and the Association of Community College Trustees, and maintain other professional memberships as authorized by the Board.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 6/10/2010

POLICY NUMBER: 133

TITLE: ORIENTATION OF NEW BOARD MEMBERS

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

Orientation of new Board members is a responsibility of the chair of the Board of Trustees who may call upon other members of the Board or district chancellor and staff to assist in this orientation. This will be undertaken immediately after the appointment of a new member and will provide all needed information as to the basic purpose of the Board of Trustees, its sources of authority, its responsibilities and duties, and the policies and procedures adopted and followed by the Board for the conduct of its meetings and performance of its duties.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 6/10/2010

POLICY NUMBER: 150

TITLE: SCD POLICIES AND PROCEDURES

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Seattle Colleges District Board of Trustees, in open public meetings, shall approve all policies governing the operation of the Seattle Colleges District.

Responsibility for the development and maintenance of related procedures to assure compliance with Seattle Colleges District policy is delegated to the Chancellor.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/5/1993

Revised: 6/10/2010

PROCEDURE NUMBER: 150.10-.60

TITLE: SEATTLE COLLEGES DISTRICT POLICIES & PROCEDURES

Adopted Date: 10/15/1985

Last Revised: 6/11/1993

150.10 Adoption of New Policy

- 150.10.1 Any individual may propose new policies, revisions to or deletion of present policies.
- 150.10.2 Suggestions are forwarded to the office of a college president or district vice chancellor.
- 150.10.3 The office of the college president or vice chancellor is responsible for assisting individuals in preparing policy statements for review by appropriate groups.
- 150.10.4 Upon completion of the final draft, the proposed policy is presented to the chancellor for consideration.
- 150.10.5 After Cabinet review, and approval by the chancellor, the proposed policy is submitted to the Board of Trustees for a first reading and to a subsequent meeting for approval. Advance public notice via Board meeting agenda will be given indicating that the Board intends to consider hearing a new policy or is modifying an existing one.
- 150.10.6 After Board approval, the new or revised policy will be distributed to manual users.

150.20 Policy Revision

Revision of a policy will require the same steps as outlined in 150.10.

150.30 Policy Deletions

Deletion of any policy from the manual will require Board of Trustees action, and will require the same steps as outlined in 150.10.

150.40 Procedure Development, Revisions or Deletions

Procedures requiring development, revisions or deletions will be drafted by appropriate offices/individuals with assistance from the office of the appropriate college president or vice chancellor if required. The developed, revised or deleted procedure(s) will be transmitted in draft form to the Chancellor's Cabinet and the college District union presidents ten (10) days prior to review by the Chancellor's Cabinet. New procedures, revisions or deletions to procedures are considered final after review by the Chancellor's Cabinet and approval by the chancellor.

150.50 Washington Administrative Code

Additions, revisions or deletions to the Seattle Colleges District policies and procedures manual may affect the status of existing or proposed Washington Administrative Codes. Refer to Policy 256, "Establishment of Washington Administrative Code for Seattle Colleges District."

150.60 Distribution of Approved Policies/Procedures

- 150.60.1 Approved policies/procedures will be available on-line by accessing [Seattle Colleges District website](#)

Chancellors Cabinet – Revision & Adoption History

Adopted: 10/15/1985

Revised: 6/11/1993

POLICY NUMBER: 151

TITLE: DISTRICT SEAL

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Board of Trustees of the Seattle Colleges District will maintain an official seal in the Board Office for the use on official documents of the District as may be required. It will be used by the secretary to the Board on official documents of the District as may be required.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/20/1993

Revised: 6/10/2010

POLICY NUMBER: 152

TITLE: TENDERING AND ACCEPTING GIFTS FOR SCD

Adopted Date: 10/15/1985

Last Revised: 7/13/2017

The Board of Trustees is authorized to accept gifts — including but not limited to cash, stocks or shares, real property, equipment, works of art, and other tangible items of value — in the name of the district , provided that such gifts are appropriate to the district's mission and would not create a conflict of interest. Gifts to the colleges are to be kept distinct from gifts to Seattle Colleges Foundation. The intent of the donor determines ownership of the gift.

