

## Students, 2017-2018

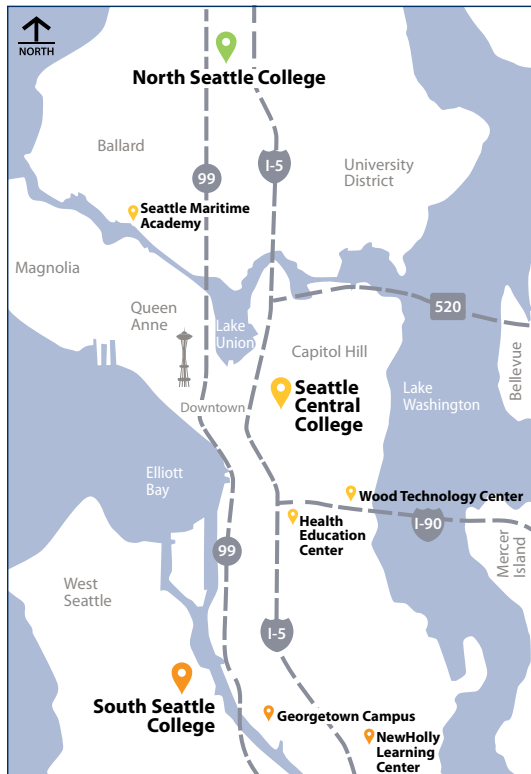
Median Age	28
Male/Female	45%/48%
Full-time/Part-time Attendance	37%/63%
Veteran & Dependent of Veteran	2.99%
Student Type	
Professional Technical & Other	45%
Academic & College Transfer	40%
Basic Skills/Precollege	14%

## Student Racial/Ethnic Diversity 2017-2018

White	32%	African-American	9%
Hispanic	2%	Native American	<1%
Asian	20%	Native Hawaiian	<1%
Multiracial	9%	Alaska Native	<1%
Other Race	4%	Unknown/ Unreported	24%

# 2017-2023 Seattle Colleges Strategic Plan

## Locations in North, Central, and South Seattle



### Seattle College District

Siegal Administrative Center  
1500 Harvard Avenue, Seattle, WA 98122  
206.934.4100 | [seattlecolleges.edu](http://seattlecolleges.edu)

### Seattle Central College

1701 Broadway, Seattle, WA 98122  
206.934.3800 | [seattlecentral.edu](http://seattlecentral.edu)

### North Seattle College

9600 College Way N, Seattle, WA 98103  
206.934.3600 | [northseattle.edu](http://northseattle.edu)

### South Seattle College

6000 16th Avenue SW, Seattle, WA 98106  
206.934.5300 | [southseattle.edu](http://southseattle.edu)

### Specialized Training Centers

Georgetown Campus  
Health Education Center  
NewHolly Learning Center  
Seattle Maritime Academy  
Wood Technology Center

### eLearning/Distance Education

Worldwide Virtual Campus  
[seattlecolleges.edu/distance](http://seattlecolleges.edu/distance)

**Board of Trustees:** Teresita Batayola, Louise Chernin, Steven Hill, Rosa Peralta, Robert Williams

**Chancellor:** Dr. Shouan Pan

**Presidents:** Dr. Sheila Edwards Lange, Seattle Central College  
Dr. Rosie Rimando-Chareunsap, South Seattle College  
Dr. Warren Brown, North Seattle College





## WHO WE ARE

Seattle Colleges is composed of Seattle Central College on Capitol Hill, North Seattle College near Northgate, South Seattle College in West Seattle, and multiple specialty centers throughout the city. We offer more than 130 workforce education and training programs that lead to transfer degrees to universities throughout the U.S., associate degrees in various disciplines, certificates in professional/technical programs, and bachelor's degrees in high-growth industries.

Generations of students with diverse academic and socioeconomic backgrounds have come to us to learn, improve, and live better lives, with 45,000 enrolled annually. Our strategic plan is designed to address their needs as well as those of our partners in education, business, government, labor, and civic organizations throughout the region.

## MISSION

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

## VISION

Seattle Colleges is recognized as an exemplary learning institution that transforms lives, promotes equity, and enriches the community.

## 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 underserved 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 AND STRATEGIES

### STUDENT SUCCESS

**We strive to improve student satisfaction, retention, completion, and job placement, as well as to narrow student performance gaps.**

**Strategy 1:** Implement structured academic and career pathways.

**Strategy 2:** Practice strategic enrollment management.

### EQUITY, DIVERSITY, INCLUSION, AND COMMUNITY

**We firmly establish equity, diversity, and inclusion as a human right for all. We frame our decisions and actions with this lens and are accountable to the community.**

**Strategy:** Develop and implement a diversity action plan.

### ORGANIZATIONAL EXCELLENCE

**We seek continuous improvement in excellence in teaching and learning, operational efficiency and fiscal sustainability, strategic innovation, and employee growth and engagement.**

**Strategy 1:** Enhance teaching and learning.

**Strategy 2:** Achieve system integration.

**Strategy 3:** Foster sustainability.

### PARTNERSHIPS

**We value and invest in strategic and ongoing partnerships with educational, business, governmental, labor, and community organizations.**

**Strategy:** Build partnerships.



# SEATTLE COLLEGES

Central · North · South

## Seattle Colleges Strategic Plan Scorecard

Measure	Baseline	Actual AY1718	Actual AY1819	Actual AY1920	Target AY2223	Status
<b>Goal 1 Student Success</b>						
<b>1a. Student engagement</b>	3.2	3.2	N/A	N/A	3.2	Complete
<b>2a. Retention Rate</b> Fall to winter	74%	70%	72%	73%	85%	At Risk
<b>3a. Completion Rate</b> 4-year cohort	45%	47%	48%	47%	55%	At Risk
<b>4. Job-Placement Rate</b> Nine months from program completion (professional/technical students only)	81%	79%	79%	Pending	85%	At Risk
<b>5. Wage progression</b>	24%	28%	Pending	Pending	30%	On Track
<b>6a. Math Progression</b> From developmental to college within 1 year	25%	26%	28%	26%	31%	At Risk
<b>Goal 2 Equity, Diversity, Inclusion, and Community</b>						
<b>1b. Student Engagement by subgroups</b> (HUSOC=historically underserved, students of color)	<b>Gap: 0.4</b> NonHU: 3.5% HUSOC: 3.1	<b>Gap: 0.4</b> NonHU: 3.5% HUSOC: 3.1	N/A	N/A	Gap: 0%	On Track
<b>2b. Retention Rate</b> Fall to winter, by subgroups	<b>Gap: 5%</b> NonHU: 77% HUSOC: 72%	<b>Gap: 2%</b> NonHU: 71% HUSOC: 69%	<b>Gap: 1%</b> NonHU: 73% HUSOC: 72%	<b>Gap: (2%)</b> NonHU: 72% HUSOC: 74%	<b>Gap: 0%</b> NonHU: 85% HUSOC: 85%	On Track
<b>3b. Completion Rate</b> 4-year cohort, by subgroups	<b>Gap: 13%</b> NonHU: 49% HUSOC: 36%	<b>Gap: 10%</b> NonHU: 50% HUSOC: 40%	<b>Gap: 11%</b> NonHU: 51% HUSOC: 40%	<b>Gap: 12%</b> NonHU: 51% HUSOC: 39%	<b>Gap: 0%</b> NonHU: 55% HUSOC: 55%	At Risk`
<b>6b. Math progression</b> From development math to college level within one year, by subgroups	<b>Gap: 10%</b> NonHU: 29% HUSOC: 18%	<b>Gap: 8%</b> NonHU: 28% HUSOC: 20%	<b>Gap: 3%</b> NonHU: 29% HUSOC: 26%	<b>Gap: 8%</b> NonHU: 29% HUSOC: 21%	<b>Gap: 0%</b> NonHU: 31% HUSOC: 31%	At Risk
<b>7. Ethnic and Racial Diversity of Faculty and Staff</b>	30%	33%	33%	31%	33%	On Track
<b>11b. Staff Growth and Engagement</b> By subgroups (31.8% of respondents did not specify race/ethnicity)	N/A	N/A	<b>Gap: 0.1</b> NonHU: 3.6 HUSOC: 3.5	<b>Gap: (0.08)</b> NonHU: 4.0 HUSOC: 4.08	Gap: 0.0	On Track



Measure	Baseline	Actual AY1718	Actual AY1819	Actual AY1920	Target AY2223	Status
<b>Goal 3 Organizational Excellence</b>						
<b>8. % over / (under) state average</b>						
Cost per completions	15%	(1%)	6%		Be at or below state average	At Risk
Cost per SAI points	(5%)	5%	8%			
Cost per FTES	2%	(2%)	(2%)			
<b>9. AASHE STARS Points</b>	105	N/A	145	N/A	178	On Track
<b>10. Conversion Rates</b>	32%	35%	32%	37%	38%	On Track
Applicants to enrollments						
<b>11a. Staff Growth and Engagement</b>	N/A	N/A	TBD	3.96	4.0	On Track

