

SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES
January 14, 2020

STUDY SESSION	1:30 p.m.	Zoom
REGULAR SESSION	3:00 p.m.	Zoom

STUDY SESSION AGENDA

1:30 p.m. EXECUTIVE SESSION

- A. Litigation Update
Exception (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. Negotiations Update
Exception (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.

2:00 p.m. OPEN SESSION

- A. District Expenditure Analysis

Tab 1

REGULAR MEETING AGENDA

3:00 p.m.	CALL TO ORDER	
3:00 p.m.	LAND ACKNOWLEDGMENT	
3:00 p.m.	ACTION / Approval of Agenda	Tab 2
3:05 p.m.	PUBLIC COMMENTS	
3:20 p.m.	PRESENTATION Livechat: A Virtual Solution for Integrated Student Service Presenters: Nick Albritton, Assistant Director of New Student Services at SSC; Vanessa Calonzo, Director of New Student Services at SSC	Tab 3
3:35 p.m.	ACTION ITEMS	
	A. Minutes from December 17, 2020	Tab 4
	B. Authorization for NSC Affordable Housing ENA	Tab 5
3:50 p.m.	INFORMATION ITEMS	
	A. Fall Enrollment	Tab 6
	B. Budget Report	Tab 7
	C. ctcLink Deployment update	Tab 8
	D. Accreditation Primer	Tab 9
4:30 p.m.	ORAL REPORTS	Written Reports-Tab 10
	A. <u>Student Board Representatives</u> 1. Maryam Nuraliyeva, Seattle Central College 2. Leah Scott, North Seattle College 3. Mahsa Mohajeri, South Seattle College 4. <u>Labor Union Representatives</u> 1. Annette Stofer, AFT Seattle Community Colleges 2. Diane Ellis, WFSE 3. Cody Hiatt, AFT-SPS 5. Chancellor's Report	

6. Chair's Report

7. Trustees

8. College Presidents, Vice Chancellors

1. Chemene Crawford, Interim President of North Seattle College
2. Sheila Edwards Lange, President of Seattle Central College
3. Rosie Rimando-Chareunsap, President of South Seattle College
4. Kurt Buttleman, Vice Chancellor of Academic and Student Success
5. Jennifer Dixon, Vice Chancellor of Human Resources
6. Choi Halladay, Vice Chancellor of Finance and Operations
7. Kerry Howell, Vice Chancellor of Advancement
8. Cindy Riche, Chief Information Officer

5:00 p.m. ADJOURNMENT

The next meeting of the Board of Trustees will be held on Thursday, February 11, 2020 at Seattle Central College. 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.



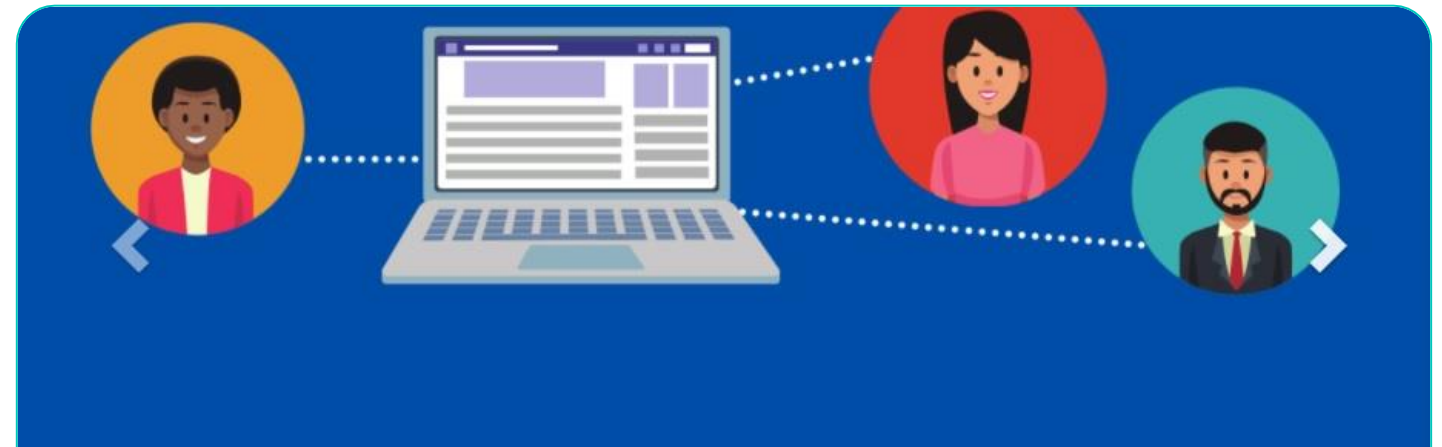
LIVECHAT

A Virtual Solution for Integrated Student Service

Nick Albritton | Assistant Director of New Student Services | SSC

Vanessa Calonzo | Director of New Student Services | SSC


FRONT DESK TO A VIRTUAL WORLD




A blue banner featuring a central laptop icon. To its left is a circular profile of a man with a blue arrow pointing left. To its right are circular profiles of a woman and a man, with a blue arrow pointing right. Dotted lines connect the laptop to each of the three profiles.

Virtual Assistance Now Available

Students can now get help with their questions and assignments. Virtual assistance is available through Zoom and LiveChat. Ask us for more information next quarter with live help from our friendly staff.



Need Help?
Click here and start chatting with us!



Shifting Customer Service Model



On-Campus

Front Desk
Phone
Email



Remote

Email
Phone

Customer Service Impacts

Referrals

Transactional
Services

Service Hubs

Escalation
Processes

Response
Timeline

Department Engagement

Phase I

New Student Services

Registration

TRiO SSS & EOC

Phase II

Financial Aid

Tutoring

Georgetown Front Desk

Library & eLearning

Instructional Service Support

LiveChat Solutions



Student Lens

Text-like conversations with real staff
Quick responses to keep moving forward
Seamless referral to multiple departments



Department Lens

Reduce email and phone volume
Flexible, customizable experience per department
Expedite resolution timeline
Extensive data reporting

Key Data



South Seattle College

2500 Total Chats

Chat Satisfaction - 93% positive



New Student Services

Registration Transfer (24%)

Advising Referral (16%)

Steps to Enroll Support (9%)

Specific Class Question (9%)

Key Points



Interconnects key
transactional departments



Improves customer service
timelines



Captures robust customer
service data

Q & A

SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES
December 17, 2020
Minutes

STUDY SESSION	1:30 p.m.	Zoom
REGULAR SESSION	3:00 p.m.	Zoom

STUDY SESSION NOTES

EXECUTIVE SESSION

Chair Hill called a 30-minute Executive Session at 1:30pm.

- A. Litigation Update
Exception (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. Negotiations Update
Exception (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.

OPEN SESSION

The Board reconvened at 2:00 to welcome participants for the public portion of the study session.

- A. ctcLink
Presenters: Kurt Buttleman, Daniel Cordas

Vice Chancellor Buttleman and Executive Director Cordas outlined our preparedness for the transition to ctcLink. Our deployment date is set for February 22, 2021. The steering committee is analyzing our readiness and will make a recommendation on go/no-go to the Chancellor's Executive Cabinet.

REGULAR MEETING MINUTES

Attendance: Shouan Pan, Steve Hill, Rosa Peralta, Teresita Batayola, Chemene Crawford, Rosie-Rimando-Chareunsap, Sheila Edwards Lange, Kurt Buttleman, Jennifer Dixon, Choi Halladay, Lilia Fomai, Rebecca Hansen, Betsy McConnell Gutierrez, Annette Stofer, Cindy Riche, Derek Edwards, Diane Ellis, Erin Lewis, Pete Lortz, Shireen Deboo, Steve Leahy, Terence Hsiao, Zahra Alavi, Chad Miles, Joe Jahn, Leah Scott, Maryam Nuraliyeva, Betsy Hasegawa, D'Andre Fisher, Earnest Phillips, Valerie Hunt

CALL TO ORDER

Chair Hill called the meeting to order at 3:00pm.