The board has also delegated to the chancellor and president(s) the authority to accept gifts. Such gifts become property of Seattle Colleges, to be used or disposed of at the board's discretion, in keeping with any terms or conditions attached to the gifts.

All funds and gifts in-kind in excess of \$250K, within a fiscal year, from the same donor, to be received on behalf of Seattle Colleges District VI, its campuses and District operations, will be presented to the Seattle Colleges District Board of Trustees for approval.

An annual report of Tendered Gifts will be provided to the Board of Trustees in October. This report will also include information on scholarships given by the Foundation as informational.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/20/1993

Revised: 6/10/2010

Revised: 7/13/2017

PROCEDURE NUMBER: 152.10-.40

TITLE: TENDERING AND ACCEPTING GIFTS FOR SCD

Adopted Date: 6/4/1991

Last Revised: 10/10/2016

Processing a Tender of Gift

152.10 Donation(s) directly to Seattle Colleges

The individual college and/or department receiving a proposed gift, cash or in-kind (non-cash), is responsible for:

- Completing the "Report of the Tender of a Gift" form.
- Routing the completed form to Seattle Colleges Foundation for processing.
- The Seattle Colleges Foundation is responsible for sending an acknowledgment letter of thanks to the donor for the gift and attaching it to the "Report of the Tender of Gift" Form.

152.20 Donations directly to the Foundation

The Seattle Colleges Foundation is responsible for completing the form. The Foundation is responsible for sending an acknowledgement letter of thanks to the donor for the gift and attaching it to the "Report of the Tender of Gift" Form.

Copies of this form and additional information may be obtained [online](#), through the campus business office, Seattle Colleges Foundation or Siegal Center business office.

Chancellor's Cabinet – Revision & Adoption History

Adopted: 6/4/1991

Revised: 11/23/1993

Revised: 10/10/2016

POLICY NUMBER: 153

TITLE: TENURE

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Board of Trustees of Seattle Colleges District reserves to itself the final determination of the granting of tenure to any academic employee of the District; the dismissal of a tenured academic employee; or the dismissal of a probationer during the term of his/her contract; pursuant to the policies of the Board of Trustees, the agreement with the American Federation of Teachers – Seattle Colleges, and the laws of the State of Washington.

Tenure shall be considered for employees of the Seattle Colleges District pursuant to the terms of the negotiated agreement with the American Federation of Teachers – Seattle Colleges and the laws of the State of Washington.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/20/1993

Revised: 6/10/2010

POLICY NUMBER: 154

TITLE: CONTESTED CASE HEARINGS

Adopted Date: 10/15/1985

Last Revised: 6/10/2010

The Board of Trustees shall establish an orderly procedure through which administratively unresolved disputes and contested cases may be heard before it.

Board of Trustees – Revision & Adoption History

Adopted: 10/15/1985

Revised: 10/20/1993

Revised: 6/10/2010

MEMORANDUM

TO: Board of Trustees
FROM: Shouan Pan, Chancellor
DATE: September 12, 2019
SUBJECT: Report to the Board of Trustees

I. Student Success**Starfish**

Phase 1 of Starfish implementation launched successfully on May 1. In Phase 1 we focused on using Starfish to better connect students to college advising services. We have assigned an advisor who specializes in a specific area of study to most students and have used Starfish to schedule more than 8,000 advising appointments since launch. The next step will be designing and piloting an early alert tool in Starfish to allow faculty to connect students with resources at each college.

In addition, 20 faculty and 20 staff members completed a two-day training on Starfish, September 3 & 4. These completers have now become trainers and resources on college campuses. They will be able to help to train others and address questions as they come up.

