Seattle Central Accreditation

Mission Fulfillment Self-Study Overview

Site Visit Details

Agenda

- Review of previous recommendations from NWCCU

- Overview of our analysis of our own mission fulfillment

- Big Ideas/ takeaways from self-study

- Details about October 28-30 visit

Previous Recommendations

- Last Year 7 visit was in 2012 and there were 4 recommendations:
  - Fully implement planning and assessment approaches into decision-making and resource allocation.
  - Create meaningful, sufficient measures of achievement for the Core Themes.
  - Establish a mechanism to ensure gen ed outcomes are incorporated and assessed within each instructional program.
  - Allocate resources appropriately for the applied baccalaureate program(s).

Previous Recommendations

- The College started to work on these recommendations as early as our Year 1 report in 2013.
  - Some of the recommendations were met at that time– the BAS recommendation and the recommendation to connect planning to decision-making and resource allocation.
  - Some of the recommendations were continued/updated:
    - Create a clear statement of mission fulfillment related to the achievement of levels of institutional effectiveness indicators.
    - Keep refining core theme indicators (eliminate redundancy, make sure they are measurable and assessable, make sure they are designed to assess outputs).

- By the time of our mid-cycle visit in 2015, the Commission determined we had met the previous recommendations.

Mission Fulfillment

- We set up a system for mission fulfillment based of our four core themes. For each core theme, we identified outcomes, objectives, and indicators of achievement and set benchmarks based on three-year averages of data back in 2013.

- For each indicator, we expected to maintain or surpass where we were within a time frame of seven years, and to grade ourselves according to the following scale.

Rating	Evaluation Criteria
1	Achievement below 95% of benchmark
2	Achievement between 95 and 109% of benchmark.
3	Achievement at least 110% of benchmark.

- We considered an indicator successfully achieved if it was rated at a 2 or 3.

Mission Fulfillment

- When we analyzed our achievement of our indicators, we had a majority rated at 2 or 3.

Core Theme	# Ind.	3 ratings	2 ratings	1 ratings
Responsive Teaching & Learning	18	5	10	3
Catalyst for Opportunities & Success	19	6	7	6
Diversity in Action	20	8	11	1
Communities Engagement	11	3	4	4
Totals	68	22	32	14
		32%	47%	20%

Mission Fulfillment

- In the self-study, we have defined mission fulfillment as the achievement of a minimum of 70% of the indicators for our core themes are achieved. This was the system we set up in 2013.

Core Theme	# of Ind.	# of Ind. Achieved	% of Ind. Achieved	Mission Fulfilled?
Responsive Teaching & Learning	18	15		
Catalyst for Opportunities & Success	19	13		
Diversity in Action	20	19		
Communities Engagement	11	7		
Total	68	54	79%	✓

Mission Fulfillment

- There were many interesting patterns in the core theme indicator data for us to reflect on.

- The Diversity in Action core theme had the highest % of indicators rated at level 3 (40%).
  - Catalyst for Opportunities & Success had 31% rated at level 3
  - Responsive Teaching & Learning and Communities Engagement both had around 27% at level 3.

- The Diversity in Action core theme had the lowest percentage of indicators rated at level 1 (5%, or only 1 indicator!).
  - Catalyst for Opportunities & Success had the most number of indicators rated at level 1 (n = 6)
  - Communities Engagement had the highest percentage of indicators rated at level 1 (36%).

Mission Fulfillment

- Patterns in the Indicators rated Level 3.

  110% or higher than where we were on average 7 years ago.

  What are we doing really well?
  - <u>Instructional Quality</u>
    - Regularly reviewing instructional programs and assessing student learning outcomes.
    - Meeting instructional program external accreditation requirements.
  - <u>Student Success</u>:
    - Student success in IBEST courses (92%).
    - 1st year persistence rates of first-generation students.
    - Success rates in online courses.
    - Completion rates in transfer, professional-technical, and BAS programs.
    - Proportion of degrees and certificates awarded to students of color.
    - Student employment rates.

Mission Fulfillment

- Patterns in the Indicators rated Level 1.
  Lower than 95% than where we were on average 7 years ago.

  - Where do we need to improve as an institution?

  - The transition rate of ABE, GED, and ESL students into college level.

  - Many indicators related to student retention.
    - Students being retained after practicing productive persistence techniques.
    - Students being retrained after using tutoring services.
    - Students achieving 45 credits.
    - Students participating in student organizations and clubs.
    - Students completing a student development transcript.

  - The satisfaction and engagement of Technical Advisory Committee members.

  - Several other indicators we were quite close to achieving:
    - Student pass rates on professional licensing exams.
    - Student satisfaction/engagement with service learning.

Mission Fulfillment

- Although we achieved our overall mission according to the system we set up in 2013, we didn't achieve two of the core themes according to the 70% threshold that we set. What do we do about this going forward?

Core Theme	# of Ind.	# of Ind. Achieved	% of Ind. Achieved	Mission Fulfilled?
Responsive Teaching & Learning	18	15	83%	✔
Catalyst for Opportunities & Success	19	13	68%	X
Diversity in Action	20	19	95%	✔
Communities Engagement	11	7	64%	X
Total	68	54	79%	✔

Catalyst for Opportunities & Success

- The initiatives we have already begun with Seattle Promise and Seattle Pathways are directly designed to improve student retention in this core theme.
  - Improved placement and accelerated developmental education sequences.
  - First year experience.
  - Advising redesign, including early alert and cohort-based advising.
  - Cohort experiences with wrap-around navigation support services.

- The college will use Pathways funds from the State Board to support the scaling and sustainability of these practices. We have also applied for a major Title III grant ($2.5 million) in Summer 2019 to support these efforts.

- The indicators we have selected to evaluate the effectiveness of our Pathways interventions will also us to track retention more directly going forward. We can see them showing up as indicators in our next operational plan or our revised set of core theme indicators in the next cycle to replace many of the less direct indicators we have now.
  - Fall to Winter Retention rate
  - Students who achieve no momentum/SAI points in 1 year
  - Completion of college-level math in 2 yrs
  - Completion of degree in 3 years

  For each of these measures, we are comparing ourselves to a group of peer CTC colleges in the state and disaggregating data into all students, white students, and underserved students of color.

Communities Engagement

- We are taking a number of measures to engage both internal and external communities at the College.
  - We have formed an Office of Strategic Partnerships for an integrated approach to advancement, marketing/communications, events, and community and partnership development.
  - The Office of Equity, Diversity, and Inclusion continues to host Community Conversations annually where the President and College leadership meet with members of traditionally underserved communities.
  - We have embarked on multi-layered partnerships with Year Up, Seattle Public Schools, and Kaiser Permanente to serve students who have not previously been enrolled at the college.
  - We are launching Central 2 Community, an annual event series aimed at enriching the social and intellectual life of the campus.

Other Big Ideas & Takeaways

- The institutional focus on Seattle Promise and Seattle Pathways in the coming years will allow us to accomplish many of our operational plan goals and improve the achievement of outcomes, objectives, and indicators aligned to our core themes as a College, especially related to student success and achievement.

- While we have plans in place to improve the achievement of some of the outcome indicators that did not achieve the benchmarks we set, additional work is necessary to intervene more directly around
  - The transition rate of ABE, GED, and ESL students into college-level programs.
  - The engagement of our Technical Advisory Committee members.

- The experience of conducting the self study has confirmed for us that we currently have too many indicators (68) to easily gather data for and then use to lead directly toward improvement. Case in point: several indicators related to student retention were not achieved during the time period in question, which actually means they got worse than they were. We should focus more directly on a narrower set of indicators going forward that we can monitor and intervene in more directly during our next cycle of self-study and analysis of our mission fulfillment.

Visit details

- October 28-30, 2019.

- A team of 7-9 individuals will comprise the team—
  - A chair
  - One team member for each core theme (4)
  - A finance/budget/admin subject matter expert
  - A library subject matter expert
  - An e-Learning expert

- There will be a meeting with the Chancellor and available Board members as part of the visit, in addition to other forums and interviews with students, faculty, and staff.

Questions?

Proposed Budget Development Timeline

All budget decisions must support the Seattle College's strategic plan goals.

By December 31
1. District finance team develop budget projections
2. College councils, leadership groups establish and communicate budget priorities

Early/mid-January
1. Chancellor's Cabinet finalizes district budget priorities
2. Colleges host 'budget kickoff' meetings to share priorities and timeline with the campus
3. Business office trains budget authorities
4. District Office opens the budget development module

January 20-February 28
1. Departments build budgets
2. All draft budgets due to the college business office Feb 28.
3. college Business offices solicit fee requests from Deans and Directors

March
1. Business offices analyze and clarify all budget drafts
2. Business offices enter all information by March 31.
3. Business offices get local college approval for fee requests
4. DBARC discussion and agreement on fees increases common to all colleges
5. CEC reviews and approves fee requests
6. Chancellor reviews preliminary district budget.
7. The District Office calculates college's projected pro-rata share of preliminary District budget.

April
1. District office provides preliminary state board allocation to colleges.
2. College budgets are analyzed and balanced with reductions if necessary.
3. Colleges and District finalize budget decisions, pending the outcome of the legislative session and final State Board budget allocation and present to CEC for approval.
4. Campuses hold campus-wide meetings to discuss preliminary budgets.
5. Chancellor and VCAS host budget meetings at each campus to discuss preliminary budgets
6. Fee requests are presented to the BOT for a first reading
7. Budget data in the HP system is updated and finalized by college campus staff.

May
1. Fee requests are presented to the BOT for a second reading
2. Budget is presented to the BOT for a first reading.

June
Campus and District budgets are presented to the trustees for second reading and approval.
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July
District office provides initial allocation to each college once State Board sends to colleges.
1. Colleges adjust their budgets to the initial allocation.
2. The college budgets are analyzed to determine if they are balanced.
    a. If not in balance, reductions may need to be identified.

August
1. Colleges continue work to rebalance their budgets.
2. District office closes the budget development module.

September
Budget update is presented to BOT for review.

ACTIVITIES IMPACTING BUDGET DEVELOPMENT
1. Governor's budget published early December.
2. State of Washington revenue forecasts are due March 20th and June 27th.
3. State legislative actions:
    a. House budget draft published
    b. Senate budget draft published
    c. Final budget published
4. Preliminary SBCTC numbers usually estimated in April.
5. First year of a new biennium presents more changes than during the second or supplemental year of the biennium when usually only small adjustments are made to the biennial budget.
6. SBCTC board must approve allocations after the legislative budget is finalized (can be later than the end of June depending on when a final budget is passed).
7. After allocations are approved, SBCTC provides colleges an initial allocation.

18-19 notable dates that introduced variance into June budget presentation:

June 12th – new Running Start rates from the SBCTC
June 24th – First allocation from the SBCTC
July 1st – Benefit rates sent to colleges

SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

October 10, 2019

STUDY SESSION   1:30 p.m.   Broadway Performance Hall Boardroom
Seattle Central College
1701 Broadway Ave
Seattle, WA 98122

REGULAR SESSION   3:00 p.m.   Broadway Performance Hall Boardroom
Seattle Central College
1701 Broadway Ave
Seattle, WA 98122

STUDY SESSION AGENDA

1:30 p.m.

a. Central Accreditation Visit Preparation, October 28-30
   Presenter: Bradley Lane, Vice President of Instruction, Seattle Central College

b. Budget Development Timeline
   Presenter: Jennifer Strother, Interim Vice Chancellor of Finance and Operations

c. Fall Calendar of Events

d. ACCT conference planning

REGULAR MEETING AGENDA

3:00 p.m.   **CALL TO ORDER**

3:00 p.m.   **ACTION / Approval of Agenda**   **Tab 1**

3:00 p.m.   **WELCOME STUDENT LEADERS**
                 Camila Christensen, Seattle Central College
                 Sarah Fenton, North Seattle College
                 Krisna Mandujuano, South Seattle College

3:00 p.m.   **PUBLIC COMMENTS**

3:15 p.m.   **PRESENTATION**
                 Seattle Colleges Alumni Engagement
                 Presenters: Emily Thurston, Associate Director of Community Relations and
                 Events at SCC; Sonja Renner, Assistant Director of Public Affairs and
                 Community Relations at NSC

3:35 p.m.   **ACTION ITEMS**

                 A.   Minutes from September 12, 2019   **Tab 2**

                 B.   100s Policy/Procedure Review – Second Reading   **Tab 3**

                          Proposed Revisions
                 a. Policy 100: Board of Trustees Legal Basis-Establishment
                 b. Policy 102:Board of Trustees Legal Basis-Qualifications
                 c. Policy 107: Board of Trustees Legal Basis -Power and Duties
                 d. Policy 108: Delegated Authorities of the Board of Trustees
                 e. Policy 126: Meetings of the Board of Trustees-Guidelines
                 f. Policy 127: Meetings of the Board of Trustees-Format
                 g. Policy 128: Exercise of Powers by the Board of Trustees
                 h. Policy 129: Advisory Representative to the Board of Trustees
                 i. Policy 131: Code of Ethics for the Board of Trustees
                 j. Policy 132: Membership of the Board of Trustees
                 k. Policy 133: Orientation of New Board Members
                 l. Policy 150: SCD Policies and Procedures
                 m. Policy 151: District Seal
                 n. Policy: Tendering and Accepting Gifts for SCD
                 o. Policy 153: Tenure

                          Reviewed with No Proposed Edits
                 p. Policy 101: Board of Trustees Legal Basis-Appointment-Terms-
                     Composition
                 q. Policy 103: Board of Trustees Legal Basis –Restrictions

  r. Policy 104: Board of Trustees Legal Basis –Organization
  s. Policy 105: Board of Trustees Legal Basis – Officers
  t. Policy 106: Board of Trustees Legal Basis - Quorum
  u. Policy 110: SCD Mission Statement
  v. Policy 125: Powers and Duties of the Officers of the Board
  w. Policy 154: Contested Case Hearings

3:45 p.m. **INFORMATION ITEMS**

  A. Policy 269, Affinity Groups – First Reading **Tab 4**

  B. Policy 628, Acquisition of Services – First Reading **Tab 5**

  C. Policy 630, Travel – First Reading **Tab 6**

  D. Policy 632, Meals and Light Refreshments and Policy 270, Use of Seattle Colleges Facilities by College Groups and Non-College Groups for First Amendment Activities - First Reading **Tab 7**

  E. Budget Report, through August 2019 **Tab 8**

  F. Summer Enrollment Report **Tab 9**

  G. Workplace Diversity Report **Tab 10**

  H. ctcLink and Starfish Presentation **Tab 11**

4:30 p.m. **ORAL REPORTS** **Written Reports-Tab 12**
  A. <u>Student Representatives</u>
   1. Camila Christensen, Seattle Central College
   2. Sarah Fenton, North Seattle College
   3. Krisna Mandujuano, South Seattle College

  B. Chancellor's Report

  C. Chair's Report

  D. Trustees

  E. <u>Labor Union Representatives</u>
   1. Annette Stofer, AFT Seattle Community Colleges
   2. Matthew Davenhall, WFSE

        3.   Cody Hiatt, AFT-SPS

    F.   <u>College Presidents, Vice Chancellors</u>
        1.   Sheila Edwards Lange, Seattle Central College
        2.   Warren Brown, North Seattle College
        3.   Rosie Rimando-Chareunsap, South Seattle College
        4.   Kurt Buttleman, Vice Chancellor of Academic and Student Success
        5.   Jennifer Dixon, Interim Vice Chancellor for Human Resources
        6.   Kerry Howell, Vice Chancellor for Advancement
        7.   Cindy Riche, Chief Information Officer
        8.   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, November 14, 2019 at North Seattle College, 9600 College Way North, Seattle, WA 98103. 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

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SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

September 12, 2019

STUDY SESSION South Seattle College 6000 16th Avenue SW Seattle, WA 98106	1:00 p.m.	President's Boardroom
REGULAR SESSION South Seattle College 6000 16th Avenue SW Seattle, WA 98106	3:00 p.m.	President's Boardroom

STUDY SESSION

EXECUTIVE SESSION – 60 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;

OPEN SESSION
   a. Board self-evaluation
The board reviewed the results of their annual self-evaluation. They noted areas for improvement for the coming year. They discussed their role in responding to public comments and their desire to be more engaged in campus events. Rebecca Hansen will provide them with a list of fall quarter events.

   b. ASI assessment update
Chancellor Pan informed the board of the work of Educational Policy Institute. The final report is expected in mid-October.

c. Convocation, September 18, 2019

Earnest Phillips outlined the schedule and goals for the day. Trustees should plan to attend the program from 8:30-10:30am.