LAND ACKNOWLEDGMENT

Rebecca Hansen gave a Land Acknowledgment.

ACTION / Approval of Agenda

Trustee Batayola made a motion to approve the agenda. Trustee Peralta Seconded. The motion carried 3-0.

PUBLIC COMMENTS

Shireen Deboo is a Librarian at North. She shared comments on low morale and decreases in the Instruction budget. She has experienced dissonance between student-facing staff and leadership priorities. She asked administration to meet AFT contract demands and increase transparency.

Sharon Spence-Wilcox is a FT Librarian Faculty. She shared her experience as an essential employee and working with Seattle Promise students. She encouraged funding for front-line student services.

Caroline Conley is a FT Faculty Librarian at North. She outlined differences between collaborating with and student success results when working with FT versus PT Faculty. She urged for investment in FT Faculty.

Zahra Alavi is Faculty in BTS. She asked for support for Faculty for the work that they do. She noted that Faculty are under-resourced while resources are being put toward single-accreditation. She shared that Promise staff are flooded and more support is needed.

Althea Lazzaro, Jane Harradine, Tracy Lai, Katy Dichter, Kimberly Tate-Malone and Tracy Furutani also spoke about the faculty contract and urged support for the gains requested by faculty.

PRESENTATION

Reimagining curriculum with an EDI mindset

Presenters: Mr. Peter Lortz, Vice President for Instruction; Mr. D'Andre Fisher, Associate Vice President for Equity, Diversity and Inclusion; Dr. Deepa Bhandaru, Full-time Faculty, Social Justice and Intersectional Studies; Mr. Brian Palmer, Dean of Arts, Humanities and Social Sciences; Dr. Heather Price, Full-time Faculty, Chemistry

ACTION ITEMS

A. Minutes from November 12, 2020

Trustee Peralta made a motion to approve the Regular Meeting minutes. Trustee Batayola seconded. The motion carried 3-0.

B. Minutes from November 20, 2020

Trustee Batayola made a motion to approve the Special Meeting minutes. Trustee Peralta seconded. The motion carried 3-0.

3:40 p.m. INFORMATION ITEMS

A. NSC Affordable Housing

Chancellor Pan and Interim President Crawford outlined the RFI process and the next steps toward developing affordable housing at North. A request to enter into an Exclusive Negotiating Agreement will come to the board for approval in January.

B. Budget Report

Vice Chancellor Halladay presented the monthly budget report.

4:05 p.m. ORAL REPORTS

A. Student Board Representatives

Maryam Nuraliyeva, Seattle Central College, shared that the students at Central held an Open Forum on December 3. Panelists covered financial aid, Covid-19 updates, international student support and ctclink transition.

Leah Scott, North Seattle College, shared that student leaders at NSC have been reflecting on their work during Fall Quarter in preparation for more efficient work in 2021.

1. Labor Union Representatives

No reports.

2. Chancellor's Report

Chancellor Pan highlighted recent positive press about Seattle Promise as a model for student success. He gave a recruitment update for Seattle Promise and stated that we have more applications now than we did at this time last year. He also highlighted a recent meeting with

student leaders to discuss budget cuts and answer questions. He praised the work of Malcolm Grothe in leading an Economic Recovery Symposium, and gave updates on progress toward the chancellor's goals set by the board for 20-21.

3. Trustees

Trustee Batayola commented on the difficulties of this past year. Keeping the work of the colleges moving forward has been a tremendous undertaking, and she expressed thanks for everyone's hard work and commitment to students.

4. Chair's Report

Chair Hill responded to comments made during public comments regarding ongoing negotiations. He assured speakers that their comments are heard. He commented on the difficult budget situation and the process used for development of this year's budget. He encouraged continued transparency and access to information through the development of a district budget website. He talked about single accreditation and invited participation in the January study session. He also talked about administrative overhead.

5. College Presidents, Vice Chancellors

Chemene Crawford, Interim President of North Seattle College, announced that a student at NSC has been chosen to serve on a high profile advisory council for Hope Center.

Sheila Edwards Lange, President of Seattle Central College, shared an update on the encampment on Capitol Hill and the services the college is advocating for with the city.

Rosie Rimando-Chareunsap, President of South Seattle College, shared that the New Holly campus is celebrating 20 years this year. She also recognized Wendy Nagasawa's 50 years of service at South. Wendy is retiring on December 18.

ADJOURNMENT

The meeting adjourned at 4:41pm.

The next meeting of the Board of Trustees will be held on Thursday, January 14, 2020 on Zoom. There will be a Study Session at 1:30 p.m., and the Regular Meeting will follow at 3:00 p.m.

EXECUTIVE SESSIONS

An executive session may be held for one or more of the following purposes: (1) To receive and evaluate complaints against a public officer or employee; (2) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee; (3) To discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party, when public knowledge of the discussion would likely result in adverse consequence to the district; (4) To consider, as a quasi-judicial body, a quasi-judicial matter between named parties; (5) To consider matters governed by the

administrative procedure act, chapter 34.05 RCW; and/or (6) To plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations, or grievance or mediation proceedings, or to review proposals made in on-going negotiations or proceedings.

MEMORANDUM

TO: Board of Trustees
FROM: Shouan Pan
DATE: January 8, 2021

SUBJECT: NSC Affordable Housing: Entering into Exclusive Negotiation Agreement

BACKGROUND:

North Seattle NSC (NSC) plans to enter into an exclusive negotiating agreement (ENA) with Bellwether-Chief Seattle Club for the development of affordable housing on the NSC's campus.

NSC's current facilities will meet foreseeable demand for classrooms; the Fall enrollment projection for 2028 is 4,284 FTE, the NSC enrolled 4,842 FTE in 2009, 13 percent more than projected enrollment. The NSC accordingly has no academic need for additional academic facilities and may declare undeveloped property on the campus to be "surplus". The designation of public land as "surplus" allows the NSC to maximize its value by either selling the "surplus" land or leasing it to another party.

NSC wishes to maximize the public benefit of the land to both the public and the NSC. To this end the NSC has been exploring the possibility of developing affordable housing and a public gathering space on the land. There is a critical need for more affordable housing in our community and the NSC lacks a community gathering space, primarily due to the fact that the State's capital funding process essentially precludes the possibility of State funding for such a facility.

In September 2020 NSC issued an RFI soliciting letters of interest from non-profit real estate developers to develop a parcel of land on the campus for affordable housing. The RFI stated that the site would be available for development under a long-term ground lease and noted that the NSC was amendable to exclusive use rights to part of the development in lieu of annual ground lease payments. NSC received two responses to the RFI and determined that Bellwether – Chief Seattle Club's development concept was best aligned with NSC's mission, values and interests, it envisions the development of 222 affordable housing units by 2024. The development will include:

- Two housing buildings one of which will be designed and operated to provide culturally appropriate housing and services to urban Native American families.
- A community longhouse to be used by the NSC and the Native American community.
- YouthCare supportive housing services to serve youth transitioning out of shelters or foster care to semi-independent community living.

The process of bringing the development concept to fruition is complicated and requires the NSC and the developer to work closely together to:

- Refine the project concept to ensure that it is viable
- Identify land use entitlements

- Identify the development requirements of public agencies with jurisdiction over the site
- Establish a financially feasible development budget
- Formulate a financing strategy
- Establish a process for community engagement
- Draft transaction documents

To commit to this work, NSC needs to enter into an ENA that sets forth the process, terms, and conditions upon which the NSC and Bellwether – Chief Seattle Club will pursue the development and ultimately negotiate and enter into a comprehensive set of transaction documents necessary for development of the property.

While Bellwether – Chief Seattle Club will assume all financial risks associated with the development itself, NSC anticipates incurring some expense. The NSC will need to commission an appraisal to establish the fair market value of the land. More significantly the NSC's master plan will need to be revised to reflect the proposed development. The master plan was developed in 1995 and was due to expire in 2010, but the expiration date was removed. While development of affordable housing is the catalyst for the revision of the master plan, the revision is long overdue.