SCCtv's latest edition of @ Seattle Colleges

The latest edition of *@ Seattle Colleges* features an interview with Jeremie Pitts, from South Seattle College's Diesel and Heavy Equipment Technology program. Here is a link to the video where he talks about the unique program: <https://www.youtube.com/watch?v=5ER-LwBdQVQ&feature=youtu.be>

King County Promise, PSTAA funding approved on August 28

After an almost two-year planning and community input process, the King County Council passed its funding plan for the Puget Sound Taxpayer Accountability Act (PSTAA) on August 28. This account is estimated to generate \$318 million in King County over the next 15 years generated by fees associated with Sound Transit construction projects.

The PSTAA account is designed to “improve educational outcomes for students in vulnerable and underserved populations, including: children and youth of color; children and youth from families at or below 200% of the federal poverty level; children and youth who are homeless, in the foster care system, in the child welfare system, or are involved in the juvenile justice system children and youth with disabilities and youth who identify as LGBTQ; or otherwise vulnerable children and youth.”

District VI | 206.934.3872 | Fax 206.934.3894 | Voice Relay 800.833.6388
1500 Harvard Avenue, Seattle WA 98122-3803 | www.seattlecolleges.edu

1. Administration and evaluation: 7% (\$22,260,000 total)
2. Early learning facilities and early childhood interventions: 52% (\$153,785,000 total)
3. King County Promise (K-12 and post-secondary) supports system: 38% (\$112,381,000 total)
 - Allocation for the post-secondary portion of the King County Promise will be \$50,572,000.
 -
 - Allocation for the K-12 portion of the King County Promise will be a similar amount of \$50,572,000.
 - College-access support organizations within the King County Promise will receive \$11,238,000. (College Success Foundation, College Access Now, UW Gear-Up Achievers, Summer Search, Seattle Education Access, Hey Mentor)
4. Community-based organizations serving people of color with programs that operate outside of school hours and systems will receive \$29,574,000. (Racial Equity Coalition organizations). These organizations offer expanded learning programs, access to physical education, mentoring, case management, and culturally-integrative programming that improve the education outcomes of the target populations mentioned above.

II. Organizational Excellence

ctcLink

The statewide ctcLink project to replace our legacy information systems (SMS, PPMS, FMS) continues to make progress. The next step in the project is the launch of Deployment Group 2 in October 2019, which includes an upgrade for the pilot implementation at Tacoma and Spokane, and a full launch at Clark College. We received very good news this summer when SBCTC's ctcLink project team and Tacoma and Spokane successfully upgraded their PeopleSoft Chart of Accounts.

Seattle Colleges remains scheduled for Deployment Group 4. At the end of July, we participated in a Peer Review process where other college Project Managers from our Deployment Group assessed our readiness to implement ctcLink successfully next year.

Vice Chancellor hiring committee, process/timeline update

The searches for a permanent Vice Chancellor for Finance and Vice Chancellor for Human Resources are underway. The search committees have gone through search committee training by the inclusion advocates, Neogov training, and completed their respective screening rubrics.

The HR group will be completing their interview questions Sept 6th and Finance will complete their interview questions Sept 13th. Both jobs close on Sept 13th. HR has scheduled their first round interviews for late September and Finance has scheduled theirs for mid-October. Both searches are on track for an appointment to be made by the end of the calendar year.

External Consulting Agency Selected to Help with ASI Phase I Assessment

At the May Board Retreat, it was decided that Seattle Colleges will conduct an assessment of ASI Phase I and solicit feedback on potential focuses of ASI Phase II. In mid-July, Seattle Colleges issued an RFP to seek an appropriate external consulting firm to help with the Assessment. Nine responses to the RFP were received. Educational Policy Institute based in West Virginia won the award.

In the coming 4-5 weeks, Educational Policy Institute will hold confidential phone calls, individual, and group meetings with various stakeholders across the district to gather broad feedback on ASI work to date and on candidates for ASI Phase II work. A district-wide confidential survey will be issued to all employees on September 19. It is anticipated that a final report and presentation be given to the Board of Trustees in Mid-October.