REGULAR MEETING

CALL TO ORDER
Vice Chair Peralta called the meeting to order at 2:52p.m.

ATTENDANCE: Rosa Peralta, Teresita Batayola, Louise Chernin, Robert Williams, Steve Hill (by phone in part), Shouan Pan, Kurt Buttleman, Kerry Howell, Jennifer Strother, Jennifer Dixon, Cindy Riche, Rosie Rimando-Chareunsap, Sheila Edwards Lange, Warren Brown, Derek Edwards, Annette Stofer, Cody Hiatt, Sandy Long, Rebecca Hansen
Guests who signed in: Jesse Knappenberger

Trustee Batayola made a motion to amend the agenda to move the tour to the beginning of the meeting. Trustee Williams seconded. The motion carried 4-0 (minus Trustee Hill). The Acting Chair adjourned the meeting until they return from the tour.

TOUR AND PRESENTATION
South Takes Flight – Getting to Know Our Aerospace Program
Presenters: Rosie Rimando-Chareunsap, President; Sayumi Irey, VP of Instruction; Kim Alexander, Dean of Professional Technical Education; Anton Amarantunge, Full-Time Aviation Maintenance Faculty

The board took a tour of the instructional facilities and learned about the aerospace program at South Seattle College.

CALL TO ORDER
Vice Chair Peralta called the meeting back to order at 3:27pm.

ACTION / Approval of Agenda
Trustee Williams made a motion to amend the agenda to include an additional action item - Approval of Apprenticeship Contract: Ironworkers Local 86. Trustee Chernin seconded the motion. The motion carried 4-0 (minus Trustee Hill).

PUBLIC COMMENTS
There were no public comments.

ACTION ITEMS

A.   Minutes from July 18, 2019

The board reviewed the minutes. **Trustee Chernin made a motion to approve the special meeting minutes. Trustee Williams seconded. The motion carried 4-0 (minus Steve Hill).**

B.   Policy 366, Student Absences for Reasons of Faith or
           Conscience – Second Reading

Trustees reviewed the recommended policy changes. **Trustee Batayola made a motion to approve the revised policy. Trustee Chernin seconded. The motion carried 4-0 (minus Steve Hill).**

C.   Apprenticeship Contracts, South Seattle College

i.   Puget Sound Electrical Joint Apprenticeship Training Committee

Trustees reviewed the apprenticeship contract with Puget Sound Electrical Joint Apprenticeship Training Committee. **Trustee Chernin made a motion to approve the contract. Trustee Batayola seconded. The motion carried 4-0 (minus Steve Hill).**

ii.   Construction Industry Training Council

Trustees reviewed the contract with the Construction Industry Training Council. **Trustee Chernin made a motion to approve the contract. Trustee Batayola seconded. The motion carried 4-0 (minus Steve Hill).**

iii.   Ironworkers Local 86

Trustees reviewed the apprenticeship contract with Ironworkers Local 86. **Trustee Batayola made a motion to approve the contract. Trustee Chernin seconded. The motion carried 4-0 (minus Steve Hill).**

D.   Approval of Chancellor's Contract

Trustee Chernin reported on the board's work on the chancellor's evaluation over the past month, and presented a contract for the board and chancellor's consideration. She noted that retirement benefits and deferred compensation have changed but other terms remain the same. **Trustee Batayola made a motion to approve the contract for 2019-20. Trustee Williams seconded the motion. The motion carried 4-0.** The board and chancellor signed the contract.

INFORMATION ITEMS

E.   2018-19 Year-End Financial Report

Jennifer Strother presented the year-end budget report for FY18-19, ending June 30, 2019.

F.   Review of Budget for 2019-20

The budget was reviewed and approved in June 2019. Since then, the numbers have been refined. Jennifer Strother presented an update on the budget for 2019-20.

G.   Budget Report, through July 2019

Jennifer Strother presented a budget report for the first month of the fiscal year, ending July 31, 2019.

H.   Purchase Authorization Report: Modular House Relocation

Chancellor Pan informed the trustees of a recently executed transaction due to a settlement agreement. Trustees expressed concerns about accountability and ensuring that unauthorized contracts are not formed by faculty.

I.   COP Refinancing, NSC Integrated Resource Center

Chancellor Pan informed the board of an agreement to refinance the COP debt for the Integrated Resource Center at North Seattle College.

J.   Annual Enrollment Report

Kurt Buttleman presented the annual enrollment report. Total enrollment continues to decline but Seattle Colleges enrollment is declining at a slower rate when compared to peer colleges. Running Start and E-learning are areas of potential growth, and Seattle Central's E-learning FTEs has grown. Apprenticeship programs at South have also grown. Summer enrollment numbers are in, and we are even with last year's numbers.

K.   100s Policies - First Reading
   i.   Policy 100: Board of Trustees Legal Basis – Establishment
   ii.   Policy 101: Board of Trustees Legal Basis – Appointment – Terms – Composition
   iv.   Policy 102: Board of Trustees Legal Basis – Qualifications
   v.   Policy 103: Board of Trustees Legal Basis – Restrictions
   vi.   Policy 104: Board of Trustees Legal Basis – Organization
   vii. Policy 105: Board of Trustees Legal Basis – Officers
   viii. Policy 106: Board of Trustees Legal basis – Quorum
   ix.   Policy 107: Board of Trustees Legal basis – Powers and Duties
   x.   Policy 108: Delegated Authorities of the Board of Trustees
   xi.   Policy 110: SCD Mission Statement
   xii. Policy 125: Powers and Duties of the Officers of the Board
   xiii. Policy 126: Meetings of the Board of Trustees – Guidelines
   xiv. Policy 127: Meeting of the Board of Trustees – Format
   xv.   Policy 128: Exercise of Powers by the Board of Trustees
   xvi. Policy 129: Advisory Representative to the Board of Trustees
         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

The board reviewed the proposed changes to the polices. They will come back for a second reading and request for approval at a future meeting.

ORAL REPORTS
    A. Chancellor's Report
Chancellor Pan congratulated Trustee Chernin for receiving the Crosscut Courage Award. He also congratulated Trustee Batayola on being named one of the 100 most influential Filipina women in the world. Chancellor Pan also gave an update on use of the Starfish advising tool. The King County Promise funding was approved by the County Council.

    B. <u>Labor Union Representatives</u>
      1. Ms. Annette Stofer, AFT Seattle Community Colleges
Annette Stofer and the Executive Board are all beginning a new two-year term. They are having a retreat next week.

      2. Ms. Sandy Long, WFSE
Sandy Long reported that locality pay has been appreciated by members.

      3. Mr. Cody Hiatt, AFT-SPS
Cody Hiatt commended the chancellor and his team for their performance and success in working on regional pay together.

    C. <u>College Presidents, Vice Chancellors</u>
President Edwards Lange reported on a recent pledge to fund ongoing support for the food pantry on campus.

President Brown announced that NSC has been rated the number 4 community college for Sustainability. He also gave an update on the Northgate pedestrian bridge.

President Rimando-Chareunsap shared the recommendations from South's accreditation visit. She also reported on a three day equity training program that 42 staff completed. The board is interested in pursuing similar training.

Kerry Howell reported that the foundation's development committee met for the first time. She also reported that the Sustainable Building Sciences program at SSC just received a $455,000 investment from a private donor.

Jennifer Strother informed the board that the first of three audits this year is underway.

Cindy Riche informed the board of the hard work IT teams are doing to prepare for fall quarter.

ADJOURNMENT

The meeting adjourned at 4:54pm.

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.

APPROVED BY:

Steve Hill, Chair	Date

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OFFICE OF THE CHANCELLOR

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MEMORANDUM

TO: Board of Trustees

FROM: Shouan Pan, Ph.D.
             Chancellor

DATE: October 10, 2019

SUBJECT: 100s Policies – Second Reading
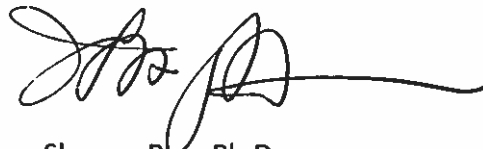
Background

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 polices 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 have been shared with various constituent groups across the district for review and feedback, and were approved by the Chancellor's Executive Cabinet on October 7, 2019.

Recommended Action

It is recommended that the Seattle Colleges Board of Trustees approve the proposed policy changes.

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, ~~, non-baccalaureate degree,~~ <u>associate or baccalaureate degrees</u> or certificate<u>s</u>.
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

~~The District VI Board of Trustees, at its regularly constituted meeting on April 10, 2003 passed the following policy statements regarding its delegated authorities.~~

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, the Seattle Vocational Institute 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

   Seattle Vocational Institute
   2120 South Jackson Street
   Seattle, WA 98144

6. **Board Office**

The Board of Trustees will maintain an office at 1500 Harvard Avenue, Seattle, Washington 98122, telephone (206) 587-3872934-4117. 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.   Consent Calendar
   X.IX.   Information Items
   XI.X.   Oral Reports
   XII.XI. Executive Session (if necessary)
   XIII.XII. Other Business, Announcements
   XIV.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. all materials prepared for consideration by the Board of Trustees shall be reviewed by the Chancellor's Cabinet prior to submission to the Board.

4. 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:	**Submitted By:**
An individual student, group of students, or student government organization.	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:	**Submitted By:**
An individual faculty member, group of faculty members, or the faculty organization (AFT-SC).	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.

5. 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.

6. **Board Distribution List**
The formal distribution list for the Board of Trustees will include the following:

		TOTAL
Regular Board Members	1 each	5
Advisory Representatives to the Board (AFT SCC, WFSE)	1 each	2
Campus Presidents' / Vice Chancellors' Offices NSC (2), SSC (2), SCC (2) [1 each for Presidents / Vice Chancellor (3) and 1 each for Campus Advisory Representative to the Board (3 Student Leaders)]	-	6
District Chancellor's Office Siegal Center (Including SVI)	-	9

~~Assistant Attorney General~~		~~1~~	~~1~~
		~~each~~	
~~Media:~~			
~~– Higher Education Reporter – Seattle Times~~		~~1~~	~~1~~
		~~each~~	
~~– Other Media as Requested~~			

~~7.~~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. ~~have two options. (1) A copy is available in the campus presidents'/vice chancellors' offices or in the Board office anytime during regular working hours. (2) Board materials are posted to the Seattle Colleges Document Center at https://inside.seattlecolleges.com/ three (3) days before regular Board of Trustees meeting.~~ Notification is sent to campus presidents'/vice chancellors' offices confirming that Board materials have been posted to this site.

~~8.~~6.**Advance ~~Mailing~~ Notice for Special Meetings**
Whenever possible, advance ~~mailing of~~notice and materials will also be made for special meetings of the Board.

~~9.~~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.

~~10.~~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.

~~11.~~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.

      b.

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.

6.7.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.

7.8.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.

8.9.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.

9.10.   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.

10.11.   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.

11.12.   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.

12.13.   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.

13.14.   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.

14.15.   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.

15.16.   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 ~~Trustees Association for Community Colleges~~, 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 ~~staff~~ 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

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 ~~the vice chancellor for planning and development.~~a college president or district vice chancellor.
- 150.10.3 The office of the ~~vice chancellor for planning and development~~ 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 ~~for planning and development~~ 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 college, provided that such gifts are appropriate to the district's college's mission and would not create a conflict of interest. Gifts to the colleges are to be kept distinct from gifts to the respective college campusSeattle Colleges Foundation(s). 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 the respective college Foundation for processing.
- The college 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(s)

The individual or collegeSeattle 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, ~~college~~ 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 contact; pursuant to the policies of the Board of Trustees, the agreement with the American Federation of Teachers – Seattle Colleges, ~~AFT SPS,~~ 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

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MEMORANDUM

TO: Board of Trustees

FROM: Dr. Shouan Pan

DATE: October 10, 2019

SUBJECT: Policy 269 – Affinity Groups – First Reading

Background

The attached language is a proposed draft for the new policy on affinity groups as pertaining to students and employees.

This policy was reviewed by the Executive Cabinet on September 23, 2019. The purpose of the policy is to acknowledge the importance of affinity groups and formalize the process for creating a student- or employee-led affinity group at the Seattle Colleges.

The recommended changes have been 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,

Dr. Shouan Pan,
Chancellor

SEATTLE COLLEGE DISTRICT PROPOSED POLICY

NUMBER: 269
TITLE: Affinity Groups

PROPOSED POLICY:

Affinity groups provide forums for students and employees to gather and share ideas about matters that affect their academic and professional careers at the Seattle Colleges. The District recognizes that such affinity groups foster development, contribute to the Seattle Colleges' commitment to diversity, and strengthen networking and unity across the District. Affinity groups are an important resource to the Seattle Colleges in many other ways as well. They provide important feedback to the Associate Vice Presidents of Equity, Diversity and Inclusion, and other key administrative and faculty leadership charged with stewarding equity, diversity and inclusion policies and practices, and assist with efforts to attract and retain a diverse workforce and student population.