RECOMMENDATION:

It is recommended that the Board of Trustees approves NSC to enter into an exclusive negotiation agreement with Bellwether – Chief Seattle Club.

Upon Board approval, it will be submitted to the State Board for further action.

Submitted by:



Chemene Crawford
Interim President, NSC

Recommended by



Shouan Pan
Chancellor



MEMORANDUM

TO: Board of Trustees

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

DATE: January 14, 2021

SUBJECT: Fall 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
- Running Start FTES – credits taken by students in contract supported courses that are funded by contracts with K-12 school districts

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 of Fall Quarter 2020

State Funded FTES:

- The District had a decrease of 1,218 State Funded Quarterly FTES Fall Quarter 2020 compared to the State Funded FTES of Fall Quarter 2019. **This was 81% of our allocated target for Fall.** Clearly, the coronavirus continues to impact student enrollment. This trend is not unique to the Seattle Colleges.

International FTES:

- The District had a decrease of 755 International Quarterly FTES Fall Quarter 2020 compared to the International FTES of Fall Quarter 2019. 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. Also, Fall Quarter was significantly impacted by the coronavirus.

Running Start FTES:

- The District had a decrease of 65 Running Start Quarterly FTES in Fall Quarter 2020 compared to Running Start FTES of Fall Quarter 2019. This population of students will become increasingly important to monitor as the Seattle Promise initiative is implemented and the effects of the McCleary decision begin to be fully understood in the K-12 system.

State Funded FTES (Fall 2020 Final)

Year	College	% of YTD% of			YTD% of			% of YTD% of			% of YTD% of			Total	Total		
		Summer	Summer	Annual	Actual	% of Fall	Annual	Actual	Winter	Annual	Actual	Spring	Annual	Quarterly	Annualized	Annual	Annual
		Final	Target	Allocation	Fall	Target	Allocation	Winter	Target	Allocation	Spring	Target	Allocation	FTES	FTES	FTES	Target
2020-21	District	4,136	81%	10%	9,782	81%	23%							13,918	÷ 3 =	4,639	14,219
	Central	1,727	108%	11%	3,540	81%	23%							5,267	÷ 3 =	1,756	5,161
	North	1,506	105%	12%	3,058	83%	24%							4,564	÷ 3 =	1,521	4,332
	South	886	56%	6%	3,184	81%	23%							4,070	÷ 3 =	1,357	4,687
	SVI	17	81%	15%										17	÷ 3 =	6	39
Year	College	% of YTD% of			YTD% of			% of YTD% of			% of YTD% of			Total	Total		
		Actual Summer	Summer	Annual	Actual	% of Fall	Annual	Actual	Winter	Annual	Actual	Spring	Annual	Quarterly	Annualized	Annual	Annual
		Summer	Target	Allocation	Fall	Target	Allocation	Winter	Target	Allocation	Spring	Target	Allocation	FTES	FTES	FTES	Target
2019-20	District	4,512	94%	11%	11,000	85%	37%	10,872	86%	63%	8,881	74%	84%	35,264	÷ 3 =	11,755	14,064
	Central	1,697	100%	11%	4,230	90%	38%	4,300	91%	66%	3,445	76%	88%	13,672	÷ 3 =	4,557	5,174
	North	1,365	94%	11%	3,070	83%	36%	3,060	85%	61%	2,721	78%	83%	10,217	÷ 3 =	3,406	4,083
	South	1,424	89%	10%	3,666	83%	36%	3,489	83%	60%	2,715	69%	79%	11,294	÷ 3 =	3,765	4,742
	SVI	25	62%	13%	34	69%	30%	23	46%	42%				82	÷ 3 =	27	65
2018-19	District	4,604	96%	11%	11,346	88%	38%	10,881	87%	61%	10,224	85%	88%	37,055	÷ 3 =	12,352	14,061
	Central	1,728	96%	11%	4,222	90%	38%	4,122	88%	64%	3,971	88%	90%	14,042	÷ 3 =	4,681	5,183
	North	1,332	103%	11%	3,223	90%	39%	3,099	90%	65%	2,921	87%	90%	10,575	÷ 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

International FTES (Fall 2020 Final)								
Year	College	Summer	Fall	Winter	Spring	Total Quarterly FTES		Total Annualized FTES
2020-21	District	772	1,062	0	0	1,834	÷ 3 =	611
	Central	435	626			1,061	÷ 3 =	354
	North	157	209			366	÷ 3 =	122
	South	180	227			407	÷ 3 =	136
2019-20	District	1,099	1,817	2,014	1,411	6,341	÷ 3 =	2,114
	Central	544	1,034	1,079	823	3,480	÷ 3 =	1,160
	North	265	374	443	295	1,377	÷ 3 =	459
	South	289	410	492	293	1,484	÷ 3 =	495
2018-19	District	1,298	2,227	1,999	2,023	7,547	÷ 3 =	2,516
	Central	659	1,218	1,069	1,093	4,039	÷ 3 =	1,346
	North	323	491	443	454	1,711	÷ 3 =	570
	South	316	518	487	476	1,797	÷ 3 =	599
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

Running Start FTES(Fall 2020 Final)								
Year	College	Summer	Fall	Winter	Spring	Total Quarterly FTES		Total Annualiz ed FTES
2020-21	District	0	1,483	0	0	1,483	÷ 3 =	494
	Central		613			613	÷ 3 =	204
	North		450			450	÷ 3 =	150
	South		420			420	÷ 3 =	140
2019-20	District	0	1,548	1,510	1,294	4,352	÷ 3 =	1,451
	Central		657	643	533	1833	÷ 3 =	611
	North		435	409	348	1192	÷ 3 =	397
	South		456	458	413	1327	÷ 3 =	442
2018-19	District		1,327	1,286	1,180	3,793	÷ 3 =	1,264
	Central		561	543	504	1,608	÷ 3 =	536
	North		351	333	282	966	÷ 3 =	322
	South	0.7	415	410	394	1,219	÷ 3 =	406
2017-18	District		1,200	1,125	1,044	3,368	÷ 3 =	1,123
	Central		512	478	426	1,416	÷ 3 =	472
	North		297	264	257	818	÷ 3 =	273
	South		391	383	361	1,135	÷ 3 =	378
2016-17	District	0.8	934	898	833	2,666	÷ 3 =	889
	Central		325	317	308	950	÷ 3 =	317
	North		294	262	228	785	÷ 3 =	262
	South	0.8	309	313	293	916	÷ 3 =	305
	SVI		6	5	4	15	÷ 3 =	5
2015-16	District	3.1	756.8	745.1	692.4	2197.5	÷ 3 =	732
	Central		262	252	235	749	÷ 3 =	250
	North	0.8	235	232	198	666	÷ 3 =	222
	South	1.0	244	245	242	732	÷ 3 =	244
	SVI	1.3	15	17	18	51	÷ 3 =	17
2014-15	District	0	670	665	631	1,967	÷ 3 =	656
	Central		213	215	192	620	÷ 3 =	207
	North		221	212	197	630	÷ 3 =	210
	South	0.3	224	220	219	663	÷ 3 =	221
	SVI		13	18	22	53	÷ 3 =	18
2013-14	District		616	602	550	1,768	÷ 3 =	589
	Central		223	218	183	624	÷ 3 =	208
	North		211	200	178	589	÷ 3 =	196
	South		163	167	167	497	÷ 3 =	166
	SVI		19	16	22	58	÷ 3 =	19

MEMORANDUM

TO: Board of Trustees

FROM: Choi Halladay

DATE: January 14, 2021

SUBJECT: Monthly Financial Summary - Information only

Background

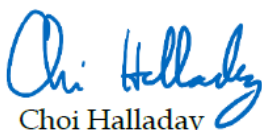
Seattle Colleges budgets and accounts for its funds in accordance with policies and procedures of the State of Washington Office of Financial Management (OFM) and the State Board for Community and Technical Colleges (SBCTC).

The attached Monthly Financial Summary provides summary data for all of the campuses and the District Office as of November 30, 2020.