Siegal Center employee picnic

On September 6, district office employees and their families gathered at Gasworks Park for a summer picnic. Vice chancellors and associate vice chancellors grilled hotdogs and hamburgers, and employees participated in team games.

III. Partnerships**Chancellor Pan Participated in the Final Phase of the Selection of King County UW CEO**

King County United Way Board of Directors has engaged in searching for the next CEO since early April. In late August, the Search Committed invited two finalists to the public phase of the search process. Chancellor Pan participated in this phase of the search process and provided feedback to the Search Committee.

President Edwards Lange and Chancellor Pan Welcomed MBA Student Visitors from Taiwan

On August 22, 20 plus MBA students from the National Yunlin University of Science and Technology visited Seattle Central College. Dr. Edwards Lange and Dr. Pan welcomed the students and Professor Chong and gave a joined presentation on the history and special features of community colleges in American and WA.



MEMORANDUM

TO: Board of Trustees
FROM: North Seattle College President Dr. Warren Brown
DATE: August 29, 2019
SUBJECT: Report to the Board of Trustees

I. Institutional Excellence

- **North Names Interim Vice President for Student Development Services**
NSC President, Warren Brown, announced Toni Castro as the Interim Vice President for Student Development Services in July 2019. Castro recently served as a temporary special assistant to President Brown for Student Services for three months. She has served for 30 years in higher education as a student development practitioner. Castro began her six-month interim appointment Aug. 1.

II. Pride Points

- **North to Celebrate President's Day**
North employees will kickoff the academic year with the annual President's Day event, Thursday, Sept. 19, on campus. This year's event will include remarks from Chancellor Shouan Pan, President Brown, and feature breakout activities, student speakers, entertainment, food and more. This year's theme, "1969," will celebrate North's rich history and honor the legacy created by the college's founding members who worked throughout 1969 to open the campus.
- **Equity, Diversity and Inclusion Summer Forum**
North hosted an Equity, Diversity and Inclusion forum on Aug. 6, on campus. Panelists consisting of North staff, students and a Seattle community member answered questions and provided insight regarding: how our cultural climate affects transgender and undocumented students and community members, ways to get involved to improve conditions, and how to obtain resources.
- **President's Leadership Team Meets with Student Leaders**
President Brown and members of his leadership team met with North's new Student Leadership officers for a day during their two-week training on campus. President Brown shared remarks and the leadership team took questions from student leaders about major campus initiatives, policies and ways to work together.

III. External Affairs

- **North Receives Grant From AACC to Expand Apprenticeship Capacity**
North Seattle College received a nationally competitive \$140,000 grant from the American Association of Community Colleges (AACC) Expanding Community College Apprenticeships (ECCA) Initiative, funded by the U.S. Department of Labor, to expand registered apprenticeship capacity at North. With support from AACC for program management, North will launch this program with an apprenticeship with the Iron Workers Local Union #86.



SEATTLE CENTRAL COLLEGE

One of the Seattle Colleges

PRESIDENT'S OFFICE
1701 Broadway, Seattle, WA 98122
Main 206.934.5417 • Fax 206.934.4390
seattlecentral.edu

MEMORANDUM

TO: Board of Trustees
FROM: Sheila Edwards Lange, Ph.D., President
DATE: Sept. 12, 2019
SUBJECT: Seattle Central College monthly report

STUDENT SUCCESS

College meets needs of Spanish-speaking students

Seattle Central's Outreach and Admissions team started implementing monthly Spanish Admissions Information Sessions to reach more students. In addition, all communications that come out of the Seattle Colleges' Customer Relations Management (CRM) tool have been translated into Spanish. Both initiatives are part of a push to encourage Spanish-speaking students to connect with Seattle Central.

INSTITUTIONAL EXCELLENCE

Seattle Central establishes food pantry

In an effort to address food insecurity issues that students face while attending school, Seattle Central recently created a new space for the college's food pantry to provide students with a centralized location to access food and other essentials. Students in need are able to stop by the food pantry once a week.