Because of the benefits to the workplace and contribution to the Seattle Colleges' mission, vision and values, affinity groups are welcomed and provided access to the resources listed in the corresponding procedure.

Board of Trustees – Revision & Adoption History
Adopted:
Revised:

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MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: October 10, 2019

SUBJECT: Policy 628 – First Reading
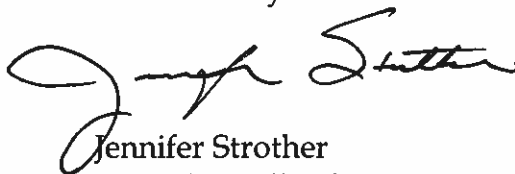
Background
The attached Acquisition of Services policy recommended revision.

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

Submitted by:

Jennifer Strother
Vice Chancellor for Finance & Operations

Transmitted to the Board of Trustees with favorable recommendation.

Dr. Shouan Pan
Chancellor

Seattle College District Policy

NUMBER: 628
TITLE: Acquisition of Services
Adopted Date: 7/9/2002   Last Revised: 4/10/2014

The Seattle College District shall adhere to ~~the Office of General Administration's~~ Department of Enterprise Services and the Office of Financial Management's rules and regulations regarding the acquisition of services. ~~Types of services include: Personal Services; Client Services; Employee Professional Development and Training; and, Purchased Services.~~

Board of Trustees – Revision & Adoption History
Adopted: 7/9/2002
Revised: 9/10/2009
Revised: 4/10/2014

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MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: October 10, 2019

SUBJECT: Policy 630 – First Reading

Background
The attached <u>Travel</u> policy revision is updated to reflect current practices.

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

Submitted by:

Jennifer Strother
Vice Chancellor for Finance & Operations

Transmitted to the Board of Trustees with favorable recommendation.

Dr. Shouan Pan
Chancellor

NUMBER: 630
TITLE: Travel
Adopted Date: 7/9/2002   Last Revised: 4/15/2013

Seattle College District (SCD) employees, ~~and~~ management and Board members shall adhere to the State of Washington OFM Travel Management Requirements and Restrictions as published in Chapter 10 of State Administrative and Accounting Manual (SAAM).

Also in accordance with the state of Washington travel management requirements, Board members will be reimbursed on a per diem basis when attending regular and special meetings.

Board of Trustees – Revision & Adoption History
Adopted: 7/9/2002
Revised: 7/9/2002
Revised: 9/10/2009
Revised: 4/15/2013

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MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: October 10, 2019

SUBJECT: SCD Policies Review – First Reading

Background

Attached Policies 632 & 270 have been reviewed with no recommended changes to the existing language.

Recommendation

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

Submitted by:

Jennifer Strother
Interim Vice Chancellor for Finance & Operations

Transmitted to the Board of Trustees with favorable recommendation.

Dr. Shouan Pan
Chancellor

Seattle College District Policy

NUMBER: 632
TITLE: Meals and Light Refreshments
Adopted Date: 2/4/1990   Last Revised: 10/10/2013

Seattle College District (SCD) employees and management shall
adhere to the State of Washington OFM guidelines for Meals with
Meetings and Coffee and Light Refreshments as published in the
State Administrative and Accounting Manual (SAAM).

Board of Trustees - Revision & Adoption History
Adopted: 2/4/1990
Revised: 5/5/1998
Revised: 9/10/2009
Reviewed: 10/10/2013

Seattle College District Policy

NUMBER: 270
**TITLE: Use of Seattle College District Facilities by College
Groups and Non-College Groups for First Amendment Activities**
Adopted Date: 4/14/2011   Last Revised: 12/5/2013

Seattle College District VI is an educational institution
provided and maintained by the people of the state of
Washington. The public character of the district does not grant
to individuals an unlimited license to engage in activity which
limits, interferes with, or otherwise disrupts the normal
activities for and to which the college's buildings, facilities
and grounds are dedicated and said buildings, facilities and
grounds are not available for unrestricted use by non-college
groups. While said buildings, facilities and grounds are not
available for unlimited use by college groups, it is recognized
that Seattle College students and employees should be accorded
opportunity to utilize the facilities and grounds of the college
to the fullest extent possible. The purpose of these time, place
and manner regulations contained in the accompanying procedure
is to establish procedures and reasonable controls for the use
of college facilities for both non-college and college groups.
It is intended to balance the district's responsibility to
fulfill its mission as a state educational institution of
Washington with the interests of non-college groups or college
groups who are interested in using the campus for purposes of
constitutionally protected speech, assembly or expression.

Board of Trustees - Revision & Adoption History
Adopted: 4/14/2011
Revised: 12/5/2013

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MEMORANDUM

TO: Board of Trustees

FROM: Jennifer Strother

DATE: October 10, 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 August 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 History and Projections

SEATTLE COLLEGES DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
SOURCES:					
State Allocation	$ (73,282,890)	$ (74,049,104)	$ (74,042,817)	$ (81,541,035)	$ (8,131,686)
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)	$ (5,067,336)
Fees	$ (9,624,274)	$ (9,311,274)	$ (9,527,778)	$ (10,115,932)	$ (1,881,690)
Running Start	$ (6,637,430)	$ (8,473,623)	$ (9,323,814)	$ (9,991,765)	$ (90)
International,IEL	$ (25,014,666)	$ (21,571,789)	$ (20,913,685)	$ (17,972,159)	$ (5,964,174)
Other	$ (2,690,480)	$ (1,722,404)	$ (2,879,028)	$ (993,829)	$ (293,018)
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)	$ (71,182,721)	$ (73,535,787)	$ (13,206,306)
Total	$ (145,393,250)	$ (159,165,638)	$ (146,548,139)	$ (156,399,422)	$ (21,337,992)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Salaries/Wages	$ 88,749,867	$ 97,066,454	$ 91,337,880	$ 102,833,151	$ 13,707,797
Employee Benefits	$ 30,687,380	$ 33,869,838	$ 30,775,666	$ 34,569,616	$ 4,909,969
Contracted Services	$ 367,167	$ 682,520	$ 551,504	$ 395,381	$ 27,939
Supplies	$ 18,806,563	$ 25,669,621	$ 19,599,358	$ 20,326,913	$ 1,973,647
Travel	$ 670,787	$ 965,991	$ 641,847	$ 853,400	$ 58,624
Equipment	$ 1,350,479	$ 2,289,231	$ 2,766,869	$ 1,951,167	$ 40,205
Grants to Students	$ 7,337,238	$ 3,780,606	$ 7,036,501	$ 7,221,649	$ (39,010)
Other	$ (5,298,336)	$ (7,250,244)	$ (5,532,845)	$ (14,299,510)	$ 907,485
Total	$ 142,671,144	$ 157,074,017	$ 147,176,780	$ 153,851,767	$ 21,586,656

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Instruction	$ 84,188,784	$ 88,699,539	$ 83,392,274	$ 86,832,991	$ 10,266,222
Primary Suppport	$ 10,448,660	$ 13,400,188	$ 11,183,737	$ 15,592,360	$ 2,570,294
Library	$ 2,658,760	$ 2,876,696	$ 2,886,799	$ 3,122,074	$ 333,308
Student Srvs	$ 12,890,074	$ 14,117,128	$ 12,183,463	$ 16,063,318	$ 2,097,120
Institutional Support	$ 9,821,619	$ 24,778,909	$ 24,880,827	$ 19,245,951	$ 3,929,247
Plant Ops. & Maint.	$ 22,663,247	$ 13,201,557	$ 12,649,679	$ 12,995,073	$ 2,390,466
Total	$ 142,671,144	$ 157,074,017	$ 147,176,780	$ 153,851,767	$ 21,586,656

Operating Funds History and Projections

SEATTLE CENTRAL COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
SOURCES:					
State Allocation	$ (25,051,311)	$ (23,710,703)	$ (23,704,419)	$ (31,994,800)	$ (3,352,093)
State Allocation/Capital	$ (595,150)	$ (595,150)		$ (595,150)	
Local Revenues:					
Tuition	$ (12,549,001)	$ (10,837,274)	$ (12,493,289)	$ (12,472,200)	$ (1,657,051)
Fees	$ (3,693,249)	$ (4,168,459)	$ (3,459,407)	$ (3,215,249)	$ (514,849)
Running Start	$ (2,808,431)	$ (3,873,623)	$ (3,963,132)	$ (3,991,765)	$ (17)
International,IEL	$ (13,289,011)	$ (11,317,942)	$ (11,773,204)	$ (10,651,353)	$ (3,264,134)
Other	$ (863,482)	$ (140,125)	$ (682,119)	$ (444,279)	$ (77,609)
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)	$ (5,513,659)
Total	$ (58,896,856)	$ (57,935,749)	$ (53,946,425)	$ (64,414,627)	$ (8,865,752)

USES BY EXPENSE TYPE:					
FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Salaries/Wages	$ 36,621,724	$ 38,114,432	$ 37,006,539	$ 40,788,930	$ 5,013,952
Employee Benefits	$ 12,614,736	$ 13,096,642	$ 12,484,646	$ 13,823,206	$ 1,916,590
Contracted Services	$ 180,624	$ 240,571	$ 211,976	$ 78,590	$ 26,613
Supplies	$ 6,952,436	$ 7,313,959	$ 6,343,239	$ 7,023,973	$ 620,370
Travel	$ 180,619	$ 292,086	$ 209,203	$ 182,037	$ 19,972
Equipment	$ 888,722	$ 735,551	$ 1,004,923	$ 616,849	$ 3,631
Grants to Students	$ 1,108,970	$ 1,077,584	$ 933,554	$ 913,900	$ 4,030
Other	$ (1,123,600)	$ (3,690,686)	$ (3,537,959)	$ 1,463,309	$ (37,837)
Total	$ 57,424,230	$ 57,180,139	$ 54,656,121	$ 64,890,794	$ 7,567,321

USES BY PROGRAM:					
EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Instruction	$ 38,689,604	$ 39,549,265	$ 38,795,397	$ 34,413,572	$ 4,096,632
Primary Suppport	$ 3,864,023	$ 3,207,720	$ 3,028,672	$ 4,921,995	$ 710,022
Library	$ 1,093,916	$ 1,102,823	$ 1,068,967	$ 1,471,098	$ 132,185
Student Srvs	$ 5,213,748	$ 5,921,081	$ 5,336,034	$ 7,274,166	$ 949,918
Institutional Support	$ 4,096,792	$ 2,919,518	$ 2,204,824	$ 10,735,103	$ 675,461
Plant Ops. & Maint.	$ 4,466,147	$ 4,479,732	$ 4,222,227	$ 6,074,860	$ 1,003,104
Total	$ 57,424,230	$ 57,180,139	$ 54,656,121	$ 64,890,794	$ 7,567,321

Operating Funds History and Projections

NORTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
SOURCES:					
State Allocation	$ (18,013,450)	$ (16,771,152)	$ (16,771,151)	$ (23,761,431)	$ (2,503,542)
State Allocation/Capital	$ (330,650)	$ (330,650)	$ -	$ (330,650)	
Local Revenues:					
Tuition	$ (9,769,044)	$ (7,614,045)	$ (9,527,482)	$ (9,978,200)	$ (1,737,067)
Fees	$ (2,844,694)	$ (2,924,290)	$ (2,884,840)	$ (2,912,700)	$ (646,217)
Running Start	$ (1,626,289)	$ (1,400,000)	$ (2,348,014)	$ (3,000,000)	$ (73)
International,IEL	$ (6,909,531)	$ (5,478,647)	$ (4,543,907)	$ (4,220,806)	$ (1,155,714)
Other	$ (358,341)	$ (229,079)	$ (390,449)	$ (232,050)	$ (26,154)
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)	$ (3,565,225)
Total	$ (38,210,237)	$ (40,129,089)	$ (36,466,288)	$ (44,604,082)	$ (6,068,766)

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
USES BY EXPENSE TYPE:					
Salaries/Wages	$ 23,132,430	$ 25,079,261	$ 22,831,678	$ 25,371,865	$ 3,391,586
Employee Benefits	$ 8,060,585	$ 8,189,159	$ 7,695,825	$ 8,921,982	$ 1,246,992
Contracted Services	$ 74,174	$ 124,034	$ 74,582	$ 143,034	$ (7,675)
Supplies	$ 3,374,094	$ 3,917,715	$ 3,035,101	$ 3,121,052	$ 392,130
Travel	$ 94,433	$ 125,997	$ 93,057	$ 152,684	$ 12,542
Equipment	$ 454,823	$ 1,047,245	$ 792,283	$ 841,100	$ 29,010
Grants to Students	$ 1,003,946	$ 923,473	$ 1,061,622	$ 539,189	$ 7,059
Other	$ (660,069)	$ (289,281)	$ 451,875	$ 5,536,451	$ 964,426
Total	$ 35,534,416	$ 39,117,603	$ 36,036,023	$ 44,627,357	$ 6,036,069

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
USES BY PROGRAM:					
Instruction	$ 22,374,121	$ 23,814,882	$ 22,971,134	$ 27,088,062	$ 3,733,814
Primary Suppport	$ 3,749,719	$ 3,924,541	$ 2,872,013	$ 6,021,437	$ 541,540
Library	$ 707,747	$ 716,234	$ 735,218	$ 727,592	$ 94,339
Student Srvs	$ 3,126,238	$ 4,008,257	$ 3,330,250	$ 4,252,495	$ 493,748
Institutional Support	$ 2,337,866	$ 3,507,521	$ 2,856,860	$ 4,594,484	$ 416,664
Plant Ops. & Maint.	$ 3,238,725	$ 3,146,168	$ 3,270,547	$ 1,943,287	$ 755,964
Total	$ 35,534,416	$ 39,117,603	$ 36,036,023	$ 44,627,357	$ 6,036,069