Recommendation

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

Submitted by:



Choi Halladay
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	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
SOURCES:			
State Allocation	\$ (25,793,024)	\$ (23,621,230)	-8%
State Allocation/Capital	\$ (330,650)	\$ (991,950)	200%
Local Revenues:			
Tuition	\$ (12,747,879)	\$ (12,916,894)	1%
Running Start	\$ (2,654,520)	\$ (2,590,408)	-2%
International, IEL	\$ (9,946,957)	\$ (5,939,726)	-40%
Other	\$ (779,937)	\$ 19,953	-103%
Revenue Transfers	\$ 999,462	\$ 244,572	-76%
Use of Reserves	\$ (337)	\$ -	-100%
SubTotal	\$ (25,130,168)	\$ (21,182,503)	-16%
Total	\$ (51,253,842)	\$ (45,795,683)	-11%

USES BY EXPENSE TYPE:

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Salaries/Wages	\$ 38,417,114	\$ 36,666,238	-5%
Employee Benefits	\$ 12,954,750	\$ 12,632,374	-2%
Contracted Services	\$ 85,782	\$ 239,369	179%
Supplies	\$ 5,922,653	\$ 4,303,543	-27%
Travel	\$ 179,757	\$ 19,379	-89%
Equipment	\$ 541,622	\$ 373,048	-31%
Grants to Students	\$ 935,668	\$ 38,300	-96%
Other	\$ (1,162,096)	\$ (2,811,339)	142%
DISTRICT TRANSFER	\$ -		
Total	\$ 57,875,248	\$ 51,460,912	-11%

USES BY PROGRAM: *

EXPENSES BY PROGRAM	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Instruction	\$ 27,806,082	\$ 24,291,089	-13%
Primary Support	\$ 6,276,141	\$ 5,529,768	-12%
Library	\$ 1,181,499	\$ 1,031,763	-13%
Student Svcs	\$ 6,339,021	\$ 4,628,811	-27%
Institutional Support	\$ 10,188,560	\$ 10,765,585	6%
Plant Ops. & Maint.	\$ 6,083,945	\$ 5,213,897	-14%
Grand Total	\$ 57,875,249	\$ 51,460,912	-11%

* Instruction includes full-time faculty, part-time faculty and other instructional expenses

Note that budget changes between years are responsible for shifts in categories. E.g., some computer lab costs previously in instruction shifted to primary & institutional support. Timing of expenses and transfers cause other variances between years.

Primary Support includes academic admin., computer lab, institutional research, personnel development, academic admin., and curriculum development

Library expenses are for library and educational media expenses

Student Services expenses are for advising, counseling, assessment and financial aid expenses

Institutional support includes institutional management, public relations IT, fiscal services, HR, Legal, and Insurance expenses

Plant Operations and Maintenance include expenses for custodial, public safety, and maintenance staff and other plant related costs like utilities.

Operating Funds History and Projections

SEATTLE CENTRAL COLLEGE

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
SOURCES:			
State Allocation	\$ (11,135,916)	\$ (13,137,434)	18%
State Allocation/Capital	\$ (148,788)	\$ (446,363)	200%
	\$ -		
Local Revenues:	\$ -		
Tuition	\$ (5,119,785)	\$ (5,181,718)	1%
Fees			
Running Start	\$ (1,132,240)	\$ (1,072,662)	-5%
International, IEL	\$ (5,543,766)	\$ (3,533,259)	-36%
Other	\$ (198,504)	\$ 8,559	-104%
Revenue Transfers	\$ (513)	\$ 422,925	-82542%
Use of Reserves	\$ -	\$ -	
SubTotal	\$ (11,994,809)	\$ (9,356,155)	-22%
TOTAL	\$ (23,279,512)	\$ (22,939,951)	-1%

USES BY EXPENSE TYPE:

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Salaries/Wages	\$ 14,603,589	\$ 13,608,000	-7%
Employee Benefits	\$ 5,115,003	\$ 4,892,916	-4%
Contracted Services	\$ 38,133	\$ 28,018	-27%
Supplies	\$ 2,018,261	\$ 1,025,863	-49%
Travel	\$ 52,087	\$ 1,817	-97%
Equipment	\$ 337,725	\$ 370,584	10%
Grants to Students	\$ 333,081	\$ 180	-100%
Other	\$ (507,443)	\$ (1,109,492)	119%
DISTRICT TRANSFER	\$ 4,127,325		-100%
TOTAL	\$ 26,117,761	\$ 18,817,887	-28%

USES BY PROGRAM: *

EXPENSES BY PROGRAM	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Instruction	\$ 12,967,955	\$ 11,012,726	-15%
Primary Support	\$ 2,652,787	\$ 1,571,389	-41%
Library	\$ 508,112	\$ 375,633	-26%
Student Svcs	\$ 2,799,657	\$ 2,044,961	-27%
Institutional Support	\$ 4,748,302	\$ 1,547,656	-67%
Plant Ops. & Maint.	\$ 2,440,947	\$ 2,265,521	-7%
Grand Total	\$ 26,117,761	\$ 18,817,887	-28%

* Instruction includes full-time faculty, part-time faculty and other instructional expenses

Note that budget changes between years are responsible for shifts in categories. E.g., some computer lab costs previously in instruction shifted to primary & institutional support. Timing of expenses and transfers cause other variances between years.

Primary Support includes academic admin., computer lab, institutional research, personnel development, academic admin., and curriculum development

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Institutional support includes institutional management, public relations IT, fiscal services, HR, Legal, and Insurance expenses

Plant Operations and Maintenance include expenses for custodial, public safety, and maintenance staff and other plant related costs like utilities.

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Operating Funds History and Projections

NORTH SEATTLE COLLEGE

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
SOURCES:			
State Allocation	\$ (8,156,079)	\$ (4,181,471)	-49%
State Allocation/Capital	\$ (82,663)	\$ (247,988)	200%
	\$ -		
Local Revenues:	\$ -		
Tuition	\$ (3,998,810)	\$ (4,536,802)	13%
Fees			
Running Start	\$ (738,892)	\$ (780,700)	6%
International, IEL	\$ (2,042,415)	\$ (971,018)	-52%
Other	\$ (109,252)	\$ 24,794	-123%
Revenue Transfers	\$ 1,000,000	\$ 445,322	-55%
Use of Reserves	\$ -	\$ -	
SubTotal	\$ (5,889,369)	\$ (5,818,404)	-1%
TOTAL	\$ (14,128,111)	\$ (10,247,863)	-27%

USES BY EXPENSE TYPE:

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Salaries/Wages	\$ 9,498,016	\$ 8,847,775	-7%
Employee Benefits	\$ 3,262,546	\$ 3,173,556	-3%
Contracted Services	\$ 6,546	\$ 13,736	110%
Supplies	\$ 1,117,697	\$ 669,861	-40%
Travel	\$ 29,172	\$ (370)	-101%
Equipment	\$ 47,289	\$ 44,157	-7%
Grants to Students	\$ 349,862	\$ 13,897	-96%
Other	\$ (201,576)	\$ (804,979)	299%
DISTRICT TRANSFER	\$ 2,849,820		-100%
TOTAL	\$ 16,959,371	\$ 11,957,633	-29%

USES BY PROGRAM: *

EXPENSES BY PROGRAM	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Instruction	\$ 7,942,200	\$ 6,783,435	-15%
Primary Support	\$ 1,991,758	\$ 1,422,756	-29%
Library	\$ 330,324	\$ 293,354	-11%
Student Svcs	\$ 1,624,999	\$ 914,503	-44%
Institutional Support	\$ 3,185,585	\$ 1,165,097	-63%
Plant Ops. & Maint.	\$ 1,884,506	\$ 1,378,488	-27%
Grand Total	\$ 16,959,371	\$ 11,957,633	-29%

* Instruction includes full-time faculty, part-time faculty and other instructional expenses

Note that budget changes between years are responsible for shifts in categories. E.g., some computer lab costs previously in instruction shifted to primary & institutional support. Timing of expenses and transfers cause other variances between years.