	Measure	Status <i>On Track, At Risk, or Complete</i>	Update
<b>Goal 4 Partnerships</b>			
Operational	Implement shared partnership database	On Track	Working with IT to increase efficiency of System.
External Relations	Reset Chancellor's Advisory Council	On Track	Developed and implemented a new format for the CAC meeting.
External Relations	Implement Districtwide TACs	On Track	The assembly of districtwide TAC's are underway starting with Information Technology, two meetings have been held so far.
External Relations	Engage with governmental entities and local leaders	On Track	The Seattle Colleges Board Chair, Chancellor, College Presidents, student leaders and the Director of Government Relations have been actively engaged in the 2021 state and federal legislative sessions.  Seattle Colleges, the City of Seattle and Seattle Public Schools have collaborated to secure 2,100 Seattle Promise applications for Fall 2021.
Advancement	Implement "Equity Can't Wait" campaign	On Track	Have raised more than \$14 million towards \$50 million goal as of April 2021. Donors of \$500k+ currently include: Anonymous, BECU, Bill & Melinda Gates Foundation, Estate of Eva C. Gordon, & JP Morgan Chase & Co.
Programming	Engage with 3-5 influential local employers	On Track	Launched a new Google certificate; working with SPS WABS and T-Mobile to launch new full stack web dev certificate; Amazon AWS Certificate in process; & Amazon B.S. in Computer Science authority bill passed by the Legislature.
Programming	Offer a regional economic symposium	On Track	Economic Symposium in partnership with King County WDC and SJI was well attended (Over 100 participants) and a blueprint for moving forward has been developed.



Number	Measure	Description																									
Goal 1 Student Success																											
1a	Student engagement	Community College Survey of Student Engagement (CCSSE), approximately every 3 years. CCSSE item: “How would you evaluate your overall educational experience at this college?” (1=poor, 2=fair, 3=good, 4=excellent) Colleges’ student surveys items (non-CCSSE years): “What is your overall satisfaction with your experience at North/Central/South Seattle College”?																									
2a	Retention rate	<p>SBCTC Entry Cohorts. Fall to Winter, all cohorts, transfer and prof/tech, Summer and Fall cohorts only. The table below shows important trends when reviewing Dual Enrollment students only and when excluding them.</p> <table><tr><th>COLLEGE</th><th>ACTUAL AY 18-19 DE ONLY</th><th>ACTUAL AY 18-19 DE EXCLUDED</th><th>ACTUAL AY 19-20 DE ONLY</th><th>ACTUAL AY 19-20 DE EXCLUDED</th></tr><tr><td>CENTRAL</td><td>93%</td><td>73%</td><td>93%</td><td>77%</td></tr><tr><td>NORTH</td><td>81%</td><td>64%</td><td>86%</td><td>64%</td></tr><tr><td>SOUTH</td><td>95%</td><td>61%</td><td>96%</td><td>58%</td></tr><tr><td>ALL</td><td>89%</td><td>66%</td><td>91%</td><td>67%</td></tr></table>	COLLEGE	ACTUAL AY 18-19 DE ONLY	ACTUAL AY 18-19 DE EXCLUDED	ACTUAL AY 19-20 DE ONLY	ACTUAL AY 19-20 DE EXCLUDED	CENTRAL	93%	73%	93%	77%	NORTH	81%	64%	86%	64%	SOUTH	95%	61%	96%	58%	ALL	89%	66%	91%	67%
COLLEGE	ACTUAL AY 18-19 DE ONLY	ACTUAL AY 18-19 DE EXCLUDED	ACTUAL AY 19-20 DE ONLY	ACTUAL AY 19-20 DE EXCLUDED																							
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3a	Completion rate	4-yr SBCTC Entry Cohorts. Includes completions (Completion) plus transfers who DID NOT complete (Post-College); prof/tech and transfer cohorts only. ABE and ESL cohorts excluded. Summer and Fall cohorts only.																									
4	Job-placement rate	Nine months from program completion, professional/technical students only																									
5	Wage progression	From PRE-enrollment at Seattle Colleges to POST-enrollment, of professional-technical program																									
6a	Math Progression	From developmental to college-level in 1 year. SBCTC Entry Cohorts. Credit milestones. All cohorts, Summer and Fall only, Math Year Met milestone.																									
Goal 2 Equity, Diversity, Inclusion, and, Community																											
1b	Student engagement	Community College Survey of Student Engagement (CCSSE), approximately every 3 years. CCSSE item: “How would you evaluate your overall educational experience at this college?” (1=poor, 2=fair, 3=good, 4=excellent). Gap between white students and historically underserved students of color (HUSOC).																									
		HUSOC: Black or African American, American Indian or other Native American, Asian American, Hispanic or Latinx, Native American, and Pacific Islander.																									
2b, 3b, 6b	Student performance	<p>By Year 6, reduce and eliminate performance gaps between non-historically underserved students of color (White and Asian) and historically underserved students of color (Black, Hispanic, American Indian, and Native Hawaiian or Pacific Islander). Racial and ethnic groupings to establish “opportunity gap” follow Seattle Public Schools’ District specification of “underserved” students.</p> <p>Historically Underserved (HU): Black and African American, American Indian or other Native American, Hispanic and Latinx, and Pacific Islander (Asian American students are currently excluded from these analyses in an effort to remain consistent with the Seattle Public Schools reporting. Going forward, Asian American subgroups will be analyzed to determine inclusion in the underserved category.)</p> <p><b><i>In order to close the 4 year completion gap b/t HU and non-HU students and to have all students complete at a rate of 55%, we need to work to increase HU completions rates by 6% per year compared to 2% per year for non-HU students.</i></b></p>																									
7	Ethnic and racial diversity of faculty and staff	Staff of color: Black and African American, American Indian or other Native American, Asian American, Hispanic or Latin@, and Pacific Islander. Only includes full time faculty on 9-month contracts																									
11b	Staff growth and engagement	What is your overall satisfaction with being an employee? (5=very satisfied, 4=satisfied, 3=neither satisfied nor dissatisfied, 2=dissatisfied, 1= very dissatisfied, 0=Prefer not to answer); SOC=staff of color																									

### Goal 3 Organizational Excellence

8	Cost	per completions (completions + post college transfer who did not complete); per total SA points; per State FTES. Cost data includes state funding and operating fees.
9	STARS ratings	<p>The Sustainably Tracking Assessment &amp; Rating System™ (STARS) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. This measure is updated every 3 years and is in process.</p> <p>Association for the Advancement of Sustainability in Higher Education (AASHE): <a href="https://stars.aashe.org/institutions/participants-and-reports/">https://stars.aashe.org/institutions/participants-and-reports/</a></p>
10	Conversion rate	Conversion percentage of applicants to enrollments from Jan to Oct in a year
11a	Staff growth and engagement	What is your overall satisfaction with being an employee of North/Central/South Seattle College/Siegal Center? (Winter and Spring 2019) 5 point Likert scale (5=very satisfied, 1= very dissatisfied)

# 2021-2023 Seattle Colleges Operational Plans



The Operational Plans specify activities and tactics within each strategy of the Seattle Colleges Strategic Plan. See the [Seattle Colleges Strategic Plan 2017-23](#) for goals, strategies, and measures.



**SEATTLE COLLEGES**  
North • Central • South





## MISSION

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## VISION

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**Innovation** in instruction, student services, operations, and organizational culture

**Integrity** by adhering to the highest standards of ethics and public stewardship

## STUDENT SUCCESS

### Strategy 1: Implement Guided Pathways with an Equity Focus

#### DISTRICTWIDE

##### 1. Guided Pathways

- Design and implement enhancements to the student intake and onboarding experience for students.
- Complete, implement, maintain, and communicate program maps of all programs under the areas of study.
- Ensure students complete college-level math within one year.
- Complete implementation of directed self-placement for English.
- Complete implementation of advising by areas of study and targeted student populations.
- Develop more consistent data and reporting across the Seattle Colleges.
- Focus Seattle Colleges' professional development activities to enhance the guided pathways work.
- Implement new tools in Starfish and ctcLink.

##### 2. Seattle Promise

- Complete full-scale rollout to all Seattle Public Schools high schools and determine how Seattle Promise relates to King County Promise.

##### 3. Seattle Public Schools

- Co-lead Seattle Public Schools Articulation Council to implement and prioritize dual-enrollment, data-sharing, and scholarships and financial aid.

##### 4. Catalog articulation agreements with other institutions.

#### CENTRAL

- Use Guided Pathways framework** to support students through their educational career from inquiry to completion, with special attention to improving student success for Black, Indigenous, and People of Color (BIPOC), and other historically underserved students.
  - Use data-driven and research-based intervention strategies to support retention and completion of Black, Indigenous, and People of Color (BIPOC), and other historically underserved students.
  - Build opportunities for collaboration between instruction and student services to improve the overall student experience.
  - Provide holistic and proactive student-focused services from inquiry to completion.