Operating Funds History and Projections

SOUTH SEATTLE COLLEGE

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
SOURCES:					
State Allocation	$ (20,528,679)	$ (19,070,387)	$ (19,070,386)	$ (25,784,804)	$ (2,276,051)
State Allocation/Capital	$ (396,800)	$ (396,800)		$ (396,800)	
Local Revenues:					
Tuition	$ (9,143,081)	$ (8,089,518)	$ (8,579,492)	$ (7,892,222)	$ (1,673,218)
Fees	$ (2,974,985)	$ (2,018,525)	$ (3,112,367)	$ (2,492,250)	$ (555,589)
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)	$ (1,544,326)
Other	$ (765,077)	$ (353,200)	$ (1,049,177)	$ (317,500)	$ (48,506)
Revenue Transfers	$ 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)	$ (3,821,639)
Total	$ (37,796,351)	$ (39,718,376)	$ (39,411,017)	$ (45,884,980)	$ (6,097,690)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Salaries/Wages	$ 22,250,446	$ 22,873,142	$ 21,352,117	$ 22,743,820	$ 3,096,501
Employee Benefits	$ 7,462,012	$ 8,427,037	$ 6,955,749	$ 6,901,322	$ 1,069,347
Contracted Services	$ 35,856	$ 80,210	$ 61,480	$ 109,100	$ 3,000
Supplies	$ 4,587,855	$ 6,378,630	$ 4,631,710	$ 4,370,013	$ 334,841
Travel	$ 267,855	$ 287,984	$ 196,141	$ 323,579	$ 4,766
Equipment	$ (130,745)	$ 287,715	$ 439,525	$ 391,044	$ 5,367
Grants to Students	$ 5,222,671	$ 1,778,199	$ 5,039,269	$ 5,768,560	$ (50,098)
Other	$ (2,545,450)	$ (602,116)	$ (1,123,749)	$ 2,496,142	$ 6,980
Total	$ 37,150,501	$ 39,510,801	$ 37,552,242	$ 43,103,580	$ 4,470,704

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Instruction	$ 22,861,873	$ 25,170,886	$ 21,393,447	$ 25,331,357	$ 2,413,684
Primary Suppport	$ 2,834,917	$ 2,158,656	$ 1,638,644	$ 3,223,195	$ 271,962
Library	$ 656,491	$ 653,030	$ 732,135	$ 923,384	$ 74,312
Student Srvs	$ 4,144,148	$ 4,187,790	$ 3,427,965	$ 4,536,657	$ 653,453
Institutional Support	$ 3,372,801	$ 2,461,513	$ 5,315,359	$ 4,112,061	$ 450,687
Plant Ops. & Maint.	$ 3,280,270	$ 4,878,926	$ 5,044,692	$ 4,976,926	$ 606,606
Total	$ 37,150,501	$ 39,510,801	$ 37,552,242	$ 43,103,580	$ 4,470,704

Operating Funds History and Projections

DISTRICT

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
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)	$ (165,034)
Running Start				$ -	$ -
International,IEL				$ -	$ -
Other	$ (703,580)	$ (1,000,000)	$ (757,284)	$ -	$ (140,749)
Revenue Transfers	$ 14,571	$ 130,196	$ 105,898		$ -
Use of Reserves		$ (500,000)		$ -	$ -
SubTotal	$ (800,356)	$ (6,885,562)	$ (904,947)	$ (1,495,733)	$ (305,784)
Total	$ (10,489,806)	$ (21,382,424)	$ (15,401,809)	$ (1,495,733)	$ (305,784)

USES BY EXPENSE TYPE:

FISCAL YEAR	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Salaries/Wages	$ 6,745,267	$ 10,999,619	$ 10,147,546	$ 13,928,536	$ 2,205,758
Employee Benefits	$ 2,550,048	$ 4,157,000	$ 3,639,445	$ 4,923,106	$ 677,040
Contracted Services	$ 76,513	$ 237,705	$ 203,466	$ 64,657	$ 6,000
Supplies	$ 3,892,178	$ 8,059,317	$ 5,589,308	$ 5,811,875	$ 626,307
Travel	$ 127,880	$ 259,924	$ 143,447	$ 195,100	$ 21,344
Equipment	$ 137,679	$ 218,720	$ 530,138	$ 102,174	$ 2,197
Grants to Students	$ 1,650	$ 1,350	$ 2,056	$ -	$ -
Other	$ (969,217)	$ (2,668,161)	$ (1,323,013)	$ (210,697)	$ (26,084)
				$ (23,584,715)	$ -
Total	$ 12,561,997	$ 21,265,474	$ 18,932,394	$ 1,230,036	$ 3,512,562

USES BY PROGRAM:

EXPENSES BY PROGRAM	ACTUAL 2017/18	1819FY Budget	ACTUAL 2018/19	1920FY Budget	YTD August 2019
Instruction	$ 263,185	$ 164,506	$ 232,296	$ -	$ 22,092
Primary Suppport		$ 4,109,271	$ 3,644,407	$ 1,425,733	$ 1,046,771
Library	$ 200,606	$ 404,609	$ 350,480	$ -	$ 32,472
Student Srvs	$ 405,940	$ -	$ 89,214		$ -
Institutional Support	$ 14,160	$ 15,890,357	$ 14,503,785	$ (195,697)	$ 2,386,435
Plant Ops. & Maint.	$ 11,678,106	$ 696,731	$ 112,213	$ -	$ 24,792
Total	$ 12,561,997	$ 21,265,474	$ 18,932,394	$ 1,230,036	$ 3,512,562

* YTD August includes transfers from 101 to 149

*1819 Actual corrects other revenue from previous versions.

MEMORANDUM

TO: Board of Trustees

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

DATE: October 10, 2019

SUBJECT: Summer Quarterly Enrollment Report

Following are quarterly enrollment reports summarizing the numbers of FTES (Full Time Equivalent Students) at the Seattle Colleges by the categories of:

- State Funded FTES – credits taken by students in courses that are funded by a combination of legislative appropriation of state funds, plus student tuition
- International FTES – credits taken by students in contract supported courses that are funded by tuition paid by international students

As a reminder, one Full-Time Equivalent Student (FTES) is the equivalent of one student enrolled for 15 community college credits per quarter.

Examples:
- One student taking a full academic load of 15 credits is the equivalent of one FTES.
- If three students are each taking one five-credit class, together they total one FTES.
- Annualized FTES are simply Quarterly FTES divided by 3. This is the common way of referring to counts of FTES in higher education.

Analysis as of Summer Quarter 2019

State Funded FTES:
- Seattle Colleges generated 4,512 Quarterly FTES in Summer Quarter 2019, which is 92 FTES lower than Summer Quarter 2018, and 491 lower than Summer Quarter 2015. This continues to be a reflection of the on-going budget situation and a continued softening of student demand. Although the trend continues downward, it is not unique to the Seattle Colleges as most of the other community colleges in the state are experiencing similar challenges.

International FTES:

- The District had a decrease of 199 International FTES Summer Quarter 2019, compared to Summer Quarter 2018. This downward trend has continued since peak enrollment in 2014-15 and is due in part to increased competition and the uncertainty of international politics. Seattle Colleges is integrating and refining the International Program to increase the international student enrollment.

Running Start FTES:

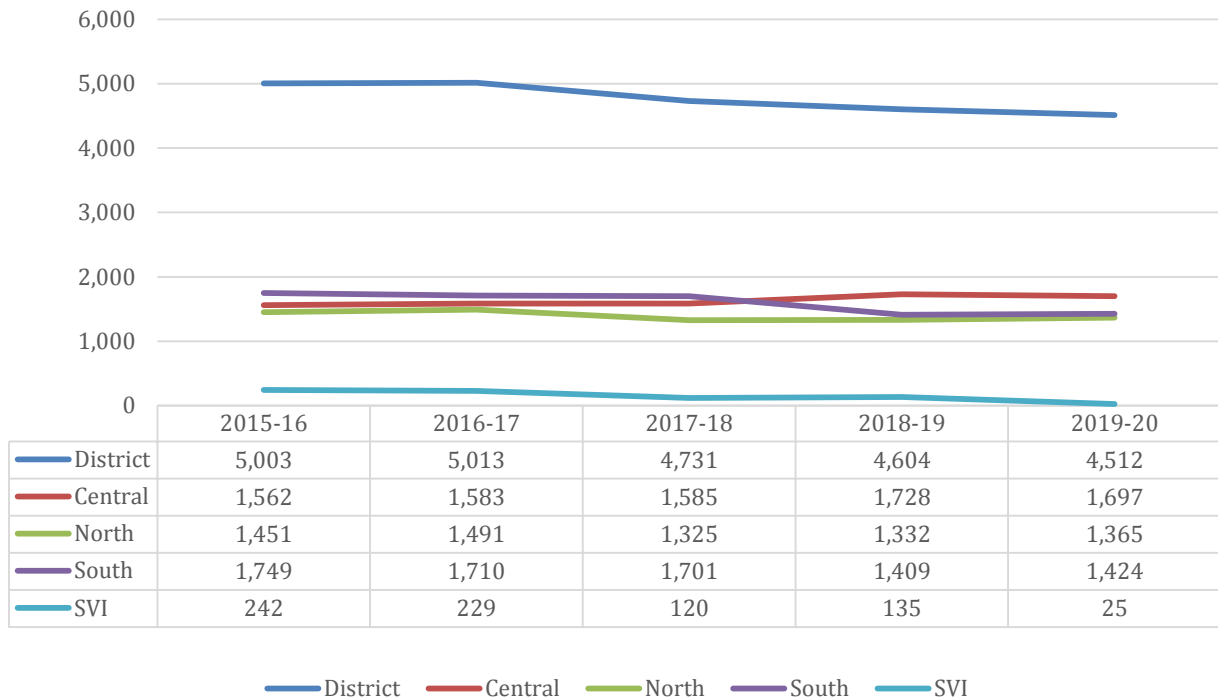- No Running Start FTES generated in Summer Quarter 2019.

State Funded FTES (Summer 2019 Final)

Year	College	Tenth Day Summer	% of Summer Target	YTD% of Annual Allocation	Actual Fall	% of Fall Target	YTD% of Annual Allocation	Actual Winter	% of Winter Target	YTD% of Annual Allocation	Actual Spring	% of Spring Target	YTD% of Annual Allocation	Total Quarterly FTES		Total Annualized FTES	Annual Target
2019-20	District	4,512	94%	11%										4,512	÷3 =	1,504	14,110
	Central	1,697	100%	11%										1,697	÷3 =	566	5,220
	North	1,365	94%	11%										1,365	÷3 =	455	4,089
	South	1,424	89%	10%										1,424	÷3 =	475	4,736
	SVI	25	62%	13%										25	÷3 =	8	65

Year	College	Actual Summer	% of Summer Target	YTD% of Annual Allocation	Actual Fall	% of Fall Target	YTD% of Annual Allocation	Actual Winter	% of Winter Target	YTD% of Annual Allocation	Actual Spring	% of Spring Target	YTD% of Annual Allocation	Total Quarterly FTES		Total Annualized FTES	Annual Target
2018-19	District	4,604	96%	11%	11,346	88%	38%	10,881	87%	61%	10,215	85%	88%	37,046	÷3 =	12,349	14,061
	Central	1,728	96%	11%	4,222	90%	38%	4,122	88%	64%	3,963	88%	90%	14,034	÷3 =	4,678	5,183
	North	1,332	103%	11%	3,223	90%	39%	3,099	90%	65%	2,920	87%	90%	10,574	÷3 =	3,525	3,922
	South	1,409	90%	10%	3,805	87%	37%	3,600	86%	56%	3,273	83%	86%	12,088	÷3 =	4,029	4,677
	SVI	135	75%	16%	96	44%	28%	60	28%	35%	59	27%	42%	350	÷3 =	117	278
2017-18	District	4,731	93%	11%	12,168	96%	40%	11,388	90%	66%	10,899	89%	92%	39,186	÷3 =	13,062	14,185
	Central	1,585	99%	10%	4,367	95%	39%	4,059	88%	66%	4,028	91%	92%	14,038	÷3 =	4,679	5,090
	North	1,325	92%	11%	3,491	95%	40%	3,146	89%	66%	3,172	92%	92%	11,135	÷3 =	3,712	4,021
	South	1,701	94%	12%	4,163	103%	42%	4,048	100%	71%	3,559	88%	96%	13,471	÷3 =	4,490	4,660
	SVI	120	51%	10%	147	45%	22%	135	39%	32%	141	42%	44%	542	÷3 =	181	413
2016-17	District	5,013	97%	12%	11,891	92%	39%	12,057	96%	68%	11,275	92%	94%	40,237	÷3 =	13,412	14,298
	Central	1,583	98%	10%	4,103	84%	36%	4,259	91%	63%	4,040	88%	89%	13,984	÷3 =	4,661	5,246
	North	1,491	103%	12%	3,392	93%	41%	3,457	99%	69%	3,324	96%	97%	11,665	÷3 =	3,888	4,004
	South	1,710	93%	12%	4,105	103%	42%	4,114	103%	72%	3,676	78%	99%	13,605	÷3 =	4,535	4,593
	SVI	229	80%	17%	292	81%	38%	228	63%	55%	235	66%	72%	984	÷3 =	328	455
2015-16	District	5,003	90%	11%	12,037	89%	38%	11,784	87%	63%	11,485	89%	89%	40,309	÷3 =	13,436	15,135
	Central	1,562	93%	9%	4,233	83%	35%	4,120	84%	60%	4,142	87%	85%	14,058	÷3 =	4,686	5,484
	North	1,451	96%	12%	3,373	89%	38%	3,325	91%	65%	3,274	92%	91%	11,422	÷3 =	3,807	4,184
	South	1,749	88%	12%	4,120	102%	41%	4,084	93%	69%	3,786	94%	95%	13,740	÷3 =	4,580	4,810
	SVI	242	61%	12%	310	58%	28%	255	48%	41%	283	55%	55%	1,089	÷3 =	363	657
2014-15	District	4,997	90%	11%	11,961	89%	37%	12,136	90%	64%	11,803	92%	90%	40,898	÷3 =	13,633	15,135
	Central	1,552	93%	9%	4,318	84%	36%	4,368	89%	62%	4,328	91%	89%	14,566	÷3 =	4,855	5,484
	North	1,552	103%	12%	3,433	90%	40%	3,446	94%	67%	3,391	95%	94%	11,823	÷3 =	3,941	4,184
	South	1,609	81%	11%	3,900	97%	38%	4,058	93%	66%	3,783	94%	93%	13,350	÷3 =	4,450	4,810
	SVI	284	72%	14%	310	58%	30%	264	50%	44%	301	59%	59%	1,159	÷3 =	386	657