Primary Support includes academic admin., computer lab, institutional research, personnel development, academic admin., and curriculum development

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Operating Funds History and Projections

SOUTH SEATTLE COLLEGE

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
SOURCES:			
State Allocation	\$ (6,224,334)	\$ (6,275,735)	1%
State Allocation/Capital	\$ (99,200)	\$ (297,600)	200%
	\$ -		
Local Revenues:	\$ -		
Tuition	\$ (3,629,284)	\$ (3,198,374)	-12%
Fees			
Running Start	\$ (783,387)	\$ (737,046)	-6%
International, IEL	\$ (2,360,776)	\$ (1,355,471)	-43%
Other	\$ (189,377)	\$ 0	-100%
Revenue Transfers	\$ (25)	\$ -	-100%
Use of Reserves	\$ -	\$ -	
SubTotal	\$ (6,962,849)	\$ (5,290,891)	-24%
TOTAL	\$ (13,286,383)	\$ (11,864,226)	-11%

USES BY EXPENSE TYPE:

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Salaries/Wages	\$ 8,713,148	\$ 7,504,489	-14%
Employee Benefits	\$ 2,826,571	\$ 2,544,783	-10%
Contracted Services	\$ 22,600	\$ 40,035	77%
Supplies	\$ 1,438,801	\$ 902,765	-37%
Travel	\$ 34,717	\$ -	-100%
Equipment	\$ 110,709	\$ 2,902	-97%
Grants to Students	\$ 252,725	\$ 23,873	-91%
Other	\$ (380,740)	\$ (813,670)	114%
DISTRICT TRANSFER**	\$ 2,849,820		-100%
TOTAL	\$ 15,868,350	\$ 10,205,178	-36%

USES BY PROGRAM: *

EXPENSES BY PROGRAM	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Instruction	\$ 7,272,329	\$ 4,957,347	-32%
Primary Support	\$ 1,295,463	\$ 573,618	-56%
Library	\$ 327,076	\$ 179,048	-45%
Student Svcs	\$ 1,913,575	\$ 1,669,346	-13%
Institutional Support	\$ 3,281,772	\$ 1,362,844	-58%
Plant Ops. & Maint.	\$ 1,778,135	\$ 1,462,974	-18%
Grand Total	\$ 15,868,350	\$ 10,205,178	-36%

* Instruction includes full-time faculty, part-time faculty and other instructional expenses

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Operating Funds History and Projections

DISTRICT

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
SOURCES:			
State Allocation	\$ (276,694)	\$ (26,590)	-90%
State Allocation/Capital	\$ -	\$ -	
	\$ -		
Local Revenues:	\$ -		
Tuition	\$ -	\$ -	
Fees			
Running Start	\$ -	\$ -	
International, IEL		\$ (79,978)	
Other	\$ (282,804)	\$ (13,400)	-95%
Revenue Transfers	\$ -	\$ (623,675)	
Use of Reserves	\$ (337)	\$ -	-100%
SubTotal	\$ (283,141)	\$ (717,053)	153%
TOTAL	\$ (559,835)	\$ (743,643)	33%

USES BY EXPENSE TYPE:

FISCAL YEAR	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Salaries/Wages	\$ 5,602,361	\$ 6,705,974	20%
Employee Benefits	\$ 1,750,630	\$ 2,021,119	15%
Contracted Services	\$ 18,503	\$ 157,580	752%
Supplies	\$ 1,347,895	\$ 1,705,054	26%
Travel	\$ 63,781	\$ 17,931	-72%
Equipment	\$ 45,899	\$ (44,595)	-197%
Grants to Students	\$ -	\$ 350	
Other	\$ (72,337)	\$ (83,198)	15%
DISTRICT TRANSFER	\$ (9,826,964)		-100%
TOTAL	\$ (1,070,233)	\$ 10,480,216	-1079%

USES BY PROGRAM: *

EXPENSES BY PROGRAM	YTD 11/30 2019	YTD 11/30/2020	Change % YTD
Instruction	\$ (376,402)	\$ 1,537,580	-508%
Primary Support	\$ 336,132	\$ 1,962,006	484%
Library	\$ 15,988	\$ 183,729	1049%
Student Svcs	\$ 790		-100%
Institutional Support	\$ (1,027,099)	\$ 6,689,987	-751%
Plant Ops. & Maint.	\$ (19,642)	\$ 106,913	-644%
Grand Total	\$ (1,070,233)	\$ 10,480,216	-1079%

* Instruction includes full-time faculty, part-time faculty and other instructional expenses

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MEMORANDUM

To: The Board of Trustees

From: Dr. Shouan Pan, Chancellor

Dr. Kurt Buttleman, Vice Chancellor for Academic & Student Success & ctclink Executive Sponsor

Daniel Cordas, Project Manager

Date: January 14, 2021

Subject: ctclink Go / No Go recommendation

Background**Recommendation for ctclink Deployment**

Seattle Colleges' ctclink deployment is scheduled to 'go-live' on February 22, 2021. In the week leading up to deployment, the legacy information systems (SMS, FMS, PPMS, FAS) will be frozen and shutdown, and then SBCTC will begin converting our information February 17. The conversion will generally be complete by mid-day on February 21, and employees have been scheduled to do a final review and validation of the conversion on the afternoon of Sunday, February 21. While the system will be available to employees on February 22, we intend to wait until March 1 to invite students to begin activating accounts and using the new system.

There are few deployment windows available for colleges between enrollment periods, financial aid processing, and fiscal reporting periods. Seattle Colleges is part of Deployment Group 4, of six total planned deployment groups, and any delays in implementation would increase overall costs to our colleges.

Attached to this memo is an overall readiness report of each aspect of the ctclink deployment. There are several issues & risks that we are tracking closely as we continue to prepare for deployment which we feel are worth highlighting:

- **Student Financials Conversion:** We have been working closely with SBCTC, college cashing, and accounting teams to ensure the accuracy of the student tuition & fees conversion for Winter quarter. Many major issues have been addressed in the last few weeks, and we are continuing to work on improvements. We are also planning specific processes to quickly validate and correct any issues with BAS students, International tuition, Veteran's waivers, apprenticeship tuition, and Running Start tuition. At this time, we do not anticipate any major issues.
- **Finance Testing and Training:** Finance testing has been slower than other areas due primarily to security permission issues that have now largely been resolved. We do expect to have issues



SEATTLE COLLEGES
Central · North · South

around Finance reporting for managers and the training of end users. Critical finance vacancies continue to be a risk as well.

Based on the available deployment windows, state-wide project schedule, and the current readiness of Seattle Colleges, **at the SBCTC Steering Committee meeting on January 26, 2021, we will be recommending that Seattle Colleges is ready to deploy on schedule (February 22, 2021).** This recommendation is contingent on a successful Student Financials Conversion during the January 28 Dry-Run conversion.

This recommendation is supported by the Chancellor's Executive Cabinet and the Seattle Colleges' ctcLink Steering Committee.

Recommendation

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

Submitted by:

Dr. Kurt Buttleman
Vice Chancellor, Academic & Student Success

Transmitted to the Board with favorable recommendation.

Dr. Shouan Pan
Chancellor

MEMORANDUM

TO: Board of Trustees
FROM: Shouan Pan
DATE: January 14, 2021

SUBJECT: An Primer on Accreditation

BACKGROUND:

As part of the Chancellor's Goals for AY 2020-2021, the Board requested a feasibility study of One Accreditation. In preparation for engaging in feasibility study, the Board Chair asked for a basic review of accreditation at the January Board meeting. The attached power-point slides provide a primer for accreditation.

RECOMMENDATION:

It is recommended that the Board of Trustees receives this information for information and discussion.

Submitted and recommended by:



Shouan Pan
Chancellor



Chemene Crawford
Interim President, North Seattle College

A Review of Accreditation

Seattle Colleges Board of Trustees
Thursday, January 14, 2021

By

Shouan Pan & Chemene Crawford

Questions To Consider

1. How is accreditation model related to the curricular process at Seattle Colleges?
2. How is accreditation model related to the organizational structure at Seattle Colleges?
3. How does accreditation model impact District's strategic priorities: improving student success and ensuring the District's financial solvency and sustainability ?