2. **Foster internal and external partnerships** to engage students in a comprehensive learning experience, including career exploration and preparation.
  - a. Cultivate partnerships that provide mentorship, direct funding, and career-connected learning opportunities for historically underserved students.
  - b. Increase awareness and participation in co-curricular activities that complement learning.

#### **NORTH**

1. **Seattle Promise Initiative**
2. **Participate in trainings** dealing with structured pathways, i.e. Student Success Institute.
3. **Support a caring**, inclusive, student-centered culture.
4. **Promote student engagement** through embracing diversity of cultures, ideas, perspectives, and people.
5. **Support student perseverance** through institutional and student integrity and accountability.
6. **Strive for quality** across student services, instruction, and administrative service areas so that our students have the ability to excel.

#### **SOUTH**

1. **Redesign intake, onboarding, and advising** functions and services to better respond and impact our students needs and their experiences.
2. **Increase I-BEST program offerings** to increase access and support, and shorten time for students to complete training in livable-wage careers.
3. **Develop and offer math co-requisite courses** that support the goal of getting students to and through college-level math in one year.
4. **Increase the inclusion of students** (engagement, feedback, and participation) in our planning, decisions, and implementation efforts.
5. **Establish exploratory sequence structure** for undecided students.
6. **Streamline pathways** from ABE to developmental to college-level.
7. **Implement new technologies** (ctcLink, StarFish, and dashboards) to improve access to college and student-level data.
8. **Critically review program requirements** and revise as necessary to improve student access and completions.
9. **Provide training and increased access** to data dashboards and systems to help make informed decision about program policies.

10. **Continue improving the student experience** online and in print to improve retention and completion in collaboration with student services and instruction.

### **Strategy 2: Practice Strategic Equity and Enrollment Management**

#### **DISTRICTWIDE**

1. **Apply the strategies and tactics** outlined in Strategy 1 (Implement Guided Pathways with an Equity Focus) to identified target student populations.
2. **Conduct environmental scan.**
3. **Conduct analysis of program mix** across the Seattle Colleges.

#### **CENTRAL**

1. **Create and strengthen structures, systems, and policies** that support robust enrollment and retention.
  - a. Leverage real-time application, enrollment, and financial aid data to inform strategies to achieve enrollment and retention goals.
  - b. Automate application, enrollment, and financial aid processes with an anti-bias lens to streamline workflow and remove student barriers.
  - c. Use culturally appropriate and inclusive language and images in all marketing materials.
  - d. Intentionally outreach to historically underserved students and non-traditional students, including students with low access to technology.
3. **Implement annual schedule and block-scheduling.**

#### **NORTH**

*See Districtwide Operational Plan.*

#### **SOUTH**

1. **Increasing enrollment** through expanding flexible options and modalities for program delivery (i.e. hybrid, online, evening, weekends, etc.)
2. **Analyze program enrollment, retention and completion data** through external program review and viability processes to improve program and course offerings and modify instructional practices.
3. **Expand the use of the CRM system and data** to turn more prospective into enrolled students.
4. **Expand on, and build, relationships** with communities of potential students.
5. **Develop annual schedule process and system** to create student-centered quarterly schedules.
6. **Collaboratively improve** our marketing and recruitment efforts and strategies.

*continued*

## EQUITY, DIVERSITY, INCLUSION, AND COMMUNITY

### Strategy 1: Develop and Implement a Diversity Action Plan

#### DISTRICTWIDE

1. **Design and implement** assessment & EDI Strategic Plan
  - a. Continue with a focus on activities and priorities at each campus.
  - b. Adopt and implement Equity 2023 action plan detailing key districtwide change efforts in three goal areas.
  - c. Implement aligned methods for EDI landscape assessment across the three colleges and Siegal Center.
  - d. Support Equity Can't Wait Campaign and leverage district and private funds to support critical activities and projects as identified in the Seattle Racial Equity 2023 Plan.

#### CENTRAL

1. **Develop and implement Guided Pathways** to address institutional racism and achieve equity.
  - a. Recruit, retain, and support Black, Indigenous, and People of Color (BIPOC) and other historically underserved students.
2. **Diversify and support the college workforce** by standardizing anti-racist/anti-bias training, onboarding, and professional development.
  - a. Standardize an anti-racist, anti-bias search and hiring process to build a diverse workforce.
  - b. Promote an inclusive working environment to support and retain employees.
3. **Transform curricula** by applying a racial equity framework.
  - a. Deliver diverse educational resources and services focused on equity and inclusion.
  - b. Implement culturally responsive pedagogy and services by increasing opportunities for professional development in these areas.
  - c. Reinforce a culture that supports anti-bias, anti-racist curricula, and pedagogy.

#### NORTH

1. **Diversity workshops**
  - a. Conduct at least six diversity workshops for the NSC campus community during 2021–2022 academic year.
  - b. Administer diversity workshop participant survey at conclusion of all diversity workshops.
2. **Employee engagement survey items**
  - a. Continue tracking previously identified survey items which deal with equity, diversity, inclusion, and community.

#### 3. Student engagement survey items

- a. Continue tracking previously identified survey items which deal with equity, diversity, inclusion, and community.

#### SOUTH

1. **Establish Equity, Diversity, and Inclusion** Advisory Council.
2. **Increase the use of intercultural development inventory** to help build and develop individual and department/division capacity to work with differences.
3. **Institutionalize the use of inclusion advocates** on hiring committees and processes.
4. **Use data dashboards** to promote discussions within departments to critically look at current practices and how they affect different student populations and develop and implement improvement plans.
5. **Increase EDI professional development opportunities** for all staff and faculty.
6. **Promote and encourage students** to participate in clubs and activities that support underserved student populations.
7. **Support and encourage faculty** to participate in statewide Faculty of Color Cross Institutional Mentoring Program.
8. **Support and promote** South Men of Color (SMOC) group.
9. **Increase communication channels**, including the website, print materials, and social media, to ensure underserved students are able to find affinity groups, support systems, and student services to help them succeed and feel connected.

## ORGANIZATIONAL EXCELLENCE

### Strategy 1: Enhance Teaching and Learning

#### DISTRICTWIDE

1. **Develop new programs** to meet needs of students; upgrade programs.
2. **Expand programs and supports** for career and technical education (CTE) students.
3. **Develop multimodal program options**, including hybrid, evening and weekend offerings; explore Flex programs.
4. **Expand onramps** into CTE programs.
5. **Disburse faculty development grants** to support faculty development of innovative curricula and instruction.
6. **Develop corporate training partnerships**; build employee engagement; and engage system-wide Technical Advisory Committees.



7. **Continue to provide faculty development opportunities**, including anti-bias and anti-racist training, during college professional development days.
8. **Build strategic collaboration** among college and system-wide Navigators, Advisors, CBO partners and other student support staff; build communication strategies (e.g. listserv, monthly meetings) in support of this effort.

#### CENTRAL

1. **Respond to the needs** of students and the community with high-quality instruction and programs.
  - a. Increase opportunities for accelerated, integrated, and/or contextualized learning.
  - b. Adapt technology and facilities to support instructional goals and student learning needs.
  - c. Continually assess programs, curricula, and course offerings to ensure that they are high-quality and meet students' academic and career goals.
  - d. Invest in programs that advance economic and racial justice.
2. **Engage all students and employees** to work towards strategic priorities, developing the organization, programs, and resources.
  - a. Define, practice, and promote opportunities for students and employees to participate in college governance.
  - b. Require professional development that aligns with strategic priorities, supports engaged employees, and promotes anti-racist pedagogy and curricula.
  - c. Engage student participation in student leadership and extracurricular college activities.
  - d. Regularly recognize and encourage employee service and excellence.

#### NORTH

1. **Teaching Improvement Practice (TIP) Form**
2. **Full-Time Faculty**
  - a. Led by North Seattle Assessment Committee, North Seattle College will continue usage of TIP (Teaching Improvement Practice) forms.
3. **Priority- Hire Faculty**
  - a. Led by North Seattle Assessment Committee, North Seattle College will continue usage of TIP (Teaching Improvement Practice) forms.
4. **Academic Program Review**
  - a. All academic programs will submit program review reports and deliver a presentation once every three years to the North Seattle College program review committee.

#### 5. Academic Program Viability

- a. Using the agree-upon, district-wide process, all academic programs will go through level one of the program viability process.
- b. Deans and departmental faculty will provide input to the Vice President of Instruction, who then determines which academic programs will go through level two of the program viability process.