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Seattle Colleges

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International Student FTES (Summer 2019 Final)							
Year	College	Summer	Fall	Winter	Spring	Total Quarterly FTES		Total Annualized FTES
2019-20	District	**1,099**				1,099	÷ 3 =	366
	Central	**544**				544	÷ 3 =	181
	North	**265**				265	÷ 3 =	88
	South	**289**				289	÷ 3 =	96
2018-19	District	1,298	2,227	1,999	2,009	7,533	÷ 3 =	2,511
	Central	659	1,218	1,069	1,082	4,028	÷ 3 =	1,343
	North	323	491	443	454	1,711	÷ 3 =	570
	South	316	518	487	473	1,794	÷ 3 =	598
2017-18	District	1,551	2,661	2,421	2,466	9,099	÷ 3 =	3,033
	Central	745	1,336	1,226	1,275	4,582	÷ 3 =	1,527
	North	468	753	661	655	2,537	÷ 3 =	846
	South	338	573	534	536	1,980	÷ 3 =	660
2016-17	District	1,571	3,059	2,934	2,850	10,414	÷ 3 =	3,471
	Central	785	1,513	1,454	1,428	5,180	÷ 3 =	1,727
	North	455	922	869	848	3,095	÷ 3 =	1,032
	South	331	624	611	574	2,140	÷ 3 =	713
2015-16	District	2,012	3,583	3,143	3,056	11,794	÷ 3 =	3,931
	Central	968	1,771	1,553	1,544	5,836	÷ 3 =	1,945
	North	563	1,057	933	886	3,440	÷ 3 =	1,147
	South	481	754	658	625	2,518	÷ 3 =	839
2014-15	District	2,065	3,760	3,740	3,722	13,287	÷ 3 =	4,429
	Central	1,158	2,153	2,048	1,947	7,307	÷ 3 =	2,436
	North	560	1,020	1,046	1,058	3,684	÷ 3 =	1,228
	South	347	587	647	716	2,297	÷ 3 =	766

Summary Quarter State Funded FTES Trend

Summer Quarter State Funded FTES Trend

	2015-16	2016-17	2017-18	2018-19	2019-20
District	5,003	5,013	4,731	4,604	4,512
Central	1,562	1,583	1,585	1,728	1,697
North	1,451	1,491	1,325	1,332	1,365
South	1,749	1,710	1,701	1,409	1,424
SVI	242	229	120	135	25

Summer Quarter International FTES Trend

	2015-16	2016-17	2017-18	2018-19	2019-20
District	2,012	1,571	1,551	1,298	1,099
Central	968	785	745	659	544
North	563	455	468	323	265
South	481	331	338	316	289
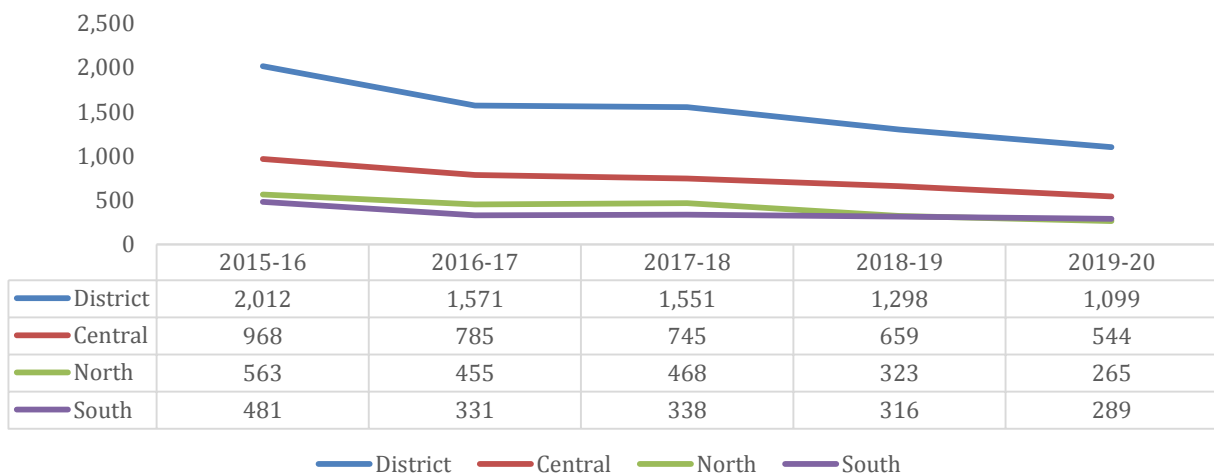
Seattle Colleges Workforce Profile

Annual Report

Prepared for Board of Trustees

October 2019

Prepared by Seattle College District's Office of HR Services

INTRODUCTION

Establishing equity, diversity, and inclusivity is one of our district's strategic goals. In the 2018-2019 Academic Year, Seattle Colleges (SCD) continued to make positive changes that reflect our commitment to increasing equity, diversity and inclusion amongst our faculty and staff. We pursued this goal through reviewing and updating job posting and the entire search process, districtwide diversity training, and increasing the number of trained personnel to serve on search committees.

HIGHLIGHTS

- The percentage of employees of color has remained constant over the past 5 years, with **over-representation** (relative to the Seattle region) of Asian/Pacific Islander and African Americans and **under-representation** of Hispanics.
- Our student population is made up of even higher percentage of minorities, with 53% reporting as students of color and 9% reporting as multi-racial.
- The percentage of employees of color in each permanent employee category is trending up.
- During the 2018-109 Academic Year, the ethnicity compositions of new hires match those among the applicant pool with regard to African American and Asian/Pacific Islanders. However, there was a slight dip in hiring employees of Hispanic origin.
- The turnover rate for full-time employees continues to trend downward since the high point in the 2016-2017 Academic Year.
- Sixty-five (65) employees underwent leadership training though the Leadership Lab.
- The 5% regional pay and the 3% COLA adjustment that were offered to all full- and part-time employees was a welcome change.

I. DIVERSITY

Goal: That the richness of our staff & faculty composition is appropriate for our student population.
Measures of success: Staff and faculty demographic profile mirrors that of our students and the Seattle area, in general.

The bar graph shown in Figure 1 shows our student and employee populations in comparison to the rest of our community in terms of racial composition. Our goal is to match those ratios as closely as we can in our Seattle Colleges community. Our employee population is diverse, with over-representation

(relative to the Seattle area) of Asian/Pacific Islanders and African Americans, and under-representation of Hispanics. Hispanics are somewhat under-represented among our employee population as well.

The graph shown in Figure 1 also demonstrates the majority of our employees of color identify as Asian or Pacific Islander, and the proportion of both Asian/Pacific Islander and African American employees in our district exceed the proportion reported in the surrounding area (City of Seattle). However, our student population is composed of an even higher proportion of minority ethnicities and when the additional category of "multi-racial" is considered, our student population measures at 53% (44% students self-report as students of color and 9% as multi-racial).
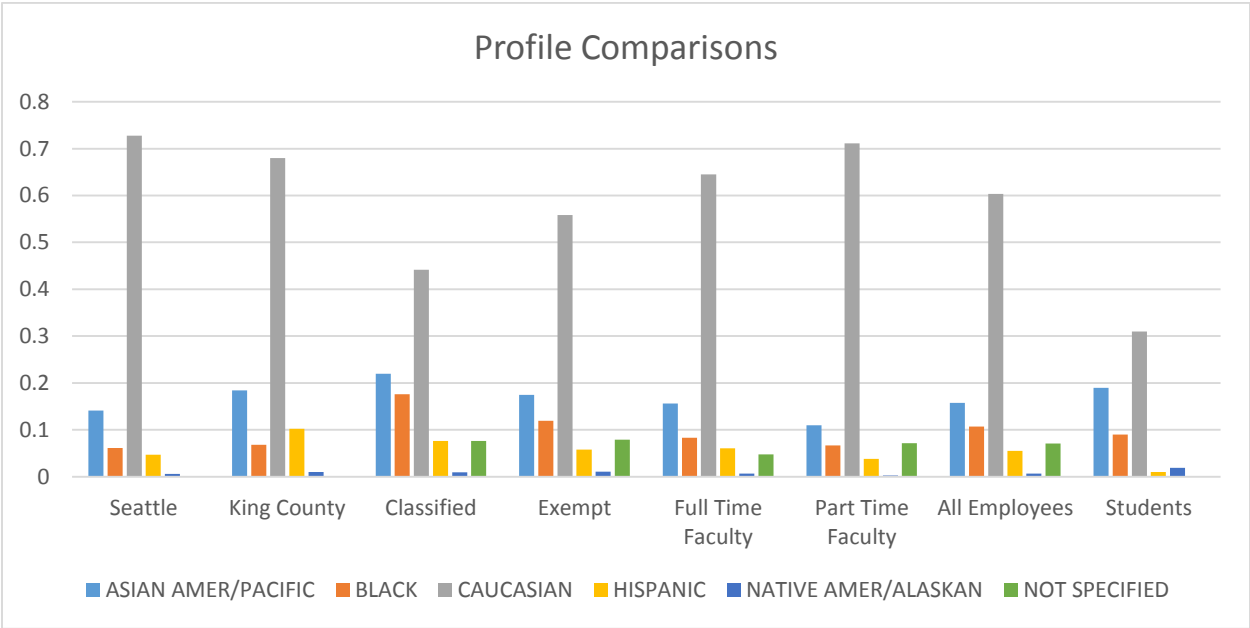

Figure 1. Demographic profile of community vs. students vs. employees. Seattle data is from the 2011-2015 American Community Survey. King County data is from OFM's 2018 population estimates. The last U.S. Census was conducted in 2010, and due to the age of that data was not used in this comparison. Student data published on the Seattle Colleges data dashboard.
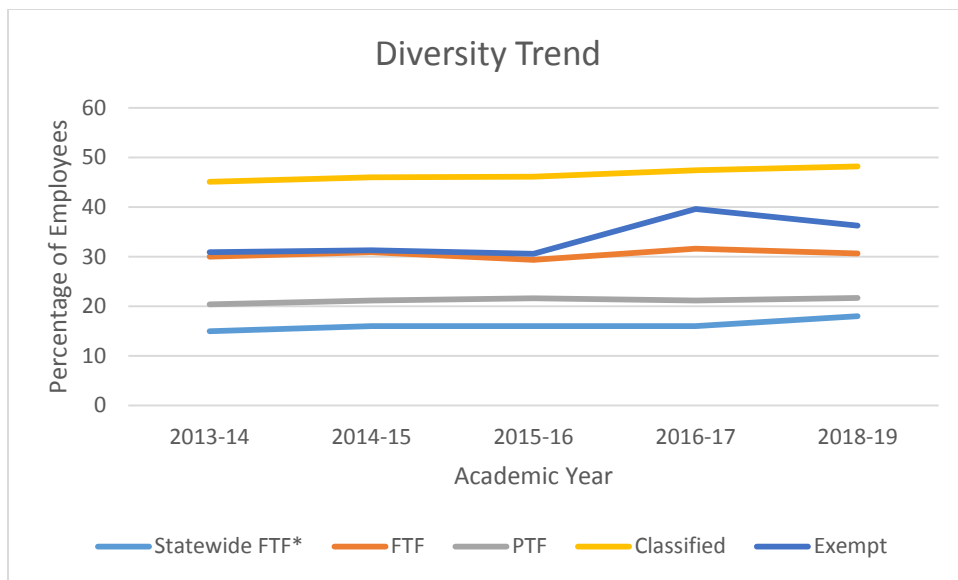
Figure 2. Diversity trend of our workforce displayed in terms of percentage of employees of color in each permanent employee category.
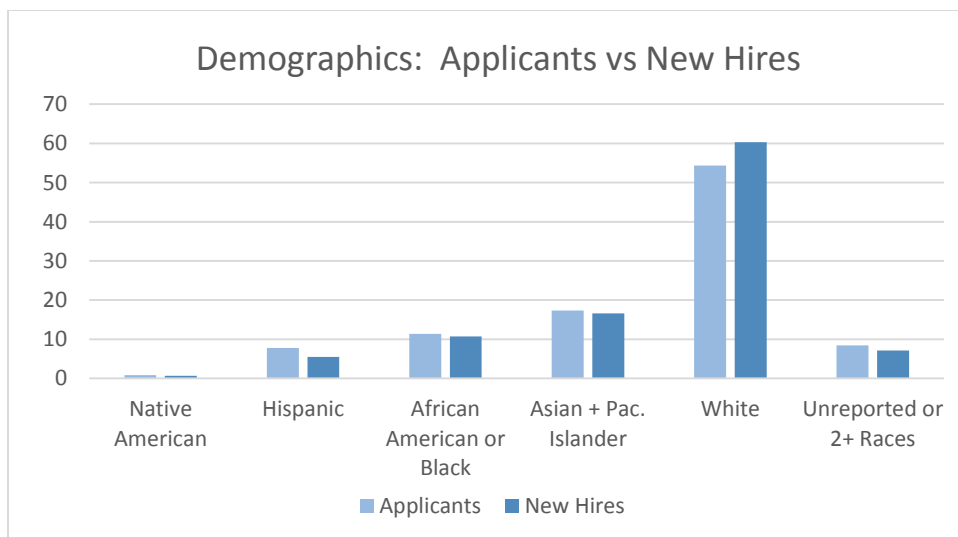

Figure 3. Ethnic distribution of applicants vs. new hires for the 2018-19 academic year. We succeeded in matching the distribution of our new hires to the applicant pool for African Americans and Asian/Pacific Islanders (within 1%), but reversed previous progress we had made in hiring employees of Hispanic origin.

II.   INCLUSION

Goal: All employees feel welcome and respected, and know their participation and opinions are valuable to the community.

Measures of success: Higher retention rates, higher morale and productivity

Over the past several years, employee turnover rates had increased for all employees (see Figure 4). Primary reasons cited for high turnover are dissatisfaction with the work environment and dissatisfaction with compensation level. However, the past two years saw a sharp decline in the turnover rate, while we know we can do more through newly created affinity groups, and professional support we can strive to maintain a positive working environment, which are known to be important factors in retention.
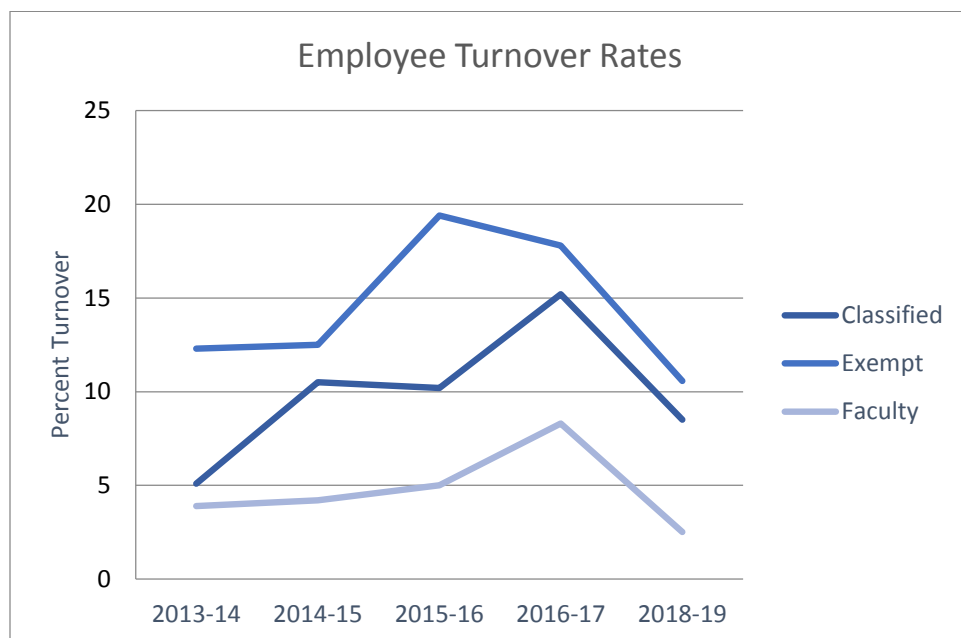

Figure 4. Turnover Rates of Full Time Employees. For all three employee types, there has been a significant decrease in turnover since the 2016-17 academic year.