Accreditation in the US

1. The United States does not have a centralized authority exercising singular national control over postsecondary educational institutions.
2. Within the scope of authority by the US Dept. of Ed, an accreditation agency grants institutional accreditation by conducting **nongovernmental peer evaluation** of educational institutions and programs.

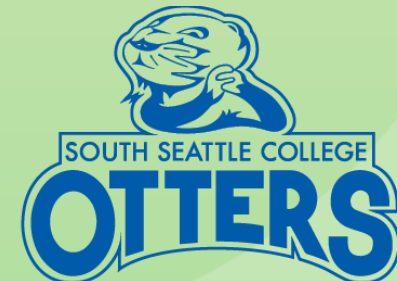
Accreditation in the US

3. The granting of accreditation provides a stamp of approval for recognizing educational institutions for performance, integrity, and quality that entitles them to the confidence of the educational community and the public.
4. Accreditation is a nongovernmental activity, but recognition is a governmental function.

Functions of Accreditation

Accreditation serves several major purposes:

1. Assuring quality
2. Access to federal and state funds
3. Engendering public confidence
4. Facilitating transfer



Types of Accreditation

There are three basic types of educational accreditation:

1. Institutional accreditation normally applies to an entire institution.



2. National accreditation accredit single-purpose institutions such as business or information technology institutes, or that have a clear thematic mission, such as faith-based institutions, distance education institutions, or liberal arts colleges.



3. Specialized or programmatic accreditation normally applies to programs, departments, or schools that are parts of an institution, generally specialized or vocational programs



NW Commission of Colleges and Universities

Mission

The NWCCU accredits institutions of higher education by applying evidence-informed standards and processes to support continuous improvement and promote student achievement and success.

To achieve this mission, NWCCU promotes student achievement, learning, and success; seeks to close equity gaps and enhance educational quality and institutional effectiveness; facilitates analytical self assessment and critical peer review; ensures accountability and transparency; and advances research and engagement.

NWCCU

At the current time, NWCCU accredits higher education institutions in Alaska, Idaho, Montana, Nevada, Oregon, Utah, and Washington. NWCCU also accredits programs offered via distance education within these institutions.

NWCCU Accreditation Process

Accredited institutions must:

1. Submit an Annual Report.
2. Year Three: Undergo a Mid-Cycle Self-Evaluation Report and Visit
3. Year Six: Policies, Regulations, and Financial Review (PRFR).
4. Year Seven: Evaluation of Overall Institutional Effectiveness.

NWCCU Accreditation Standards

Standard One: Student Success and Institutional Mission and Effectiveness: Institutional Mission; Improving Institutional Effectiveness; Student Learning and Student Achievement.

Standard Two: Governance, Recourses, and Capacity Governance, Policies and Procedures: Institutional Integrity, Financial Resources; Human Resources, and Student Support Resources; Library and Informational Resources; Physical and Technological Infrastructure.

NWCCU Key Features for 2020 Standards for Accreditation

1. Student success and closing equity gaps are at the core, including showing disaggregated student outcome data.
2. Institutions must demonstrate their capacity for long-term sustainability.
3. New processes are in place to allow for adaptability and focused attention to support specific institutional needs.

Seattle Colleges Accreditation Status

South Seattle College:

The College's accreditation was reaffirmed in June 2019. Its mid-cycle visit is scheduled for Spring 2022.

Seattle Central College:

The College's accreditation was reaffirmed in Jan. 2020. Its mid-cycle review is scheduled for fall 2022.

North Seattle College:

The College's accreditation was reaffirmed in 2016, with its mid-cycle visit completed in Feb. 2019. It is up for reaffirmation in Spring 2023.

Accreditation and Curricula Processes at Seattle Colleges

1. Curricular development is initiated and maintained collaboratively by the faculty and academic administrators.
2. The current separate accreditation processes create separate curricular processes across the district.
3. The current separate curricular processes have resulted in different student placement processes at our three colleges.
4. The separate curricular process create different course sequence, pre- and co-requisites (course and program) and learning outcomes for similar courses and programs across the district.

NWCCU's Position on Single vs Separate Accreditation in a Multi-College District

1. NWCCU does not discourage or encourage single or separate accreditation in a multi-college district. Both models exist today.
2. NWCCU does not dictate a particular institutional culture, or recommend an accreditation model. It focuses on how colleges meet accreditation standards.
3. Multi-colleges with separate accreditation should demonstrate benefits for students when considering moving to one accreditation.
4. Multi-colleges with separate accreditation should never be motivated by saving accreditation fees when considering one accreditation.

Rationale for Considering One Accreditation

Exploring one accreditation stems from a set of key questions:

1. Will one accreditation create a better student experience and improve student success, especially for BIPOC students?
2. Will one accreditation help reduce overhead and achieve greater economies of scale?
 - Will one accreditation provides the opportunity for Seattle Colleges to grow as a system?
 - Will one accreditation minimize internal competition and eliminate duplicated expenditures?

Rationale for Considering One Accreditation

3. As more postsecondary colleges are merging across the country, some colleges are moving to single accreditation. For example:

- Dallas County CC's seven colleges just moved to one accreditation.
- All community colleges in Maine have moved to single accreditation.
- Connecticut is exploring the same move.

WA's Peer Colleges Comparison

College	# of Senior Leaders (deans & above)	Total Student FTES	Accreditation Status	# of FTES per senior leader	# of Senior Leader per college
Seattle Colleges	59.5 (regular) plus 4 (self-supported)	15,525	Separate	261	19.8
Spokane Colleges	37	12,286	Separate	332.1	18.5
Pierce College	29	8,165	Single	281.6	14.5
Bellevue College	31	11,515	Single	371.5	31
Highline College	19	7,074	Single	372.3	19
Clark College	22	7,478	Single	339.9	22
Green River College	26	8,851	Single	340.4	26

Steps for Exploring One Accreditation

Jan. 2021: Hire a third-party consultant(s) to help conduct an objective feasibility study.

Feb-March 2021: Engage stakeholders in gathering feedback via different methods, including:

- Open forums with faculty and staff
- Focused sessions with instructional and student services administrators.
- Sessions with college councils
- Student focus groups

Steps for Exploring One Accreditation

- Engagement with the District Faculty Shared Governance Committee
- Conduct surveys

April 2021: Compile feedback from engagement and compose reports and presentation to the Board of Trustees.

May 2021: Present findings to the Board for initial review.

June 2021: The Board makes a final decision.

Discussion

1. How is accreditation model related to the curricular process at Seattle Colleges?
2. How is accreditation model related to the organizational structure at Seattle Colleges?
3. How does accreditation model impact District's strategic priorities: improving student success and ensuring the District's financial solvency and sustainability ?

MEMORANDUM

TO: Board of Trustees
FROM: Shouan Pan, Chancellor
DATE: January 14, 2021
SUBJECT: Report to the Board of Trustee

I. Student Success**Seattle Promise**

Seattle Colleges continues to receive positive recognition for their successful implementation and expansion of Seattle Promise. Featured by the Seattle Times Editorial Board in December 2020, Seattle Promise was recognized as a flagship and leading the way for other promise programs in the region. Already, more than 1,000 students have applied to join the 2021 Seattle Promise cohort and more than 70% of Seattle Promise students who were enrolled fall 2020 have registered to continue for winter 2021. This year, Seattle Promise is launching a parent/family engagement strategy to support families of first generation and immigrant families who are new to navigating college. The strategy includes new opportunities for parents to connect with Promise staff via quarterly meetings, written communications and special events. Promise is also piloting a peer mentoring element of the program, designed to connect students with each other by academic and career goals, specifically focusing on supporting BIPOC students.

Starfish

Starfish continues to see significant usage from students and has been a great way for students to make appointments during our time of remote operations. For fall 2020, 17,119 total appointments were made through Starfish with nearly 40% of those being for tutoring assistance. Kudos to our student services staff for all of their direct work with students and for their flexibility during these very challenging times.