EXTERNAL AFFAIRS

President participates in master class abroad

Last month, Sheila Edwards Lange, Ph.D., traveled to Copenhagen to attend a masterclass on urban livability. Capitol Hill EcoDistrict staff led a delegation to study world-renowned public spaces and public life in Copenhagen and other European countries to bring home strategies to Capitol Hill. Delegates from the masterclass returned to Seattle with evidence-based practices and professional insight to help develop a shared vision for Capitol Hill's public spaces. Copenhagen is a global leader in the development of public life in open spaces such as streets, parks, alleys and sidewalks.

Olympic trials for basketball held at Seattle Central

Earlier in August, Seattle Central's Mitchell Activity Center hosted the Red Bull 3X Series, a 3-on-3 basketball tournament that is supported by USA Basketball. All players, men's and women's teams, competed for International Basketball Federation (FIBA) points to potentially make up Team USA in the 2020 Summer Olympics. Next year will be the first year that 3-on-3 basketball will be held as an Olympic event.

PRIDE POINTS

Maritime student veteran earns internship

Seattle Maritime Academy student and Navy veteran Wade Clark obtained a summer "shoreside" internship with Foss Maritime. Dean/Director Sarah Scherer was instrumental in identifying the internship that will potentially lead to his "at sea" internship, a requirement to complete the degree in maritime. Clark was featured in an [article](#) in the People of Saltchuk magazine.



MEMORANDUM

TO: Board of Trustees
FROM: Rosie Rimando-Chareunsap, President
DATE: September 12, 2019
SUBJECT: Report to the Board of Trustees

I. **Student Success**

- Results from South's *Spring 2019 Student Satisfaction Survey* provided great feedback for the upcoming academic year, including the value of continued work to help students stay on course through the use of Guided Pathways, the need to expand and promote outreach and support to students not well-prepared for college-level courses, and continued commitment to focus on students' technological needs and building maintenance to enhance their experience.
- The International Programs team at South welcomed several international student groups to campus in July and August to engage in interactive English classes, sightseeing, and introductions to South programs the students plan to join in the coming years.

II. **Institutional Excellence**

- South's accreditation was formally reaffirmed by the Northwest Commission on Colleges and Universities (NWCCU) with a letter received on July 12, 2019. This marks the successful completion of South's Year Seven Mission Fulfillment and Sustainability evaluation process which involved the preparation of the Year Seven Self-Evaluation Report and culminated in the evaluation team site visit to our campus April 24-26, 2019. In its notification letter, the NWCCU reiterated both the commendations and recommendations made in the initial report from the on-campus evaluation team.
- Nearly 50 South employees took part in Racial Equity Training offered by the Puget Sound Educational Service District. The three-day experiential training in late August focused on examination of race, power, white privilege, and institutional racism to deepen participants' understanding and practice around coaching and adaptive leadership for racial equity.

III. **Pride Points**

- South launched a new website on August 19, 2019 that better reflects our campus community and program offerings, improves navigation to important content for students, staff, and faculty, and provides a refreshed "digital front door" for new students interested in learning at South. The website was developed in collaboration with the Seattle Colleges District Web Team, and will become the template for future websites across the district moving forward.




SEATTLE CENTRAL COLLEGE
One of the Seattle Colleges

Student Leadership
1701 Broadway - SAC 350
Seattle, WA. 98122
Main 206.934.6924
studentleadership.central@seattlecolleges.edu
seattlecentral.edu/student-leadership/

M E M O R A N D U M

August 27, 2019

TO: Board of Trustees, Seattle Colleges
Dr. Sheila Edwards-Lange, President
Yoshiko Harden, Vice President of Student Services

FROM: Ricardo Leyva-Puebla, Dean 
Student Development

RE: 2019-2020 Associated Student Council

The new year is about to begin and the 2019-2020 Associated Student Council for Seattle Central is enthusiastic. Attached you will find a document with the new faces, titles, and a short bio of each. They will be attending a student leadership academy in Pasco next week and then a week-long orientation and training at Camp Killoqua and Seattle Central along with seven other student boards. They are going to make quite a team!