#### 6. Instructional Support Program Review

7. **Instructional support areas** chosen to present their program review report will do so.
8. **Employee recognition** for excellence in teaching and learning
  - a. Annual employee engagement survey

#### SOUTH

1. **Use program review and viability processes** to continuously improve program content and workforce relevancy and impact.
2. **Provide professional development** for faculty to explore new instructional methods.
3. **Develop new and relevant programs** based on industry and student needs.
4. **Develop and support** evening programs and alternative modes of program delivery.
5. **Expand I-BEST** and on-ramp to I-BEST curriculum.
6. **Expand professional development** and use of TILT.
7. **Establish and strengthen** campus-wide instructional assessment systems and practices.

#### Strategy 2: Achieve System Integration

#### DISTRICTWIDE

1. **Global Initiatives:**
  - a. The three International Programs (IP) offices have been directed to fully integrate within two years. An integration plan has been developed and will be implemented.
  - b. IP will complete creation of complementary plans to the Integration Plan, including a management plan, a communications plan, and a strategic plan to provide structure and clarify roles, responsibilities, and accountabilities.
  - c. IP will continue implementing new software as a District IP program in support of SEVIS/advising, admissions, a marketing CRM and a tool to efficiently process commission payments to overseas partners.
  - d. IP established one districtwide study abroad position and will manage that position towards plan goals.

*continued*

## ORGANIZATIONAL EXCELLENCE (CONTINUED)

### Strategy 2: Achieve System Integration

2. Professional Development: Seattle Colleges will continue to plan, develop, and raise awareness of the Leadership Lab, a districtwide professional development program for all employee groups.
3. eLearning: The newly integrated eLearning team will support student success and provide innovative and culturally responsive solutions in collaboration with students, faculty, and staff in the creation, implementation, assessment, and promotion of high-quality programs, courses, and opportunities across all learning modalities and college supported technology tools.

#### CENTRAL

1. Engage stakeholders across the college to identify areas where district-wide collaboration and coordination contribute to student success and increased operational efficiencies.

#### NORTH

*See Districtwide Operational Plan.*

#### SOUTH

1. *See Districtwide Operational Plan.*
2. **Continue to participate in** and contribute to college wide committees and activities that support district-wide efforts.

### Strategy 3: Foster Sustainability

#### DISTRICTWIDE

1. **Fiscal Sustainability**
  - a. Plan for and implement cost-cutting measures consistent with the mission and values of the Seattle Colleges to ensure system sustainability as required by the Board of Trustees.
  - b. Establish processes that lead to completed budgets by June each year.
  - c. Pursue continuous improvement for transparent distribution model for state allocation.
  - d. Complete financial statements, including successful State Auditor's Office audits.
  - e. Ensure compliance with all state/federal financial standards.
  - f. Build compliant internal control assessment and reporting process.

#### 2. Environmental and Social Sustainability – Student Success

- a. Continue to increase opportunities for students to learn and apply sustainability within courses.
- b. Continuously track sustainability courses and identify these courses in the course catalog and other listings.
- c. Continue to develop mechanisms to create more “campus as a living lab” opportunities across the breadth of STARS categories.

#### 3. Environmental and Social Sustainability – Organizational Excellence

- a. Continue annual reporting to Seattle 2030 District and strategies to reach resource conservation targets.
- b. Continue developing the Climate Action Plan as required.
- c. Develop a districtwide purchasing policy that prioritizes sustainable products, like green cleaning and electronics.

#### CENTRAL

1. **Diversify revenue sources** to sustain the college's financial health and make long-term investments in student enrollment and success.
  - a. Allocate resources to programs and areas that support student enrollment and retention.
2. **Promote fiscal sustainability** through shared responsibility and understanding of the budget and budget processes.
  - a. Provide professional development opportunities for all college stakeholders to increase knowledge of budget processes and principles.
3. **Invest in facilities and learning environments** that are safe, welcoming, and accessible to all students.
  - a. Responsibly steward our resources as an active partner in achieving the broader goals of our external community.
4. **Adopt a stable multi-year** financial planning and budget allocation model.
  - a. Build understanding of the budget among all college stakeholders.
5. **Ensure that those with budget responsibilities** are prepared to manage the college's resources effectively.
  - a. Establish consistency, clarity, and transparency in the budget allocation process.
6. **Provide learning environments** that are safe, welcoming, functional, and sustainable.
  - a. Develop and implement a plan for mission-driven and visually welcoming facilities.

- b. Adopt and promote sustainability practices as a responsible steward of resources and a member of the larger community.
- c. Establish and document systems, procedures, and training for safety and security.

## **NORTH**

*See Districtwide Operational Plan.*

## **SOUTH**

1. **Establish and disseminate criteria and systems** for assessing value, cost and feasibility of current and prospective programs, services and initiatives.
2. **Incorporate annual instructional programs** and scheduling into the budget planning process and cycle.
3. **Develop clear budget process** for requesting new funding.
4. **Develop new budget monitoring system and process.**
5. In collaboration with Hanover Research, **establish multi-year grant seeking strategy.**
6. **To ensure excellent environments** for learning, campus facilities will establish team cleaning to better meet the facilities needs on campus.
7. **Continue to examine equity practices** and how those practices impact and influence campus-wide sustainability.
8. **Develop, share, and spread** organizational change capacity by leading with racial equity throughout the campus.
9. **Implement campus-wide succession plan.**

## **PARTNERSHIPS**

**Strategy: Build High Quality Partnerships**

### **DISTRICTWIDE**

1. **Implement** shared partnership database.
2. **Reset** Chancellor's Advisory Council.
3. **Implement** Districtwide Technical Advisory Committees.
4. **Engage** with governmental entities and local leaders.
5. **Implement** "Equity Can't Wait" campaign.
6. **Engage** with 3-5 influential local employers.
7. **Offer** a regional economic symposium.

### **CENTRAL**

1. **Develop and deepen partnerships** to expand access to educational opportunities and support student success.
  - a. Promote external partnerships that increase access, close racial and economic opportunity gaps, and empower each student to succeed.

- b. Pursue partnerships to enhance outreach, marketing, recruitment, and scholarship efforts for BIPOC and historically underserved students.
- c. Strengthen partnerships that facilitate a college-going culture among high school students in the community.
- d. Facilitate internal partnerships to promote employee collaboration and increase positive outcomes for students.

## **NORTH**

*See Districtwide Operational Plan.*

## **SOUTH**

1. **Build systems** to assess and prioritize the changing needs and interests of our community.
2. **Partner with** community organizations, employers, and other schools to develop and deliver needed high-demand skills for underserved populations to move into livable-wage jobs, thereby increasing underserved student enrollment and instructional program offerings.
3. In alignment with districtwide efforts, **expand on articulation agreements** with local high schools or colleges.
4. **Continue to attract strong candidates** for technical advisory committees/boards.
5. **Build new partnerships** and strengthen existing ones with industry partners through hosting and attending events.
6. **Continued partnership** with King County by offering courses at the Community Center for Alternative Programs.
7. **Expand Continuing Education partnership** with Corporate and Customized Training to provide courses and training for local businesses and organizations.
8. **Provide great support** and appreciation for private donors who are willing to support our students and programs.
9. **Work closely with South Foundations** to support new construction and remodeling efforts.
10. **Expand on relationship** with Duwamish Tribe and other local native and Indigenous Organizations.
11. **Celebrate partnerships** through internal and external communications channels, including media relations.
12. **Seek out co-sponsor and co-marketing opportunities** with employment partners looking to recruit well-trained graduates of our programs.





# SEATTLE COLLEGES

*North • Central • South*

## **Seattle Colleges**

Siegal Administrative Center  
1500 Harvard Avenue, Seattle, WA 98122  
206.934.4100 | [seattlecolleges.edu](http://seattlecolleges.edu)

## **Seattle Central College**

1701 Broadway, Seattle, WA 98122  
206.934.3800 | [seattlecentral.edu](http://seattlecentral.edu)

## **North Seattle College**

9600 College Way N, Seattle, WA 98103  
206.934.3600 | [northseattle.edu](http://northseattle.edu)

## **South Seattle College**

6000 16th Avenue SW, Seattle, WA 98106  
206.934.5300 | [southseattle.edu](http://southseattle.edu)

## **Specialized Training Centers**

Georgetown Campus  
Health Education Center  
NewHolly Learning Center  
Seattle Maritime Academy  
Wood Technology Center

## **eLearning/Distance Education**

Worldwide Virtual Campus  
[seattlecolleges.edu/programs/elearning](http://seattlecolleges.edu/programs/elearning)

## **Board of Trustees**

Teresita Batayola, Louise Chernin,  
Steven Hill, Rosa Peralta, Brian Surratt

## **Chancellor**

Dr. Shouan Pan

## **College Presidents**

Yoshiko Harden  
*Acting President*  
Seattle Central College

Chemene Crawford  
*President*  
North Seattle College

Rosie Rimando-Chareunsap  
*President*  
South Seattle College

Seattle Colleges does not discriminate on the basis of race, color, national origin, religion, sex, disability, honorably discharged veteran or military status, sexual orientation, or age in its programs and activities. The following person has been designated to handle inquiries regarding compliance, including compliance with Title IX and disability services: Compliance Officer, 1500 Harvard Avenue, Seattle, WA 98122, 206.934.3873.

## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Terence Hsiao

**DATE:** March 10, 2022

**SUBJECT:** HEERF Lost Revenue Budgets

### Background

This report is in response to the Board's request to review and approve college's use of "Lost Revenue funds" received through Higher Education Emergency Relief Fund(ing) (HEERF) as part of Federal COVID relief.

### Lost Revenue Background

Grants generally stipulate what use the grant funds can be put to; colleges are reimbursed for qualifying financial aid and COVID response expenses. In contrast "Lost Revenue" claims (for the loss of revenue resulting from the pandemic) have no restrictions on their use. These are one-time funds and at its Fall Retreat the Board expressed an interest in using those funds to make up for past disinvestment and asked colleges to submit their plans for the use of those funds. Colleges subsequently informed the Board of their intent to use the funds as follows:

- Strategic enrollment management
- Address longstanding disinvestments in infrastructure
- Continue COVID mitigation measures

This report provides the Board with more detail on the college's planned use of the funds for its consideration and approval. *Note:* Colleges will need to return lost revenue funds if the minimum disbursement requirement for financial aid is not met.

### Seattle Central College

Seattle Central has claimed a total of \$5,028,441 in Lost Revenue funds. It plans to reserve \$943,109 of those funds. The balance of the funds will be used to fund current operating expenses since the college will require those funds to operate due to its fund balance situation. This will give the college the time it needs to undertake the actions required to achieve a sustainable budget.

<b>Fund</b>	<b>Use of funds</b>	<b>Amount</b>
146	Running Start Tik Tok recruiting for Fall 2022	25,000
149	Safety and Security	574,330
149	Custodial Services	803,785
149	Maintenance and Repairs	657,155
149	Physical Plant Administration	107,910
149	Registration	341,819
149	Stipends	277,324
149	Hourly	216,459
149	Classified salaries	514,894
149	Goods and Services	6,322
148	Mac fees	560,332
146	Reserve	943,109
	<i>Total</i>	<i>5,028,441</i>

### **North Seattle College**

North Seattle College has claimed a total of \$4,723,471 in Lost Revenue funds. It plans to reserve \$4,698,471 of those funds. The balance of the funds will be used to fund a Tik Tok campaign to increase Running Start enrollment.

<b>Fund</b>	<b>Use of funds</b>	<b>Amount</b>
146	Running Start Tik Tok recruiting for Fall 2022	25,000
149	Stipends	100,000
149	Chiller Repair	7,000
149	Reserve	4,591,471
	<i>Total</i>	<i>4,723,471</i>

### **South Seattle College**

South Seattle College has claimed a total of \$3,348,519 in Lost Revenue funds. It plans to reserve \$1,035,682 of those funds. The balance of funds are being used to address a number of “one time” and to provide “bridge funding” to fund positions that do not yet have a permanent funding source.

<b>Use of funds</b>	<b>One Time</b>	<b>Bridge</b>
Running Start Tik Tok recruiting for Fall 2022	25,000	
Extra shift of safety and security staff (already expended)	50,350	
Extra shift of hourly security staff (through 6/2023)	74,650	300,000
Grant Manager (already expended)	10,500	
Grant Manager (through 6/2023)	52,530	126,100
Technology – hardware expense	13,307	
Cleaning/disinfection/PPE, HVAC expense	10,000	
Rainier Hall staff relocation	500,000	
Wellness Center Furniture, fixtures and equipment	300,000	
Alarm system replacement	250,000	
Replace stolen and damaged equipment	600,000	
Reserve	1,035,682	
Unplanned	60,850	
<i>Total</i>	<i>2,922,419</i>	<i>426,100</i>



## Recommendation

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

Submitted by:

A handwritten signature in black ink, appearing to read 'Terence Hsiao'.

Terence Hsiao  
Vice Chancellor of Finance & Operations

Transmitted to the Board with a favorable recommendation.

A handwritten signature in black ink, appearing to read 'Shouan Pan'.

Dr. Shouan Pan  
Chancellor

## SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

March 10, 2022

**STUDY SESSION**                      **1:00 p.m.**                      **Zoom**

**REGULAR SESSION**                      **3:00 p.m.**                      **Zoom**

### **STUDY SESSION AGENDA**

**1:00 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. Tenure Review**

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

**C. Negotiations**

*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.*

**D. Personnel**

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

**2:30 p.m.**                      **OPEN SESSION**

A. Seattle Colleges Strategic Plan                      **Tab 1**

B. Distribution of HERRF                      **Tab 2**

### **REGULAR MEETING AGENDA**

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

**3:00 p.m.            LAND ACKNOWLEDGMENT**  
*Presented by Semyon Kiyan, Student at NSC*

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

**3:05 p.m.            PUBLIC COMMENTS**

*The Seattle Colleges Board of Trustees welcomes students, employees, and community partners to address the Board during the Public Comment period specified on the Agenda. The Board provides 15 minutes for public comments, which may be adjusted at the discretion of the Board Chair.*

*Each speaker has 3 minutes to address the Board, and speakers are encouraged not to repeat the same issue that a previous speaker has already raised. Advanced sign-up for oral comments is requested by emailing [Rebecca.Zeller@seattlecolleges.edu](mailto:Rebecca.Zeller@seattlecolleges.edu). Additional commenters will only be called upon during the meeting as time allows. If there is not enough time for all speakers, commenters will be encouraged to submit a written statement or be put on the list for oral comments at the next public meeting.*

*In addition, written statements are accepted by Rebecca Zeller at any time. All written statements received by noon on the Friday before the Regular Board of Trustees meeting will be published in the public packet. Written statements received after that date and time will be added to the Board packet and transmitted to the Board for the following Board meeting.*

*The Board functions at the policy level while daily operational matters are delegated to the district and college management team. It is, therefore, not the practice of the Board to respond specific to operational issues during Public Comment period.*

**3:20 p.m.            PRESENTATION** **Tab 4**  
North's Mental Health Grant  
*Presenters: Jenny Mao, Melissa Allen, and Emiko Minatoya-Shields;  
Counselors at North Seattle College*

**3:35 p.m.            ACTION ITEMS**

A.    Minutes from Regular Meeting on February 10, 2022 **Tab 5**

B.    Approval of Tenure **Tab 6**

- |    |   |              |
|----|---|--------------|
| C. | Extension of Tenure                                 | <b>Tab 7</b> |
| D. | NSC Library Project                                 | <b>Tab 8</b> |
| E. | Seattle Colleges Strategic Plan, One-Year Extension | <b>Tab 9</b> |

**3:50 p.m. INFORMATION ITEMS**

- |    |  |               |
|----|--|---------------|
| A. | PV Array Project and COP Authorization – First Reading | <b>Tab 10</b> |
| B. | Q2 Financial Report and Budget Projections             | <b>Tab 11</b> |
| C. | 2022-23 Fee Request – First Reading                    | <b>Tab 12</b> |

**4:15 p.m. ORAL REPORTS** **Written Reports-Tab 13**

- A. Student Representatives
  - 1. Nichole Eidsmoe, North Seattle College
  - 2. Alex Roque, Seattle Central College
  - 3. AddieMaymae Wilson, South Seattle College
- B. Labor Union Representatives
  - 1. Annette Stofer, AFT Seattle Community Colleges
  - 2. Diane Ellis, WFSE
  - 3. Cody Hiatt, AFT-SPS
- C. Chancellor’s Report
- D. Legislative Report
- E. Chair’s Report
- F. Trustees
- G. College Presidents, Vice Chancellors
  - 1. Chemene Crawford, President of North Seattle College
  - 2. Yoshiko Harden, Interim President of Seattle Central College
  - 3. Julianne DeGeyter, Vice President of Administrative Services, South Seattle College
  - 4. Kurt Buttleman, Vice Chancellor of Academic and Student Success
  - 5. Jennifer Dixon, Vice Chancellor of Human Resources
  - 6. Terence Hsiao, Interim Vice Chancellor of Finance and Operations
  - 7. Kerry Howell, Vice Chancellor of Advancement



8. Cindy Riche, Associate Vice Chancellor and Chief Information Officer
9. Earnest Phillips, Associate Vice Chancellor of Communications and Strategic Initiatives

**4:30 p.m. ADJOURNMENT, TRANSFORMING LIVES RECEPTION**

The next meeting of the Board of Trustees will be held on Thursday, April 14 at South Seattle College's Georgetown Campus, Room C 122. 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.*



# STUDENT ENGAGEMENT AND COLLABORATION TO CLOSE EQUITY GAPS AND INCREASE ACCESS

MENTAL HEALTH COUNSELING AND SERVICES PILOT PROGRAM (SB 5194)

FUNDED BY WASHINGTON STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES

COUNSELING STAFF: MELISSA ALLEN, M.A., JENNY MAO, PH.D., EMIKO MINATOYA-SHIELDS, M.A.