III.   EQUITY

Goal: All employees given opportunities to grow and succeed.

Measures of success: Internal hiring to higher level positions, higher salaries, opportunities to gain training/experience for management level jobs.

Leadership Lab- 65 employees were provided with leadership training through the Leadership Lab (open to all employees with classified employees having the highest participation rate) since Fall 2017 and it is anticipated than another 28 will be trained during the current academic year. This year will also include a gathering of all previous cohorts as a way for them to reconnect and continue on the training they received.

Table 5. Leadership Training Participants, 2018-2019

Employee Type	Number Attending
Classified	30
Exempt	28
Hourly	2
PTF	3
FTF	2

IV.   Employee Compensation and Benefit Equity

There are three labor unions representing the interests of SCD employees: AFT-Professional Staff union (Exempt employees), AFT-Seattle (Faculty), and the WFSE (Classified). The percentage of our workforce represented by labor unions has increased over the past few years from 88% to 92%. Generally, compensation and benefits, as mandatory subjects for bargaining, are established through the collective bargaining process for our represented employees.

In addition, addressing low wage and escalating cost of living for employees became an extremely urgent matter during recent years. During the 2018-2019 Legislative Sessions, Seattle Colleges formed a strategy group that included representations of three labor partners and administrators. This group met regularly throughout the year to identify advocacy and outreach strategies. Our labor partners mobilized their union memberships to network with state-wide union groups; our administrative team and trustees engaged state and King County legislators in advocating for competitive salary and regional differential pay for King County CTC employees while also working collaboratively with SBCTC lobbying staff and King County college presidents on the same requests. Despite strong oppositions from some CTC leaders outside King County, the joined efforts led to one of the best funding for CTCs, which includes 5% regional pay for King County State employees and system-wide 3% increase for each of the next two years. To help boost employees' morale and budgeting predictability, the executive team offered AFT Seattle and AFT SPS the option to add the combined 8% salary increase permanently into their salary base. AFT Seattle accepted the offer.

V. Strategies Implemented 2018-2019

- All job openings advertised in Hispanics in Higher Ed, Blacks in Higher Ed, and Native Americans in Higher Ed.
- Meetings & training throughout the year for all inclusion advocates in the district items discussed included: refresher on search advocacy, refresher on implicit bias, how to create a matrix, leading conversations through challenging comments.
- For the first time the Human Resource department participated in the 5-Star Consortium job fair to recruit candidates specifically looking for employment in the two-year college system.
- All HR Directors and Associate Director met to ensure fairness and consistency in evaluating background checks.
- Have continued to discourage search committees from requiring college degrees unless absolutely necessary.
- More interviews are conducted over Zoom or Skype for people who are unable to interview in person.
- Added language to application about incidents listed on background report not necessarily being a barrier to employment.
- New Affinity Group Policy & Procedure is expected to be finalized next month.
- Continue to train inclusion advocates
- Requiring the use of inclusion advocates on all director level and faculty searches. Encouraged for all other positions until we have more employees trained.
- Entered into partnership with City University to offer reduced tuition for faculty and staff.
- North opened the Equity and Welcome Center which provides a space and resources for students, staff and community to create a sense of belonging for all.
- 140 individuals, representing multiple classifications received implicit bias training.
- Forty-two South Seattle faculty and staff participated in a three-day intensive Racial Equity Framework training.
- Campuses institute land acknowledgment statements
- More employees attended National Conference on Race and Ethnicity in American Higher Education (NCORE)
- Associate Vice Presidents for Equity, Inclusion, and Diversity establishing an Equity Leadership Capacity Building Institute.
- FDIC -Train the Trainer program for 2019-20 faculty hiring

VI: Future Focuses

- Need to collect gender identity information.

- Need a race/ethnicity box on application or profile sheet for "2+" such as more than one ethnicity to match the students.

- Develop relationship with outside community organizations for recruitment purposes

- Participate in recruitment fairs

- Continue to expand our offerings in leadership development, change management, and effective recruiting strategies that include all employees regardless of classification.

- Develop a Recruitment and Hiring Guide that brings together in a single document processes for hiring a new employee and for recruiting a job.

V. CONCLUSION

It is evident from the line graph presented in Figure 9 that the proportion of our positions held by people of color has basically remained constant over the past 5 years with a slight dip in exempt staff, and this trend is consistent with statewide data provided by SBCTC for full time faculty in the state of Washington.

The Seattle College District has been very successful at maintaining an ethnic diversity that is equal or exceeds that of Seattle and the larger King County, but in keeping with our mission to better serve our students—our goal is really that our faculty & staff reflect the level of diversity found in our student body. Our numbers will need to be further increased in order to do that.

Table 1. Part-Time Faculty (PTF) Demographic Profile

Year	Total Minority	African American	Asian / Pacific Islander	Caucasian	Hispanic	Native American	Unreported	Total PTF Employees
2018-19	21.68%	6.70%	10.96%	71.13%	3.78%	0.24%	*7.19%*	821
2016-17	21.1%	6.6%	11.2%	74.2%	3.3%	0.1%	*4.7%*	860
2015-16	21.6%	6.3%	10.5%	72.6%	4.3%	.5%	*5.9%*	937
2014-15	21.2%	5.5%	10.4%	71.4%	4.7%	0.5%	*7.4%*	*Not available*
2013–14	20.4%	5.8%	9.7%	76.6%	4.4%	0.6%	*3.0%*	*Not available*
2012-13	20.5%	6.3%	9.8%	76.8%	3.5%	0.9%	*2.7%*	*Not available*

*Data based on self-reporting from faculty members who worked during each academic year in part-time faculty positions, including online courses, stipend assignments, substitution and other assignments. This data does not include full-time faculty 'moonlighting' in part-time positions.

Table 2. Full-Time Faculty (FTF) Detailed Analysis

Year	Total Minority	African American	Asian / Pacific Islander	Caucasian	Hispanic	Native American	Unreported	Total FTF Employees
2018-19	30.67%	8.31%	15.65%	64.45%	6.07%	0.64%	*4.79%*	313
2016-17	30.27%	8.9%	14.7%	65.0%	7.4%	0.6%	*3.4%*	324
2015–16	29.8%	8.7%	13.6%	66.9%	6.9%	0.6%	*3.3%*	338
2014-15	30.9%	9.1%	14.1%	67.8%	7.2%	0.6%	*1.3%*	*Not available*
2013–14	30%	8.3%	13.9%	69.1%	6.8%	0.9%	*0.9%*	*Not available*
2012–13	28.5%	7.9%	12.9%	71.0%	6.0%	1.0%	*1.3%*	*Not available*

*Data generated based on self-reporting from full-time faculty as of Spring Quarter of each year. Includes tenured, tenure track, and non-state funded faculty.

Table 3. Classified Staff Detailed Analysis

	Total	Women	Total Minority	African American	Hispanic	Asian / Pacific Islander	Native American
2019	522	271	251	92	40	115	5
		52.77%	48.19%	17.59%	7.65%	21.99%	.96%
2017	521	277	247	84	35	121	7
		53.17%	47.41%	16.1%	6.7%	23.2%	6.7%
2016	531	294	274	120	31	120	3
		55.37%	46.14%	16.38%	5.84%	22.60%	1.32%
2015	520	299	239	85	25	122	7
		57.5%	46.0%	16.3%	4.8%	23.5%	1.3%
2014	505	276	228	79	29	115	5
		54.7%	45.1%	15.6%	5.7%	22.8%	1.0%

Table 4. Total Exempt Staff Detailed Analysis

	Total	Women	Total Minority	African American	Hispanic	Asian / Pacific Islander	Native American
2019	378	253	137	45	22	66	4
		66.93%	36.24%	11.90%	5.82%	17.46%	1.06%
2017	343	251	113	38	14	58	3
		73.21%	32.94%	11.08%	4.08%	16.91%	.87%
2016	350	232	107	35	14	56	2
		66.3%	30.6%	10.0%	4.0%	16.0%	.6%
2015	332	210	104	34	18	49	3
		63.3%	31.3%	10.2%	5.4%	14.8%	0.9%
2014	324	207	100	34	17	47	2
		63.89%	32.4%	10.49%	5.24%	14.5%	.62%

Table 5. Statewide analysis for all college staff. Data reflects employee numbers during the Fall quarter of each year.

College   **Year**

	2012	2013	2014	2015	2016	2017	2018
Bates	17%	18%	19%	19%	22%	21%	23%
Bellevue	21%	24%	26%	26%	27%	28%	29%
Bellingham	7%	5%	6%	5%	7%	6%	6%
Big Bend	17%	16%	15%	16%	18%	21%	18%
Cascadia	18%	18%	17%	18%	21%	23%	24%
Centralia	7%	7%	7%	8%	10%	9%	10%
Clark	12%	12%	12%	13%	14%	15%	16%
Clover Park	15%	16%	15%	16%	16%	15%	17%
Columbia Basin	18%	21%	22%	23%	23%	22%	22%
Edmonds	19%	19%	20%	20%	21%	22%	23%
Everett	13%	13%	13%	14%	16%	19%	22%
Grays Harbor	6%	7%	6%	6%	6%	6%	8%
Green River	16%	16%	17%	20%	22%	23%	23%
Highline	23%	26%	28%	31%	31%	32%	31%
Lake Washington	16%	17%	19%	20%	19%	21%	20%
Lower Columbia	8%	7%	8%	8%	8%	10%	10%
Olympic	12%	13%	13%	16%	16%	16%	17%
Peninsula	8%	9%	10%	10%	10%	10%	10%
Pierce District	15%	15%	15%	19%	22%	24%	28%
Pierce Fort Steilacoom	15%	13%	14%	13%	14%	14%	15%
Pierce Puyallup	12%	12%	13%	12%	11%	13%	14%
Renton	22%	24%	26%	27%	31%	34%	36%
SBCTC	17%	20%	21%	25%	26%	25%	28%
Seattle Central	34%	34%	35%	36%	38%	39%	39%
Seattle District	29%	26%	26%	31%	29%	39%	46%
Seattle North	24%	25%	28%	27%	26%	29%	30%
Seattle South	26%	28%	30%	30%	30%	33%	33%
Shoreline	21%	20%	21%	21%	22%	22%	24%
Skagit Valley	12%	12%	13%	14%	17%	20%	18%
South Puget Sound	10%	12%	12%	13%	15%	17%	17%
Spokane	7%	9%	6%	8%	8%	8%	8%
Spokane District	14%	14%	13%			14%	
Spokane Falls	10%	9%	11%	11%	12%	14%	14%
Tacoma	18%	18%	19%	22%	23%	23%	26%
Walla Walla	12%	11%	13%	12%	12%	14%	14%
Wenatchee Valley	12%	14%	15%	15%	15%	18%	19%
Whatcom	8%	10%	11%	11%	10%	10%	11%
Yakima Valley	17%	18%	19%	21%	21%	21%	20%
State Average	**15%**	**16%**	**17%**	**18%**	**19%**	**20%**	**21%**

Table 6. Statewide percentages of Full Time Faculty of color, listed by college. Data reflects numbers during Fall quarter of the year listed.

College	Year						
	2012	2013	2014	2015	2016	2017	2018
Bates	12%	13%	13%	8%	13%	19%	20%
Bellevue	18%	22%	22%	22%	25%	26%	26%
Bellingham	6%	6%	6%	5%	5%	5%	3%
Big Bend	7%	8%	8%	9%	10%	12%	8%
Cascadia	20%	23%	19%	16%	17%	19%	19%
Centralia	3%	1%	3%	3%	3%	4%	3%
Clark	12%	12%	11%	13%	13%	14%	14%
Clover Park	12%	9%	8%	7%	8%	7%	8%
Columbia Basin	13%	16%	16%	20%	18%	20%	20%
Edmonds	17%	19%	19%	20%	19%	19%	19%
Everett	13%	12%	11%	12%	13%	14%	16%
Grays Harbor	2%	2%	2%	2%	2%	2%	4%
Green River	14%	15%	14%	14%	14%	18%	19%
Highline	24%	25%	33%	34%	34%	34%	33%
Lake Washington	12%	15%	22%	24%	20%	17%	16%
Lower Columbia	8%	6%	8%	7%	6%	6%	5%
Olympic	18%	17%	17%	15%	16%	15%	16%
Peninsula	15%	19%	17%	12%	15%	16%	12%
Pierce Fort Steilacoom	14%	14%	13%	12%	19%	20%	21%
Pierce Puyallup	10%	9%	10%	11%	11%	13%	15%
Renton	15%	14%	19%	18%	19%	23%	26%
Seattle Central	26%	26%	28%	31%	30%	30%	32%
Seattle North	26%	29%	31%	31%	29%	31%	35%
Seattle South	30%	35%	33%	30%	31%	35%	26%
Shoreline	21%	19%	17%	16%	19%	18%	17%
Skagit Valley	7%	7%	7%	9%	9%	11%	9%
South Puget Sound	10%	11%	11%	14%	14%	16%	11%
Spokane	7%	7%	6%	6%	5%	5%	5%
Spokane Falls	10%	11%	12%	13%	14%	15%	15%
Tacoma	18%	17%	18%	21%	21%	22%	25%
Walla Walla	7%	8%	8%	9%	9%	8%	10%
Wenatchee Valley	11%	12%	15%	16%	17%	17%	19%
Whatcom	14%	15%	17%	16%	13%	13%	11%
Yakima Valley	12%	11%	12%	11%	11%	11%	12%
State Average	**14%**	**14%**	**15%**	**15%**	**15%**	**16%**	**16%**

Table 7. Statewide percentages of Part Time Faculty of color, listed by college. Data reflects numbers during Fall quarter of the year listed.