Meet the Seattle Central College
2019-2020 ASSOCIATED STUDENT COUNCIL

Camila Christensen, Executive of Administration



“Camila Christensen was born and raised in Brazil. She moved to Seattle in 2014 to pursue a career in Software Engineering. Camila has completed an Associate of Applied Science in Programming at Seattle Central and she served as the past Executive of Issues and Concerns on the Associated Student Council. In addition, she is the former president of Women of Science and Engineering and a member of Phi Theta Kappa and Math Engineering and Science Achievement (MESA). Outside of Seattle Central, she volunteers at a mobile food pantry and is a facilitator at a non-profit focused on ending the gender gap in science and technology. Camila is currently working on the prerequisites to transfer to a four-year degree in Computer Science.

Jung Ha Yoo, Executive of Legislative Affairs



Jung Ha Yoo was born and raised in Seoul, Korea, and moved to Seattle to study in the summer of 2018. He has worked for multiple administrative organizations, such as the National Youth Policy Institute, the Audit & Inspection department in the Yongsan District Office, and for Seoul Metropolitan of Education. As well as serving in the Ministry of Justice as a special law committee member, he studied constitutional law and criminal law for a year, and now is majoring in Philosophy to understand people more and bring philosophical insight into his life. In his position as Executive of Legislative Affairs he will work as an advocate for student rights at Seattle Central College.

Sophia Tekola, Executive of Communication



Sophia Tekola was born and raised in Seattle. Her leadership experience began in her elementary school student government and continues in her leadership role in BSU and in her community through political and social justice activism. Sophia is always up for the challenge and eagerly enters the unknown. Recently she spent summer in the Virgin Islands working with special needs children and learned more about the black Caribbean lifestyle. As a first generation American, all cultures are significant to her and she appreciates the diversity at Seattle Central. She makes a commitment to be your voice, a friend, and your advocate.

Vukasin Nikolic, Executive of Finance



Vukasin Nikolic was born and raised in Novi Sad, Serbia and worked in Norway and Australia for several years. After founding three companies, Vukasin decided to sell his businesses in 2016 and become part of “PeaceRun” an international non-profit organization. As a member of this organization he ran through 17 countries on four continents bringing a peace torch to these countries, cities and communities. He’s met with presidents, religious leaders, public figures and people from all over the world. After running a 10-day race in New York, he decided to go to Seattle where he successfully completed more races including the Fremont 5K. After becoming a member of the Seattle Fremont Rotary Club and receiving a certificate for public speaking and leadership coaching from John C. Maxwell’s international team, he began attending Seattle Central and is now in his second quarter.

Angela Blodgett- Executive of Student Success



Angela was born and raised in Seattle, Washington. She is a Running Start student and attends Garfield High School as well as Seattle Central. She has experienced working with others through volunteer work in her local community such as at TeenLink and Bloodworks Northwest. Upon graduating from high school and receiving her AA from Seattle Central, she plans to move on to the University of Washington and major in psychology. Angela is very excited to use her passion for helping others in her role as Executive of Student Success.

Mike Harris – Executive of Issues and Concerns



Mike has always been ambitious and goal oriented. Being born in Las Vegas, Nevada, and raised in a military Mormon family influenced Mike to pursue equity and diversity through their compassionate service to others. Through their journey of self-identification within the LGBTQ community, they’ve learned that not all are treated as equal. Having served on the student council as an Associate for Student Success, they’ve gained great insight into how to help heighten SCC’s promise of diversity and inclusion. Mike also serves as a board member within Queer Cooperative with goals to become vice president and to continue their work with the LGBTQ community on campus. They believe that their previous work with hospice, end of life care, greatly contributes to the compassion they have for their peers at SCC.