II. Organizational Excellence**Hosting the Annual MLK Celebration Event Online**

After consulting with partners from the Mount Zion's Baptist Church, we have decided that we will host the annual celebration virtually. The 48th MLK celebration will be a mixture of pre-recorded and live online events. Current plans call for an open "lobby" where the AVPs of Equity, Diversity, and Inclusion will facilitate discussions. At noon, SCCTV will begin streaming the 1-hour celebration using several platforms. The virtual program will focus on music and video clips. The colleges' EDI AVPs and the district Event Manager have been working with student leaders in planning this event.

Siegal Center Employee Lunch Break

In an effort to provide stress relief and strengthen employee community, Siegal Center hosted a Lunch Break on Dec. 30, 2020. In his role as the Vice Chancellor for Finance and Operational Services, Choi Halladay served as the Master of Ceremony and helped to kick off the virtual gathering with humor. Board Chair, Steve Hill, took time to participate in the event.

III. Pride Points**Dr. Yilin Sun Recognized by US Dept. of State**

Dr. Yilin Sun, English faculty member and Faculty Developer, was recently recognized by the US Department of State English Language Specialists Program as one of the 30 English language Specialists who have “made a unique and lasting impact on the Specialist Program worldwide and on the TESOL field ”across the Country. Dr. Sun was recently interviewed by the staff of the program.

Dr. Sun devoted a long career to teaching English as a second language. She is widely recognized in the US and internationally for her knowledge and expertise. She was a Fulbright Senior Scholar and Cultural Ambassador in Taiwan from 2011-2012.

Board Goals Scorecard

GOALS	DELIVERABLES	STATUS	RESPONSIBLE SENIOR LEADER	EXPECTED DATE OF COMPLETION	STRATEGIC GOAL	NOTES
Develop and Implement an eLearning Organization	The creation of Seattle Colleges Online that offers high-quality and competitive distance education programs.		Kurt Buttleman/ Cindy Riche	Initial 6/30/21 and 6/30/23	Student Success	
Seattle Pathways			Kurt Buttleman/ Earnest Phillips	6/30/2021	Student Success Equity, Diversity, Inclusion & Community	
Update Strategic Plan	The District Strategic Plan is update to reflect: 1. Disaggregated student success data; 2. Finalize measures for the Partnership Goals; 3. Setting the goal of doubling the completion rate for BIPOC students by 2023		Kurt Buttleman/ Shouan Pan	6/30/2021	Student Success Partnership Equity, Diversity, Inclusion and Community	

To Be Initiated

On Task

Issues/At Risk

Completed

Develop a District EDI Plan	Achieving Equity 2023: 1. Increase the completion rate for historically under-served BIPOC students from 48% to 66% in the next three years (20/21-22/23; 2. Increase the diversity makeup among faculty and administrative staff by achieving 50% hires of faculty and administrators of color that reflect student body demographics with all new and open positions in the next three years. 3 Develop and implement mandatory anti-bias and anti-racist training for all non-teaching staff; develop and offer professional development workshops on bias-free teaching and learning for all faculty.		Rosie Rimando-Chareunsap/ Jennifer Dixon/Betsy Hasagawa/Valerie Hunt/D'andre Fisher	initial 6/30/21 and 6/30/2023	Student Success Equity, Diversity, Inclusion & Community	
Integrated Budgeting Process			Choi Halladay	6/30/2021	Organizational Excellence	
Review, Develop, and Implement a plan for right-sizing the district administrative structure	Reducing the current administrative overheads by 20%-30%		Jennifer Dixon/Shouan Pan	7/1/2022	Organizational Excellence	
Continue with academic program reviews and program viability studies	District academic programs are dynamic and responsive to student and community needs and support system sustainability.		Kurt Buttleman/college presidents	ongoing	Organizational Excellence	

To Be Initiated	On Task	Issues/At Risk	Completed
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Align Support Services	District administrative and student support services are streamlined to enable optimal student success		Choi Halladay/Earnest Phillips	Initial 6/30/21 and ongoing	Organizational Excellence	
Switch over to ctcLink	Successful deployment of ctcLink		Kurt Buttleman	Initial 2/22/2021 and 6/30/22	Organizational Excellence	
Exploring One Accreditation	Submit results of feasibility study of One Accreditation to Board of Trustees for consideration		Chemnene Crawford/Shouan Pan	5/30/2021	Student Success Organizational Excellence	
Strengthen Seattle Colleges Foundation and Launch Equity Can't Wait Campaign	Successful launch the multi-year capital campaign, with the goal of raising \$30 M		Kerry Howell/Sheila Edwards Lange	Initial 6/30/21 and 6/30/24	Organizational Excellence	
Strengthen and expand external partnerships	Seattle Colleges maintain strong and mutually beneficial partnerships with businesses, governmental, educational, civic, and labor partners.		Malcolm Grothe/Kerry Howell	Ongoing	Partnerships	
Develop a post-pandemic sustainability plan	Seattle Colleges implements a plan that ensures system relevancy and vibrancy beyond the Covid-19 pandemic		Shouan Pan/Earnest Phillips	Initial 12/30/21 and ongoing	Organizational Excellence	

To Be Initiated	On Task	Issues/At Risk	Completed
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Complete AFT-Seattle Negotiation and prepare for negotiation with AFT-SPS	A new 3-year contract between the Board of Trustees and AFT-Seattle is ratified by the faculty and approved by the Board. Initial plan for negotiation with AFT-SPS is clarified and set.		Jennifer Dixon/ Chancellor's Executive Cabinet	6/30/2021	Organizational Excellence	
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To Be Initiated	On Task	Issues/At Risk	Completed
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MEMORANDUM

TO: Board of Trustees
FROM: North Seattle College Interim President, Dr. Chemene Crawford
DATE: Dec. 16, 2020
SUBJECT: Report to the Board of Trustees

I. Student Success

Worker Retraining Enrollment on the Rise at NSC

- Worker retraining program enrollment has increased this year at North Seattle College. For the first time, NSC received the largest allocation of worker retraining funds among the three Seattle Colleges (310 FTES, an increase of 20 FTES from the previous year). With the larger allocation, NSC has exceeded its quarterly enrollment targets for summer and fall quarters and is on pace to do the same in winter quarter, supporting 560 students this year so far. Despite COVID, NSC has done outreach to enroll students and get referrals from its WorkSource partners in the Opportunity Center for Employment and Education.

ECE BAS Program Sees Growth in Funding, Number of Graduates, and New Students

- NSC partner, Childcare Aware Washington, funded \$310,000 in bachelor's level Early Achievers scholarships for fall quarter 2020. NSC's Early Childhood Education Bachelor of Applied Science program is the state's largest recipient of this funding stream. The ECE BAS program launched in winter 2016, reached over 100 graduates in summer quarter 2020, and admitted three new cohorts of students in fall quarter 2020.

Advisors Participate in Professional Development for Equity-Minded Advising

- Advisors representing Advising, BAS programs, Basic & Transitional Studies, Completion Coaching, ECE, Equity, Diversity & Inclusion, Running Start, Seattle Promise and Workforce Instruction participated in fall quarter 2020 professional development on equity-minded advising. This professional development opportunity was the beginning of an ongoing conversation aimed at building a college culture of inclusion within advising roles and improving equity-minded advising practices.

II. Financial Health

NSC ECE BAS Program Receives Funding to Provide Critical Support For Students

- The ECE BAS program recently received two awards from the Bainum Family Foundation, which has supported the ECE BAS program since 2017. The first is a two-year award in the amount of \$130,000 to strengthen the ECE BAS program and provide critically needed scholarship support for students. The second is a \$12,500 award to provide emergency support for ECE students, many of whom have lost their jobs at childcare centers and preschools or have had reduced hours as a result of COVID. Additionally, the ECE BAS program received a \$166,000 award from King County Best Starts for Kids Innovation Fund to expand supports for early childhood educators completing certificates and degrees at NSC.