College	Year						
	2012	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Bates	11%	11%	10%	13%	16%	13%	13%
Bellevue	16%	19%	20%	21%	21%	24%	23%
Bellingham	2%	2%	2%	4%	2%	1%	2%
Big Bend	17%	17%	14%	17%	20%	23%	22%
Cascadia	17%	17%	16%	15%	16%	17%	19%
Centralia	9%	9%	8%	10%	14%	14%	12%
Clark	9%	9%	9%	9%	12%	13%	14%
Clover Park	8%	10%	11%	15%	11%	10%	18%
Columbia Basin	12%	14%	16%	17%	17%	12%	15%
Edmonds	12%	12%	11%	11%	11%	14%	13%
Everett	11%	11%	11%	12%	13%	15%	20%
Grays Harbor	5%	9%	5%	5%	6%	5%	8%
Green River	14%	15%	16%	18%	22%	22%	19%
Highline	17%	22%	18%	23%	25%	25%	23%
Lake Washington	14%	16%	13%	12%	13%	17%	18%
Lower Columbia	5%	3%	3%	7%	4%	6%	6%
Olympic	5%	5%	5%	11%	9%	8%	11%
Peninsula	4%	6%	7%	9%	8%	5%	5%
Pierce District	0%	0%	0%	11%	10%	11%	14%
Pierce Fort Steilacoom	8%	6%	8%	6%	7%	6%	7%
Pierce Puyallup	3%	3%	4%	7%	5%	8%	8%
Renton	16%	20%	20%	21%	28%	33%	31%
Seattle Central	29%	25%	27%	27%	28%	28%	28%
Seattle North	13%	14%	18%	18%	18%	19%	15%
Seattle South	16%	16%	22%	20%	18%	20%	17%
Shoreline	12%	12%	14%	14%	16%	15%	18%
Skagit Valley	9%	10%	11%	9%	11%	14%	12%
South Puget Sound	5%	6%	8%	7%	9%	12%	11%
Spokane	4%	4%	3%	5%	7%	7%	8%
Spokane Falls	6%	7%	7%	8%	10%	11%	9%
Tacoma	10%	9%	9%	12%	12%	12%	13%
Walla Walla	10%	8%	9%	10%	8%	11%	11%
Wenatchee Valley	7%	9%	9%	9%	11%	13%	13%
Whatcom	6%	9%	9%	7%	7%	6%	8%
Yakima Valley	10%	12%	13%	15%	15%	15%	13%
State Average	**10%**	**11%**	**11%**	**12%**	**13%**	**14%**	**14%**

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MEMORANDUM

TO: Board of Trustees

FROM: Dr. Kurt R. Buttleman, Vice Chancellor for Academic & Student Success

DATE: October 10, 2019

SUBJECT: ctcLink and Starfish implementation updates

What is ctcLink?

> ctcLink is the implementation of a single, centralized system (ERP) of online functions to give students, faculty and staff anytime, anywhere access to a modern, efficient way of doing their college business. It's about much more than new software. As the current 35-year-old administrative system is replaced, all Washington state community and technical colleges will also align their core business processes with the delivered software solution, making for streamlined, standardized practices across the 34-college system.

What is Starfish?

> Starfish is a "Student Success Technology Platform" that will change Seattle Colleges'   student-facing processes in line with Guided Pathways theory and practice.

These two process change projects (ctcLink and Starfish) will have direct impact on all of our students and employees into the foreseeable future. The projects will result in substantively different ways of conducting the business and operations of the Seattle Colleges and a shift in the way we communicate with students and with each other in our support of students.

Attached are four high level graphics to provide the Board of Trustees with an understanding of the timing and complexity of both the ctcLink and Starfish projects. Daniel Cordas and I look forward to presenting more detailed information at the Board meeting and anticipate a robust discussion. Additionally, as each of these projects require intentional change management strategies, we look forward to sharing that information with you and seeking your input.

Submitted by and transmitted to the Board of Trustees for informational purposes,

Dr. Shouan Pan
Chancellor

Dr. Kurt Buttleman
Vice Chancellor

1

CTCLINK DEPLOYMENT GROUPS & TIMELINE
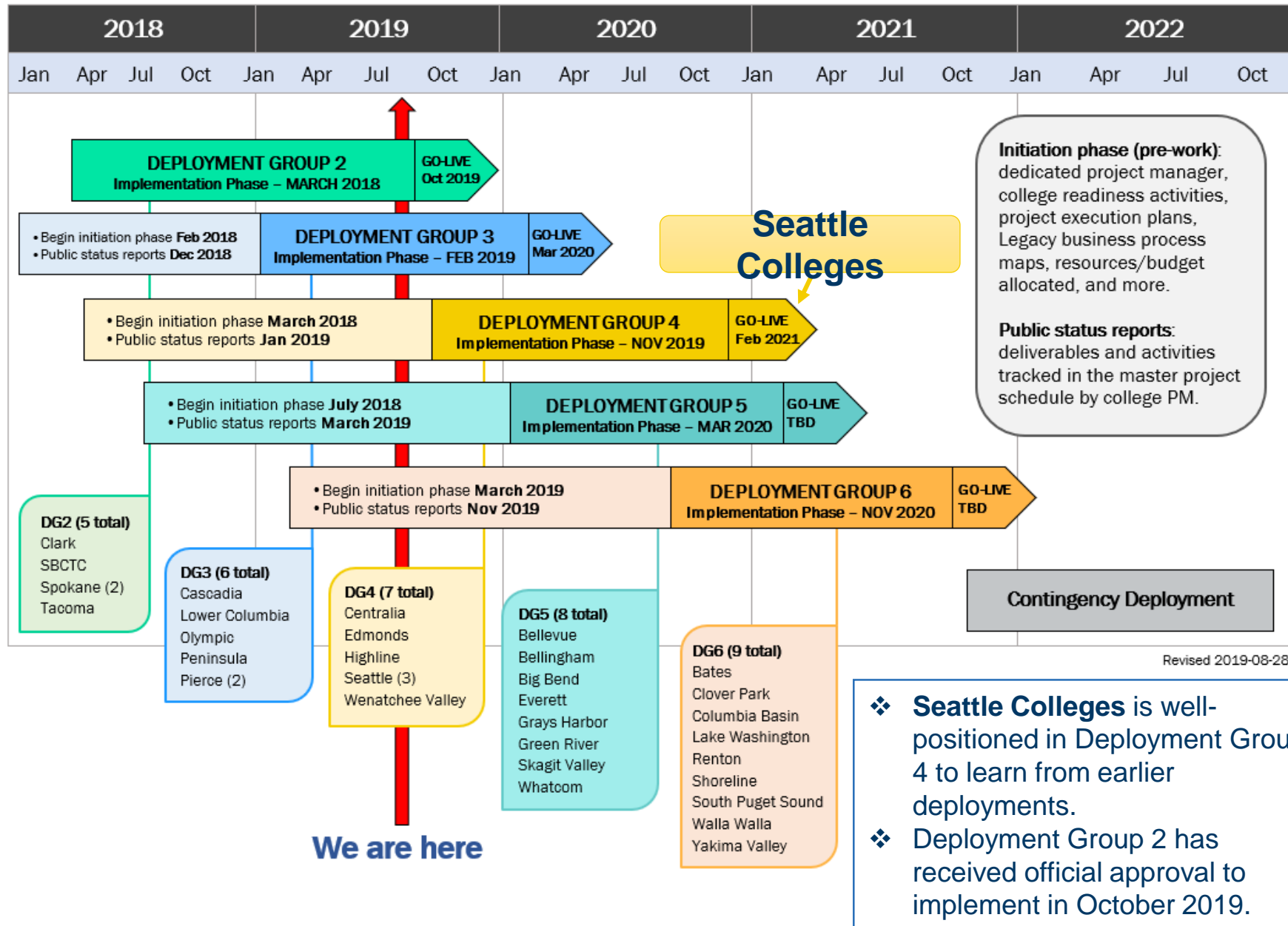
SEATTLE COLLEGES CTCLINK KNOWLEDGE TRANSFER & ORGANIZATIONAL CHANGE PLAN

Fall '19 → Winter '20 → Spring '20 → Summer '20 → Fall '20 → Winter '21

Change Impact Analysis

65+ in-person sessions on PeopleSoft functionality

7/1/19 – 2/28/20

Global PeopleSoft Design Courses

27 SBCTC online courses for staff

10/15/19 – 12/9/19

Business Process Fit/Gap Workshops

55 day-long workshops for finance, HR, and student services staff

12/9/19 – 2/28/20

Security Mapping & User Acceptance Testing (UAT)

Thousands of security roles & 20+ UAT sessions

Online Training Courses

60+ online training courses

End User Training

User training for faculty, staff, and students

- ❖ We create a Change Action Plan for each major process during Change Impact Analysis, and manage & update each Plan through the project
- ❖ In addition to this work, we will also convert and validate hundreds of thousands of student and employee records

Starfish Phase 1 Update

The Starfish implementation project is a change to our core student-facing processes in line with Guided Pathways theory and practice. Our goal for the project plan is steady, intentional development and a rollout that builds trust and engagement.

✓ Phase 1	Phase 2 *(in progress)*

• **Advising Offices**
  ✓ Academic Advising
  ✓ BAS Advising
  ✓ TRiO
  ✓ Running Start
  ✓ College Transfer
  ✓ Career Center (Central)
  ✓ Completion Coaching (South)
 	
• **Students**
  (using MySeattleColleges)
 	
10,934 - Appointments since May 1st
2,227 - Made by Students
	• **Faculty**
	  ❑ Early Alert Design & Pilot *(in progress)*
	• **Student Services**
	  ❑ Financial Aid
	  ❑ Support Programs
	  ❑ Tutoring
	• **Secondary Advising**
	  ❑ The WORKS (Force/Source/First)
	  ❑ MESA
	  ❑ Counseling
	  ❑ Electronics Program Advising
	• **Success Plans and Tracking Items**
	  ❑ Seattle Promise Milestones
	  ❑ Orientation
	  ❑ Transcript & Credential Evaluation
	• **Admitted-but-not-Enrolled Students**
	
	35 Active Services
	+12 Fall 2019

Starfish Student Experience – South Seattle College Example

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M E M O R A N D U M

TO: Board of Trustees
FROM: Shouan Pan, Chancellor
DATE: October 10, 2019
SUBJECT: Report to the Board of Trustees

I.   Student Success

IT+3 Pathway

The Seattle Colleges Workforce Development team was recently awarded a $600K grant from the National Science Foundation to build an IT+3 Pathway jointly with Seattle Public Schools. The IT+3 Pathway is an education pathway allowing students to earn a full year of college credit in Information Technology while in high school. Students can then complete a Bachelor of Applied Science (BAS) degree in only 3 years at Seattle Colleges in IT Networking, Application Development and more. Students in the IT+3 Pathway will benefit from:

- Embedded career experiences such as internships and job shadows to highlight career options within IT and help build skills
- Mentorship and support from IT professionals and IT Bachelor's degree students
- A $15/hour stipend to attend an IT "Crash Course" at the start of the pathway
- Laptops for use throughout the high school portion of the pathway
- Internet access in all participating homes through the City of Seattle's Digital Equity Initiative

The IT+3 project will open a path to high-wage, high-demand IT careers, specifically for low-income students and students of color, while helping fulfill the talent needs of regional IT employers. Research shows that students who earn college credit while in high school have higher college enrollment rates, GPAs, and college completion rates, all while saving roughly $4,000 in tuition.

II.   Equity, Diversity & Inclusion

National Conference on Race and Ethnicity (NCORE)

Evvie Ormon, a Healthcare Navigator with the Center for Working Adults, co-facilitated with Aisha Fukushima ([Raptivist](#)), and Nikkita Oliver ([Creative Justice)](#) to lead three breakout groups at the 2019 National Conference on Race and Ethnicity (NCORE). In the interactive session, a panel of three artists, organizers, cultural innovators and writers explored collaboratively with NCORE participants the ways in which we can adapt to change in order to amplify our work as change-makers in Higher Education. More specifically, they explored creativity, afro-futurism

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and the Emergent Strategy principles of adaptation, creating new possibilities, fractals, interdependence & decentralization, change is constant non-linear & iterative, small is good, as a means of finding tangible praxis, support, and resilience in liberation building in our lives and in our work.

III.   **Organizational Excellence**
Engage 2019, A Convocation of Faculty and Staff
On September 18, Faculty and staff from across the district gathered for a day of engagement with one another, and with our shared mission. Trustees Hill, Batayola and Chernin attended the program where Chancellor Pan used his remarks to emphasize a focus on student retention. Trustee Hill, the presidents and chancellor Pan had a panel discussion moderated by Jon Fine, CEO and President of United Way. The topic was ASI and how our executive leadership works together. After the main program, attendees signed up for two rounds of breakout sessions with topics that spanned from Cultivating Community in the Classroom, to using Data Dashboards to understand our Strategic Plan, to demonstrations of our new web features. A taco bar lunch and ice cream reception with the chancellor capped off the day's activities.

ASI consultant visit, leadership focus groups and listening sessions were held
As part of the ASI assessment, Scott Swail and Kimberly Landis of Education Policy Institute visited Seattle Colleges on September 30 and October 1. Over the two-day period, they met with college presidents, college vice presidents, the Siegal Executive Team, Institutional Research staff, and the chancellor. They also held four listening sessions; at North, Central, South and Siegal. EPI's report is expected to be delivered on October 18. Board members are invited to join a call to discuss the report's findings and recommendations with the Chancellor's Executive Cabinet, union leaders, and the consultants on October 18 at 10:00am.

Vice Chancellor Search update
The vice chancellor of Finance and Operations and Vice Chancellor of Human Resources was posted from 7/9-9/13 and concluded with 18 and 28 applicants respectively. Each committee has had many meetings leading up to working directly with the co-chairs to edit the job description, create interview and supplemental questions and now choosing their first round interview candidates. For the position of VC of Finance, the committee confirmed 7 first round interviews, and for VC of HR the search committee has confirmed 6 interviews to take place in mid-October. The on-site interviews with the Chancellor, Board of Trustees, Executive Cabinet and open forums are scheduled for November 4th and November 18th. Chancellor Pan set the committees on a timeline to have the vice chancellors start on January 2nd, so both committees are on track.

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Combined Fund Drive kick off
Siegal Center employees participated in a chili cook off to kick off annual participation in the Combined Fund Drive (CFD). Eight chili cooking entries competed and Emily Kiely's chicken chili was declared the winner. The CFD is a vehicle for state employees to give to a wide array of charities through payroll-deducted giving. The Seattle Colleges Foundation participates in the fund drive and also offered employees a way to give to them directly. District office employees have been divided into teams that will compete to encourage 100% participation.