# WHAT MADE US COMPETITIVE?

- Short-term solution focused counseling - (specific counseling approaches)
- Outreach / promotion of services (Targeted outreach to students)
  - Workshops, classes, presentations
  - Relationship with campus/community partners
- CARE – campus crisis management
- Demonstrated Need: Changing Demographics of the college; BIPOC students are accessing counseling; teaching faculty (high touch interventions); high counselor to student ratio.

# GRANT GOALS

Meet

Meet developmental needs of a diverse young campus

Close

Close equity gaps of vulnerable students who are least likely to seek help

Address

Address long lasting pandemic effects of mental health on campus

# Opportunities for Expansion



Student momentum led by  
student leaders



Institutional: Faculty and  
staff momentum – TIC;  
CARE



Roy Flores Wellness Center



Basic Needs Program  
through OCEE (UWKG; Food  
pantry; emergency grant.)



# Integrated Strategic Initiatives

- Wellness Advisory Committee
- Mental Health First Aid training
- Creation of a Mindfulness space
- Campus outreach events and training to prioritize a culture of wellness and well-being
- Intentional partnerships: King County United Way Navigators; Roy Flores Wellness Center; Let's talk program (EDI, SLC); JFS; Student Leadership; Weekly "Fun, Games, Wellbeing Café; College Success Workshops.)
- Summer Counseling
- Third counselor hire
- Initiation of a Let's talk program





# NORTH SEATTLE COLLEGE - GRANT MILESTONES

- Hired third counselor to increase student access to counseling services
- Institutionalizing Starfish scheduling system to track student data
- Let's Talk Program – Weekly Student Bulletin Communications – Evening hours
- CARE Inquiry Lounge – institutional response to student crises
- Fun, Games, Wellbeing Café - informal weekly drop-in support group
- Student led anxiety panel – counselors moderated (41 participants)
- Mental Health First Aid training – two groups this quarter – mixed with students (36 participants)
- Bi-weekly Counseling Bulletin – self-care – self compassion – mindfulness (800+ recipients)
- Professional Development campus presentation: "Emotion Co-Regulation in Times of Uncertainty: Caring for Yourself and Others." (32 participants)
- Wellness Advisory Committee formed
- Mental Health Mondays Instagram – Student Leadership



# FINAL REMARKS

## CONTACTS:

MELISSA ALLEN, M.A.,

[MELISSA.ALLEN@SEATTLECOLLEGES.EDU](mailto:MELISSA.ALLEN@SEATTLECOLLEGES.EDU)

JENNY MAO, PH.D.

[JENNY.MAO@SEATTLECOLLEGES.EDU](mailto:JENNY.MAO@SEATTLECOLLEGES.EDU)

EMIKO MINATOYA-SHIELDS

[EMIKO.MINATOYA-SHI1@SEATTLECOLLEGES.EDU](mailto:EMIKO.MINATOYA-SHI1@SEATTLECOLLEGES.EDU)



## SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

February 10, 2022

**STUDY SESSION**                      **1:30 p.m.**                      **Zoom**

**REGULAR SESSION**                      **3:00 p.m.**                      **Zoom**

### **STUDY SESSION**

#### **EXECUTIVE SESSION**

**Chair Chernin called an executive session at 1:30pm for one hour.**

##### **A. Negotiations**

*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.*

##### **B. EDI Leadership Structure**

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

##### **C. 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;*

#### **OPEN SESSION**

**Chair Chernin welcomed everyone to the open session at 2:39pm.**

##### **A. Louis Stokes Alliances for Minority Participation (LSAMP)**

*Presenter: Catherine Thomas, LSAMP Puget Sound Alliance Manager*

LSAMP is a regional alliance and partnership with Green River and Pierce Colleges to support STEM students of color who are pursuing baccalaureate degrees. This is a 3-year \$1.5 grant through the National Science Foundation. The program helps students persist through degree progress and transfer to bachelor degree programs. The focus is on providing undergraduate

research opportunities and peer-to-peer mentorship.

**B. Trustee Recruitment update**

Chancellor Pan, Chair Chernin, Vice Chair Peralta and Rebecca Zeller met to begin the trustee recruitment process. An announcement has been posted on the Board of Trustees webpage.

**C. March Board meeting and Transforming Lives reception**

The March 10 meeting will be held at Georgetown and a reception will follow.

**D. Board meeting agenda flow**

Chair Chernin invited comments and suggestions for changes to the board agenda and flow of the meetings.

**REGULAR MEETING MINUTES**

**CALL TO ORDER**

**Chair Chernin called the meeting to order at 3:08pm.**

**ATTENDANCE**

Shouan Pan, Louise Chernin, Teresita Batayola, Steve Hill, Brian Surratt, Belinda Tillman, Paula Marroquin, Lilia Fomai, Rebecca Zeller, Yoshiko Harden, D'Andre Fisher, Annette Stofer, Kurt Buttleman, Julienne DeGeyter, Pete Lortz, Cody Hiatt, Kathie Kwilinski, Cindy Riche, Wendy Rockhill, Vashti Bryant, Nichole Eidsmoe, Bruce Marvin, erin lewis, Gregory Hinton, Sybrina Woodson, Chemene Crawford, Jennifer Dixon, Michael Beneke, Lyanne O'Connell, Kerry Howell, Sandy Long, Katherube Hinkelman, Traci Russell, Steve Hoffman, Erin Steinke, Aimee Goodwin, Barbara Childs, Annie Kelley-Kamp, Rebecca Jansson, Lela Cross, Sayumi Irey, Ty Swenson, Lareina Redwoman, Dagney Johnson, Rebecca Jansson, Anne Le, Dawnelle Wilkie, Anudari Otgonbayer, Alex Roque, Alex Bacon, AK Sterling, Mikaila Harris, Vicky Hertig, Tracy Lai, Robin Mueller, Anna Baldwin, Alice Melling, Becca Chen, Sharon Spene-Wilcox, Bob Embrey, Chelsea Hoffman, Betsy Hasegawa, Lynn Kanne, Jenni Branstad, Robin Armstrong, Dawn Williams, Steve Hoffman, Nick Pennington, Carey Thomas, Lynn Kanne, Chelsea Hoffman, Robin Armstrong, Darwin Ruiz de la Riva, Maureen Shadair, Steve Leahy, Ron Fues, Cody Roldan, Lincoln Ferris, Alyssa Jocson-Porter, Ash Awad, Terence Hsiao, Meseret Tesfaye, Thuy Nguyen, Julia Katz

**LAND ACKNOWLEDGMENT**

AK Sterling, Interim Executive Director of the Office of Strategic Partnerships, gave the land acknowledgment and encouraged follow-up intentions and action.

**ACTION / Approval of Agenda**

**Trustee Batayola made a motion to approve the agenda. Trustee Hill seconded. The motion passed 4-0.**

**PUBLIC COMMENTS**

*The Seattle Colleges Board of Trustees welcomes students, employees, and community partners to address the Board during the Public Comment period specified on the Agenda. The Board provides 15 minutes for public comments, which may be adjusted at the discretion of the Board Chair.*

*Each speaker has 3 minutes to address the Board, and speakers are encouraged not to repeat the same issue that a previous speaker has already raised. Advanced sign-up for oral comments is requested by emailing [Rebecca.Zeller@seattlecolleges.edu](mailto:Rebecca.Zeller@seattlecolleges.edu). Additional commenters will only be called upon during the meeting as time allows. If there is not enough time for all speakers, commenters will be encouraged to submit a written statement or be put on the list for oral comments at the next public meeting.*

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*The Board functions at the policy level while daily operational matters are delegated to the district and college management team. It is, therefore, not the practice of the Board to respond specific to operational issues during Public Comment period.*

Erin Steinke is FT English Faculty at Central and coordinates the Curriculum Council. She spoke about the shifting EDI leadership structure.

Greg Bachar spoke about the results of a recent faculty Health & Safety survey and suggested changes such as increasing communication, increasing safety measures in classrooms and verifying student vaccination status as more classes begin to be offered in-person again.

Tracy Lai is an Instructor at Seattle Central College. She commented on the EDI leadership structure changes.

## **PRESENTATION**

Mainstay & SAILS

*Presenters: Rebecca Jansson, Director of Mainstay/SAILS; Carey Thomas, Mainstay Program Coordinator*

Yoshiko Harden introduced the presenters who shared information on the Mainstay & SAILS programs at Central. The program currently supports 150 adults with disabilities in the workplace.