MEMORANDUM

TO: Board of Trustees
FROM: Sheila Edwards Lange, Ph.D., President
DATE: Dec. 31, 2020
SUBJECT: Seattle Central College monthly report

INSTITUTIONAL EXCELLENCE

New associate director: Ana Brunets has been selected as our new associate director of business operations. Ana has served very capably as the college's interim associate director since May. Prior to her arrival as SCC, Ana held North Seattle College's manager of compliance and internal control position for three years, and also worked in finance for the Washington State Attorney General's Office at the University of Washington.

In person student services: Seattle Central College offered a brief window of in-person, no-appointment assistance with financial aid, registration, and admissions on Dec. 1, 2, 3, 8, 9, and 10 for students who were not able to resolve their issues by phone, email, or in remote meetings. Students and staff followed strict protocols to prevent the spread of the novel coronavirus.

PARTNERSHIPS

Springboard8 pilot: The first cohort of 40 students in the Springboard8 pilot will start this January. In this partnership with the consulting firm Slalom, the group of Black male students with less than 15 credits at the college will receive career coaching from leaders and executives at Slalom and develop meaningful relationships and community with their peers. The goal of the partnership is to improve the completion rates for Black male students at Seattle Central. For more details, visit <https://seattlecentral.edu/springboard8>

Intiman: Seattle Central's partnership with Intiman Theatre was featured in the [South Seattle Emerald on Dec. 24](#).

STUDENT SUCCESS

Second Chance Pell Grants: Lawmakers in Congress voted this month to lift a 26-year-old ban on Pell Grants for people in prison. The restoration of access to Pell Grants means that incarcerated people in Washington state can once again apply for federal Pell Grants to pay for college courses. The Second Chance Pell expansion will allow Seattle Central to expand access to classes to incarcerated students. The program at Central went through major adjustments this year because of COVID-19 restrictions, with classes cancelled since spring quarter.

PRIDE POINTS

Janelle Quibuyen, a Seattle Central student in the Creative Academy, [was profiled by KNKX on Dec. 23](#).

Katherine Kehrli, dean of the Culinary Academy, [was featured in a Dec. 21 story by The Stranger](#).

MEMORANDUM

TO: Board of Trustees
FROM: Rosie Rimando-Chareunsap, President
DATE: January 14, 2021
SUBJECT: Report to the Board of Trustees

I. **Student Success**

- **Student Process Advocate Support Launched:** South Seattle College has established a team of staff members who are available to assist students in filing complaints and working through issues that have not been resolved by other offices on campus. They work with students to understand their concerns and guide them through the informal and formal complaint processes. Employees on this team serve as volunteers in addition to their regular duties.

II. **Institutional Excellence**

- **NewHolly Turns 20:** South's NewHolly Learning Center is celebrating 20 years in operation. The center has served the southeast Seattle community over that time with adult ESL classes, Justice Involved Solutions classes, and Early Childhood Education classes, including a Somali-language I-BEST course. The center shares space with several other non-profit agencies that provide vital services to the surrounding community.
- **Racial Equity Report Released:** South's Office of Institutional Effectiveness released the college's 2020 Racial Equity Report to the campus community on November 20 as a tool to bring the issue of racial equity to the forefront, to demonstrate why providing equitable opportunity and support to all of South's students, faculty and staff is a community priority, and to ensure that it remains one as South works to become a truly anti-racist institution. The report delves into 12 student and four employee metrics that were decided upon collectively with South's BIPOC Committee and other key stakeholders. A campus-wide forum was held on Dec. 14 to absorb and discuss the report collectively, and both large and small group work across the college will take place moving forward.

III. **External Affairs**

- **Supporting the Community:** Partnering with the West Seattle Food Bank, South Seattle College held an outdoor, socially-distanced holiday food distribution event on campus on November 21. Together with our partners, South distributed over 520 turkeys, boxes of produce, and dairy products to students, staff and the broader community to help combat food insecurity during a time of great need.

MEMORANDUM

TO: Board of Trustees

FROM: Maryam Nuraliyeva

Student Body President

Seattle Central College

DATE: December 31st, 2020

SUBJECT: ASSOCIATED STUDENT COUNCIL REPORT – Information Only

Student Leadership Report

- **Student Leadership & Pathways:** Seattle Pathways or Guided Pathways is a systemic institutional approach focused on closing equity gaps by providing a transparent, structured educational experience for students as they meet their educational requirements toward their chosen education or career path. The Pathways team holds monthly conversations with ASC, and on December 15th we discussed questions and solutions on how to improve enrollment, advising, and technology navigation for students.
- **ASC last meeting of the quarter:** In the hope to increase our support during the remote learning and to engage better with students, the Associated Student Council hosted their last meeting of the fall quarter with a great focus on the self-care.

Events

- **Transgender Day of Remembrance** - On November 20th there were Online/Virtual Events with several Options: Seattle Central College hosted a Community Empowerment Space for Trans Gender Non-Conforming Folk, where Student Leadership opened a community digital wall space for Trans, GNC (Gender Non-Conforming), to make a mural of quotes/stories; North Seattle College hosted TDOR2020 with virtual live music from local performers; Friends of Queer Co-Op hosted Seattle Trans Visibility TDOR in partnership with Gender Justice League, HRC Seattle, Black Trans Force, Sisters of the Mother House and Rainbow Center. We had about 75 people attending this event.

- **First-Generation Celebration Day** – MESA/LSAMP, TRIO, and Student Leadership hosted a virtual event on November 11th where they had activities planned to recognize and support First-Generation Students and they also held a virtual space for Veterans (in honor of Veteran's Day). There was a First-Generation Student Success Workshop, where they discussed Career Exploration, STEM Student Success and resources, and Veterans Student Support Services.
- **Student Leadership Board Hang Out (District)** - On December 4th we had a virtual meet-up event with Student Leaders from across the district, where we spoke about our accomplishments this year and plans for the next part of the academic year. We discussed the areas where we can work together and events and activities that can be aligned.

MEMORANDUM

TO: Board of Trustees
FROM: Mahsa Mohajeri, President
DATE: January 14, 2021
SUBJECT: United Student Association (USA) REPORT – INFORMATION ONLY

District-wide Student Government Leader Meetings

USA officers attended two district-wide gatherings for student government leaders. Organized by student government advisors to facilitate networking, the first meeting in November focused on diversity issues and the Associate VP's of EDI were asked to meet and greet the students. The second gathering was on December 4. At this meeting, student leaders from the three colleges met and discussed the projects each team worked on during the fall quarter, the most popular events hosted at each campus, best form of remote advertisement, and future program plans. The officers also discussed a few issues we all encountered this quarter and brainstormed ideas on how to prevent or resolve them in the future. We exchanged contact information and the programmers are planning on hosting a district-wide event in the near future. Due to the success of this meeting, the team is planning on having a similar meeting at least twice in winter quarter.

Faculty Tenure Committees

There are 15 students serving on faculty tenure committees this year. As part of our USA role, each USA officer is required to serve on a tenure committee. All officers attended a special training with the VPI office in October. As part of a tenure committee, officers are required to observe a class per quarter and all officers except two did their class observations remotely. Additionally, all officers attended their quarterly committee meeting with their own tenure team. Everything ran smoothly for everyone and we are all looking forward to serving on our committees next quarter as well.

Welcome Week Planning

A few of the officers are working over the winter break to plan a Welcome Week event for the start of winter quarter. The goal is to host an event with a few fun activities to attract the student body. The USA hopes to have more participation with this event than our previous welcome week event.

Institutional Research Meeting

President Mahsa Mohajeri, Transportation and Issues/ Concerns Officer, Sustainability Officer and Diversity and Inclusion Officer all attended a meeting with the South Seattle College Research Department on Monday, November 30th. The officers asked questions about how to create effective surveys and ensure most students, if not all, participate. Additionally the officers

then discussed how the USA team could continue working closely with the Research team throughout the year. They have offered to help the team with a survey to focus on the student experience.