IV.   **Partnerships**

Chancellor Pan invited to serve on the 2019 POCLS Steering Committee Meeting
State Senator Bob Hasegawa convened members of the POCLS (People of Color Legislative Summit) Steering Committee on Sept. 10 to plan for the statewide summit that is scheduled for Saturday, Oct. 12. Among other goals, the Summit seeks to organize a statewide platform for leaders of color to develop a prioritized legislative agenda for the Senate and House of Members of Color Caucus to push forward. Chancellor Pan was invited to serve on the Steering Committee to help with the planning. Dr. Pan is scheduled to participate in the Summit.

Maureen Shadair and Shouan Pan Hosted New OED Director at Georgetown Campus
Maureen Shadair, Executive Dean of Georgetown Campus, and Chancellor Pan welcomed Bobby Lee, new Director of Office of Economic Development, City of Seattle, to Georgetown Campus. Maureen and Georgetown Campus staff toured Mr. Lee around various pre-apprentice and apprentice programs and discussed opportunity for partnerships.

Kyle Darling and Shouan Pan presented at the Seattle Education and Community Fair
Kyle Darling, Director of Financial Aid of Seattle Central College and Chancellor Pan presented workshops at the Seattle Education and Community Fair organized by the Nan Hai USA on Saturday, Sept. 21 in Redmond. Kyle presented on federal financial aid and Shouan presented on the benefits of attending a community college to rooms of high school students and parents. Both presentations were well received.

Chancellor's Advisory Council, Fall meeting
The Chancellor's Advisory Council met over breakfast on October 2. Several new members accepted the invitation and attended the meeting. The presidents gave updates from their colleges and the chancellor informed the group of the ASI assessment that is underway this fall. Melody McMillan, Kurt Buttleman, Steve Leahy and Mary Jean Ryan from the Center for Community and Education Results presented on the Seattle Promise, King County Promise and the WA College Grant. The CAC members had very engaged discussions on these topics.

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V.   Pride Points

Chancellor Pan Authored a Chapter on *Team Leadership in Community Colleges*

Chancellor Pan was invited to contribute a chapter to the first book on, *Team Leadership in the Community College* by the Stylus Publishing. The book is scheduled to release on December 30, 2019. Chapter 9, "Multi-College Leadership Teams" was authored by Chancellor Pan.

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M E M O R A N D U M

TO: Board of Trustees

FROM: North Seattle College President Dr. Warren Brown

DATE: September 26, 2019

SUBJECT: Report to the Board of Trustees

I.   Institutional Excellence

- **President's Advisory Board Holds First Meeting at North Seattle College**
  The North Seattle College President's Advisory Board held its first meeting on Sept. 16 at NSC. The newly assembled board, comprised of alumni, former employees, community leaders, neighbors, and friends of the college, was established to support the college and strengthen our connection to the local community. The Board was introduced to the college community on Sept. 19 at President's Day.

II.   Financial Health

- **NSC Receives Grants For ECE and Workforce Development**
  North Seattle College and Seattle Central College received Enhancement Funding to broaden training to more early childhood education (ECE) providers. NSC will use its portion to launch two new immersion cohorts for ECE teachers wanting to earn a state ECE certificate, provide an off-campus I-BEST certificate cohort at South Seattle College, and conduct outreach in targeted languages to build diverse cohorts. Additionally, NSC received a grant to develop a Bachelor of Applied Science degree in Accounting, with International Accounting to support businesses, public agencies, and non-profit organizations. This program will be the second applied baccalaureate program in accounting in Washington State (alongside Bellevue College) and will address the area's long-standing unmet demand for accounting professionals.

III.   Pride Points

- **NSC Recognized as Top Institution in the Nation for Sustainability**
  NSC was recognized as the number four institution in the nation among associate colleges for sustainability, by the Association for the Advancement of Sustainability in Higher Education. The ranking is measured by the Sustainable Campus Index, which recognizes top-performing colleges and universities in 17 sustainability impact areas, as measured by the Sustainability Tracking, Assessment and Rating System (STARS). North received a STARS silver rating recognition in December 2017.

- **NSC Hosts Welcome Week and North Star Welcome Day for Fall Quarter 2019**
  NSC hosted North Star Welcome Day on Sept. 21 to help students get registered and learn more about available services and resources available. NSC also held Welcome Week with events to welcome students back to campus, including a cookout bbq on the first day of the quarter, free textbooks, voter registration events and Fall Fest with resource tables, music and lunch.

SEATTLE CENTRAL COLLEGE
One of the Seattle Colleges

PRESIDENT'S OFFICE
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MEMORANDUM

TO: Board of Trustees
FROM: Sheila Edwards Lange, Ph.D., President
DATE: October 10, 2019
SUBJECT: Seattle Central College monthly report

STUDENT SUCCESS
Student leaders attend orientation and training
Seattle Central's Student Leadership Advisors Team hosted a weeklong orientation and training last month prior to the start of the school year. Nearly 50 students attended the three-day, two-night retreat at Seattle Central, spanning across several student leadership boards and of varying interests. The training was used to build leadership and collaboration with a social justice-oriented framework that forwards the college's commitment to equity, diversity, inclusion, and community.

FINANCIAL HEALTH
Sold land pushes scholarship funds to new heights
The Seattle Colleges Foundation sold the land that was donated to Seattle Central for $889,000. The money will go toward the Central Commitment scholarship that assists with full tuition and fees for current full-time Seattle Central students who maintain a 3.0 GPA, are first-time degree seekers and demonstrate financial need. The Central Commitment Scholarship Fund has reached nearly one million dollars in funding.

New tenant in old cosmetology space
The Gary Manuel Aveda Institute will move from their 12th Avenue location into the former Seattle Vocational Institute Cosmetology space, with plans to begin operating this month depending on construction. The old SVI space is the perfect size for Aveda, who appreciates being located near Seattle Central to offer discounted services to customers.

EXTERNAL AFFAIRS
College explores potential partnership
Last month, Seattle Central President Sheila Edwards Lange, Ph.D., and Seattle Maritime Academy Dean Sarah Scherer met with Texas A&M University to explore a potential partnership with the maritime academy. Scherer, an alum of A&M's maritime program, initiated the connection. Texas A&M representatives are looking into ways to channel students to Seattle Central's maritime program.

PRIDE POINTS
College named finalists for five awards
Seattle Central's Office of Strategic Partnerships submitted and were named finalists for five Medallion awards through the National Council for Marketing and Public Relations (NCMPR). The awards recognize outstanding achievement in design and communication at community and technical colleges in each of NCMPR's seven districts. The gold, silver and bronze awardees for each category will be announced during the district conference later this month.

MEMORANDUM

TO: Board of Trustees
FROM: Rosie Rimando-Chareunsap, President
DATE: October 10, 2019
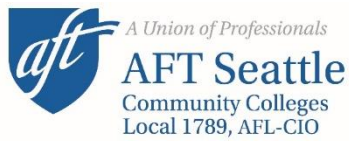**SUBJECT:** Report to the Board of Trustees

I. **Student Success**
   - **Seattle Promise:** South welcomed the incoming class of Seattle Promise Program scholars to campus on Sept. 11, 2019 for a two-day "Summer Bridge" orientation to help the recent high school graduates prepare for the transition to higher education. The 141 incoming Seattle Promise scholars come to South from Chief Sealth International, Cleveland, West Seattle and Rainier Beach high schools with their first two years of tuition covered through Seattle Promise, with dedicated student support build into their academic journey.
   - **Welcome Week:** South welcomed new and returning students to campus for Fall Quarter with a host of "Welcome Week" activities Sept. 23 – 25 aimed to inform, engage and ensure our students know they belong and are welcomed. Activities include a Resource & Involvement Fair and BBQ, a concert with singer/songwriter Young-Chhaylee, and "Ask-Me" volunteers roaming public areas to help answer student questions.

II. **Institutional Excellence**
   - **President's Day:** Faculty and staff came together on Thursday, Sept. 19, to get excited and focused for the upcoming academic year. President Rosie Rimando-Chareunsap kicked the day off with a welcome that included a look back at South's 50 years in operation and a call to action for our next 50 years, with a steadfast focus on becoming an anti-racist campus and eliminating achievement gaps based on race.
   - **VPFA Finalist Interviews:** South concluded finalist interviews for the Vice President of Finance and Administration position over the week of Sept. 16-20 with campus-wide candidate forums and interviews with administrative services, cabinet, and the president. A wealth of feedback on the three candidates was received from the campus community and will be taken into account throughout the selection process.

III. **Pride Points**
   - **50th Anniversary:** South Seattle (Community) College started offering classes to the community in 1969, and broke ground on the first campus buildings at our 16th Ave. site in 1970. Throughout this 2019-20 academic year, the college will pay tribute to our past with an art gallery retrospective, storytelling opportunities, and a time capsule celebration planned for the spring.

AFT Seattle Local 1789 Report to SCD Board of Trustees

October 10, 2019

The beginning of a new academic year brings renewed energy, new ideas, and optimism for our district and faculty.

AFT Seattle has a new executive board with officers who will serve until August 31, 2021. We have started to address important work on such topics as diversity and inclusion in our union, negotiations preparation, membership engagement, and more. Over the summer, we began discussions about the ways in which our union may or may not be inviting to and supportive of faculty of color and faculty in other under-represented groups. We are reviewing our Constitution and By-laws, our financial practices, our meeting structures, and other functions that could be improved. We have also agreed that as a board, we want to do personal and organizational work that will enlighten us and improve our union.

This summer, a workload reduction for Basic and Transitional Studies faculty went into effect. In bargaining, we agreed to delay this change in workload until the third year of the contract because of the need to figure out how to fund the change. We had serious concerns earlier in the year that the BTS divisions were going to be saddled with the full cost, resulting in reductions to sections that could be offered. Our AFT Seattle leadership questioned the approach that we were seeing. In the end, the three colleges report to us that they shared the cost across the college, leaving the BTS divisions healthier and able to serve a vulnerable student population.

In recent weeks, we have been assisting a number of faculty who are facing student complaints or related issues. What we find again and again is that faculty don't get enough information about avoiding complaints or reporting behaviors that we are legally required to address. Many of the faculty are part-timers who are not paid to complete trainings or attend meetings where information is shared. Not only is the faculty member at risk of serious consequences, but the colleges are as well. So once again I will urge the district leaders to consider the safety and security of all and put money behind trainings and other efforts that can make our work places healthier.

Respectfully submitted by Annette Stofer, President

M E M O R A N D U M

TO: Board of Trustees
Seattle Colleges District

FROM: Sarah Fenton
Student Body President
North Seattle College

DATE: September 16th, 2019

SUBJECT: STUDENT ADMINISTRATIVE TEAM REPORT –Information Only

NSC Student Leadership and Multicultural Programs has the following to report.

- An incoming cohort of Student Leaders has completed training for the 2019-20 academic year. In addition to the Student Body President and the Finance Officer, Student Leadership presently consists of 26 students serving on Student Cabinet, Club Council, Sustainability, Research & Advocacy, Events, and Equity Board.
- SLMP has partnered with Seattle University to bring in an intern from the Student Development Services Master's program. In this role, Kauser Gwaduri will develop SLMP's social media presence and help mentor a student Communications Officer.

Campus Events
- Summer Bridge Resource Fair (9/10): Student Leaders and SLMP staff represented our office and the campus Equity & Welcome Center.
- Seattle Promise Orientation (9/10): Dean of Student Life Mari Acob-Nash presented on student rights and responsibilities to an audience of new Seattle Promise students.
- International Business & Property Management BAS Incoming Student Orientation (9/12): SLMP presented on what the department offers to students, how to access our resources, and the beneficial effects of engagement on student retention and academic performance.
- International Programs Orientation (9/17 – 9/18): SLMP presented and tabled for incoming international students, highlighting our offerings with regard to clubs, events, and student advocacy.

MEMORANDUM

TO:	Board of Trustees
FROM:	Krisna Mandujano President, United Student Association
DATE:	October 10, 2019
SUBJECT:	United Student Association (USA) REPORT – INFORMATION ONLY

Student Government Officers 2019-20:

The following five students were elected last spring and will be serving on the USA team:

President	Krisna Mandujano
VP/Legislative Liaison	Anna Au
Issues and Concerns Officer	Asma Jama
Sustainability Officer	Afrah Agraw
Diversity and Inclusion Officer	Najma Mohamed

Our weekly meetings will be held on Tuesdays at 2:30 pm in JMB Student Center 128.

2019-2020 Student Government Selection Committee:

The USA Selection Committee, chaired by Vice President Anna Au, has created a comprehensive timeline which details the hiring process of three new officers:

- **Secretary**
- **Public Relations**
- **Treasurer & S/A Fee Board Chair**

The committee will screen applications and hold interviews to select officers to join the student government team by November 1st, 2019.

Annual Leadership CUSP Conference for Washington State Community and Technical Colleges Sept 5-7

All five USA members and USA advisor Monica Lundberg attended the annual three-day leadership conference which was held in Pasco, Washington. The conference enabled the officers to network and build connections with over 500 student leaders from across the state. Additionally, the officers were able to harness their leadership skills through various leadership workshops provided at the conference.

The officers will present their conference reflections and action items at the first student government meeting of the quarter, September 24th, 2019.

SSC' Racial Equity Training- Hosted by Puget Sound Educational Service District Aug 22, 29 and Sept 5

USA's Diversity and Inclusion Officer, Najma Mohamed, attended the equity training which occurred over the course of three days at Green River Community College. South Seattle College's Title III Director emphasized that, *"Racial equity will help us achieve the district strategic plan goal of Equity, Diversity, Inclusion and Community."* Among those who attended were President Dr. Rosie Rimando. While the training was attended by staff and faculty, we want to empathize that next year the training will be attended by more student leaders across campus. In order to achieve equitable outcomes in education services, student government believes that equity trainings should be more accessible to student leaders.

Seattle Promise Student Outreach Sept 10

USA officers welcomed Seattle Promise students at the Summer Bridge Resource Fair. We encouraged students to get involved on campus and apply for leadership positions.

Student Leader Training with Student Life Department Sept 11 and 12

All five officers participated in workshops and activities during pre-fall training with Student Life staff. We learned about leadership expectations, advocacy, student fees, and effective communication.

Wellness Center

As students voted in 2015 for the campus enhancement fee to build a new Wellness Center, the USA team is looking forward to participating in the workgroup during fall quarter to establish a formal timeline and specifically announcing a projected groundbreaking date for the project.

Voter Registration

In order to increase voter turn-out across our campus, Vice president Anna Au will be collaborating with the Washington Bus for voter registration drives. The non-profit will provide voter registration training to our student government officers as well as materials needed to host voter registration drives. During October, student government will host weekly voter registration tables to register students and pre-register 16 and 17-year-olds to vote. Students can register to vote online or by mail until October 28 for the Nov 5 election so our goal is to push forward voter registration efforts so that South Seattle College students can vote in this election.