## **ACTION ITEMS**

- A. Minutes from Special Meeting on January 10, 2022

**Trustee Hill made a motion to approve the minutes. Trustee Batayola seconded. The motion passed 4-0.**

- B. Minutes from Regular Meeting on January 13, 2022

**Trustee Surratt made a motion to approve the minutes. Trustee Batayola seconded. The motion passed 4-0.**

- C. Seattle Central College, Request to Approve Starting  
EcoDistrict Permit Design

**Trustee Hill made a motion to approve the expenditure. Trustee Batayola seconded. The motion passed 4-0.**

### **INFORMATION ITEMS**

- A. Progress Report on Board Goals for 21-22

Chancellor Pan presented a progress report toward the board's goals for 21-22.

- B. Budget Reporting update

Terence Hsiao reported that we are on-track for spending in 21-22 and that the 22-23 budget development process is underway.

- C. Legislative Process Update from Chair Chernin

Chair Chernin shared a document outlining the process by which legislative issues are vetted and advocacy on system-wide issues is requested from the board.

### **ORAL REPORTS**

- A. Student Representatives

Alex Roque, Seattle Central College, shared that Student Leadership is back on campus. They are working on their legislative advocacy and scheduling meetings with state legislators.

Anne Le, South Seattle College, shared that student leadership is currently in the process of hiring a Treasurer. They recently collaborated with international students to celebrate the Lunar New Year.

- B. Labor Union Representatives

Annette Stofer, AFT Seattle Community Colleges, reported on AFT National union and their efforts at PPE distribution. AFT Lobby Day in Olympia is coming up on February 21. She reported that salary negotiations have resumed and faculty are requesting open negotiations. Annette also shared results of a recent Health & Safety survey. MOU negotiations for Spring Quarter are underway, as well as Counseling Faculty negotiations. She spoke about the potential for program closures and the need for early communication with faculty in those programs.

Dawnelle Wilkie, WFSE, read a letter of no confidence from membership.

Cody Hiatt, AFT-SPS, spoke about Pro Staff contributions to integration and budget goals. AFT-SPS has requested administration engagement in facilities and finance reorganization proposals.

C. Chancellor's Report

Chancellor Pan recapped the effective MLK Celebration video. He also celebrated the one-year anniversary of our transition to ctcLink.

D. Chair's Report

Chair Chernin encouraged trustees to consider making nominations for this year's ACT Awards.

E. College Presidents, Vice Chancellors

Chemene Crawford, President of North Seattle College, mentioned that three Faculty from NSC are being recognized at the Innovations conference.

Yoshiko Harden, Interim President of Seattle Central College, announced that in-person services resumed at Central this week. One of Central's Culinary students will be competing on Top Chef. The college is celebrating the Year of the Tiger!

Julienne DeGeyter, VP of Finance and Administration at South, highlighted students receiving an Automotive scholarship.

Kurt Buttleman, Vice Chancellor of Academic and Student Success, shared that charter school graduates are now eligible for Seattle Promise benefits. The League for Innovation Art & Literary Awards process for students is underway.

Jennifer Dixon, Vice Chancellor of Human Resources, shared that a new Director of Compliance has been hired and our Director of Compensation has left Seattle Colleges. The Director of Diversity and Talent Acquisition position is posted.

Terence Hsiao, Interim Vice Chancellor of Finance and Operations, noted that February 22 marks the one-year anniversary of our conversion to ctcLink. He recognized finance staff for their work to adapt to a new system. He also announced the recent hire of a Controller.

Kerry Howell, Vice Chancellor of Advancement, gave an update on fundraising and positive conversations with potential donors. The scholarship season opens soon.

Cindy Riche, Associate Vice Chancellor and Chief Information Officer, shared that IT staff is working hard to support students, faculty and staff.

Earnest Phillips, Associate Vice Chancellor Communications and Strategic Initiatives, reported on Discover Seattle Colleges, our online recruitment event. A Running Start advertising campaign will launch soon.

**ADJOURNMENT**

**The meeting adjourned at 5:17pm.**



The next meeting of the Board of Trustees will be held on Thursday, March 10 at South Seattle College's Georgetown Campus, Room C 122. 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:** Dr. Shouan Pan, Chancellor

**DATE:** March 10, 2022

**SUBJECT:** Recommending Award of Faculty Tenure

### **Background**

Pursuing Rules and Regulations of RCW [28B.50.850](#), members of Board of Trustees have received tenure summaries of 15 probationary faculty members across the colleges. The faculty members listed below have been found to be qualified in their fields as instructors and have been recommended for tenure in their disciplines by their college tenure review committees, vice president for instruction, and president. I concur with these recommendations.

### **North Seattle College**

Nicole Cook, IT & Application Development  
Lyle Crews, Real Estate Property Management  
Leann Dittmar, Pharmacy Technician  
Benjamin Roberts, Electronics & Engineering Technology  
Vinod Sastry, Mathematics  
Nausica Zorzi, Business & International Business

### **Seattle Central College**

Janine Buis, Nursing  
Katie Gourd-Ascencio, Nursing  
Anna Hackman, Humanities  
Ruby Hansra, Counseling  
Janet Hinson, Community Health & Education  
Scott Moy, Apparel Design & Development

### **South Seattle College**

Steve Abercrombie, Sustainable Building Science Technology  
Jill McDonough, Basic & Transitional Studies

**Recommended Action**

It is hereby recommended that the Board of Trustees, as the authorized appointing authority, award tenure to faculty members in their respective disciplines as specifically indicated above. All these probationally faculty members have been reviewed and recommended by the college Tenure Review Committees and by the appropriate college and district administrative staff.

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

A handwritten signature in black ink, appearing to read "Shouan Pan", followed by a long horizontal flourish.

Dr. Shouan Pan  
Chancellor

## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Dr. Shouan Pan, Chancellor

**DATE:** March 10, 2022

**SUBJECT:** Recommendation to Extend Tenure Probationary Period

### **Background**

The North Seattle College Tenure Review Committee has recommended one-quarter extension for probationer Eric Jaccard who was on leave in fall 2020 to attend to a family obligation. The extension will allow the faculty probationer to complete the tenure process. After reviewing relevant materials, President Chemene Crawford and Vice President for Instruction Peter Lortz are both in favor of the recommendation.

North Seattle College's Faculty Senate President is aware of this extension.

### **Recommended Action**

It is recommended that the Board of Trustees approve one-quarter extension for faculty probationer Eric Jaccard.

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



Dr. Shouan Pan  
Chancellor

## **M E M O R A N D U M**

**TO:** Board of Trustees

**FROM:** Dr. Shouan Pan, Chancellor

**DATE:** March 10, 2022

**SUBJECT:** Request to use college reserves for the Library renovation alternative scopes of work

### **Background**

North Seattle College's Library renovation project was first proposed in 2016. It received design-phase funding from the state during the 2017-19 biennium.

The construction-phase funding was requested for the 2019-21, 2020, and 2021-23 budgets. For each request, the schedule was updated due to the funding delay and the costs were increased to include OFM's approved escalation, new sales tax rates, and new requirements imposed on the project by authorities having jurisdiction.

The project received funding for construction in July 2021 and bid issued in August 2021. The base bid came in much higher than the engineer's estimate and the college elected to preserve its 10% contingency. The bid was awarded in October 2021.

However, the accepted total renovation budget did not include two key sub-projects—the remodeling of 4 classrooms and auditorium within the Library building—which were in the original scope of work. Excluding the remodeling of the classroom spaces and the auditorium from the overall building renovation that is underway or delaying it as a separate project in the future is not advisable or acceptable. However, including the classroom and auditorium remodeling in the overall library renovation project means a gap of \$1.98 M in the project budget

Given the need to proceed with the Library renovation and to avoid further escalation of construction cost, it is in the College's best interest to include remodeling of the classrooms and auditorium as a part of the overall building renovation project. North Seattle College has decided to use its reserve to fill the budget gap: \$280,000 for 4x classrooms and \$1,700,000 for Auditorium.

Recommended Action

North Seattle College recommends allocating \$1.98M from its reserve to complete the entire renovation project. The College intends to work with Seattle Colleges Foundation in raising private funding in the coming year. When successful, external funding may be used to support appropriate one-time local expenditures.

Requested and submitted by  
Chemene Crawford, NSC President

A handwritten signature in black ink, appearing to read 'Chemene', with a long, sweeping horizontal flourish extending to the right.

Recommend to the Board of Trustees for favorable action by

A handwritten signature in black ink, appearing to read 'Shouan', followed by a large, stylized capital 'P' and a horizontal flourish.

Shouan Pan, Chancellor



**MEMORANDUM**

**TO:** Board of Trustees

**FROM:** Dr. Shouan Pan

**DATE:** March 10, 2022

**SUBJECT:** Seattle Colleges Strategic Plan, One-Year Extension

**Background**

Seattle Colleges Board of Trustees adopted the current Seattle Colleges Strategic Plan in July 2017, and it is scheduled to end in July 2023. Seattle Colleges needs to become ready for developing a new strategic plan that sets a vision and a set of strategic goals for the coming years.

In fall 2021, the Board authorized the assessment of the single accreditation as an option for Seattle Colleges. According to the approved schedule, the Board will be presented with the formal Assessment Report in May 2022 for a final decision during the months of June and July 2022. The Board's decision on the accreditation model—separate or single accreditation—will have a significant bearing on the development of the next Strategic Plan. In light of this consequential decision and the continued uncertainty of the COVID-19 Pandemic, it makes good sense for the district to delay the initiation of the next strategic planning process until the decision on single accreditation is made and communicated.

**Recommendation**

Upon discussion with members of the Chancellor's Executive Cabinet and consultation with the Board's Strategic Planning Subcommittee, the Chancellor recommends that the Board of Trustees authorizes the extension of the current Strategic Plan for another year. In effect, the current Strategic Plan remains effective until July 2024.

Recommended for favorable consideration,



Dr. Shouan Pan  
Chancellor

## **M E M O R A N D U M**

**TO:** Board of Trustees

**FROM:** Terence Hsiao

**DATE:** **March 10, 2022**

**SUBJECT:** PV Array Project and COP Authorization

### **Background**

Fostering sustainability is Strategy 3 under Seattle Colleges' goal of Organizational Excellence. On February 28<sup>th</sup> the United Nations Intergovernmental Panel on Climate Change issued a report concluding that greenhouse gas emissions need to be sharply reduced: "Any further delay in concerted anticipatory global action will miss a brief and rapidly closing window to secure a livable and sustainable future for all." This agenda item requests project and financing authorization for the colleges to reduce their GHG emissions by installing Photo Voltaic (PV) arrays.

### **Project Overview**

In the summer of 2021 Central, North, and South all researched the possibility of reducing GHG emissions by installing photovoltaic arrays on their roofs. To this end they engaged McKinstry which identified promising PV project opportunities; three projects were recommended:

1. Broadway Edison PV Array (Seattle Central College)
2. OCEE (North Seattle College)
3. Cascade Hall PV Array (South Seattle College)

By successfully completing these projects the colleges will reduce their GHG emissions by 7,230 metric tons of CO<sub>2</sub> over the life of the PV arrays, thus decelerating the rate of climate change and moving the colleges closer to the Seattle 2030 District goals.

The colleges subsequently successfully pursued Washington State Commerce Department grants to partially fund the projects. The following grants were awarded:

- Broadway Edison PV Array. - \$130,049
- OCEE PV Array - \$117,961
- Cascade Hall PV Array - \$119,905

One of the grant finalization requirements is a letter of attestation committing the grant

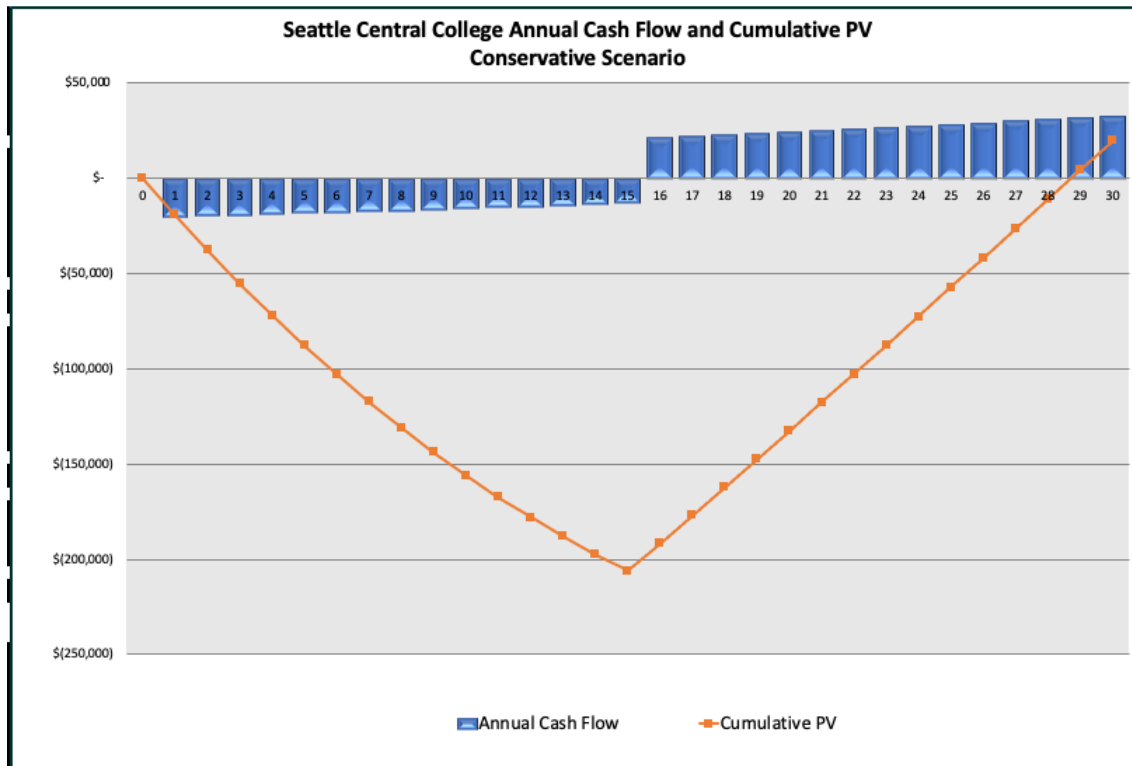
recipients to local fund matching to finance the projects. Each college is planning on a different approach to meeting their matching requirement as shown in the table below:

College	Project Cost	Commerce Grant	College Match	COP (loan) Amount
Central	546,199	130,049	416,152	416,152
North	495,439	117,961	377,478	377,478
South	468,702	119,905	348,797	348,797

### Financial Analysis

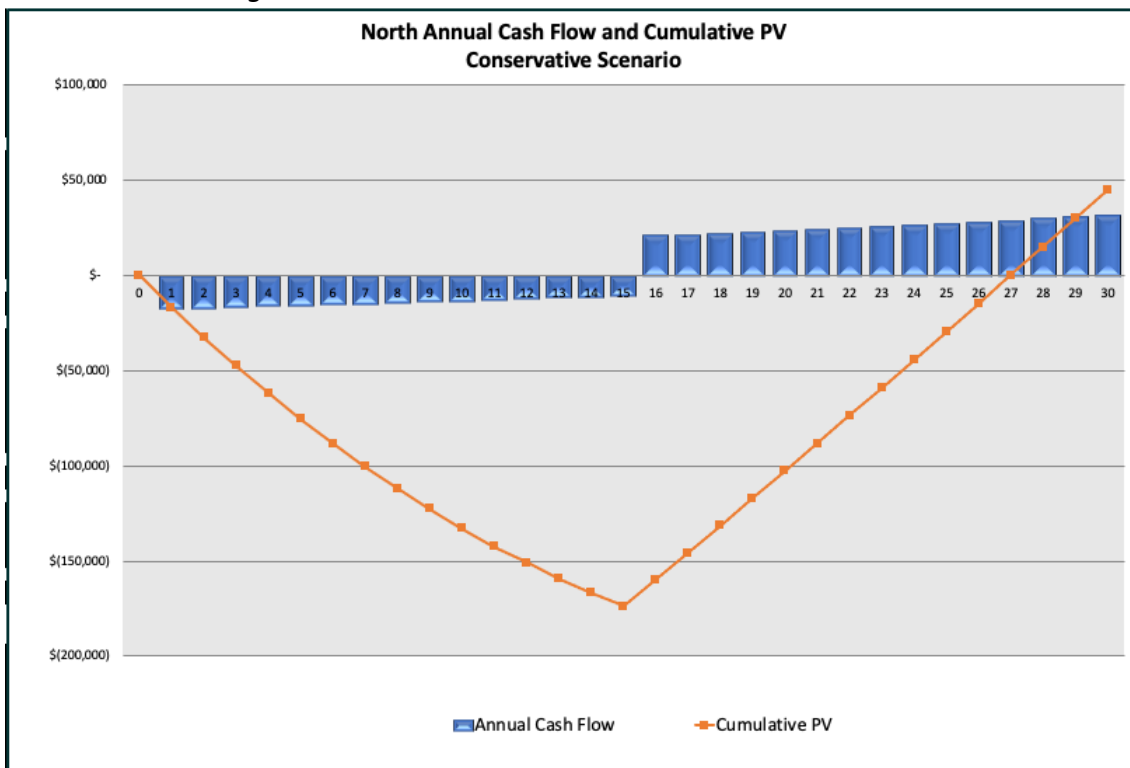
There are two financial scenarios for these projects. The first, and most conservative scenario is that the Commerce Department grants that have already been secured are the only source of external financing. Under that scenario assuming a 15-year loan term, colleges will have negative cash flow for the first 15 years of the project, but ultimately realize positive financial returns over the 30-year life of the PV array as shown in the charts that follow:

#### Seattle Central College



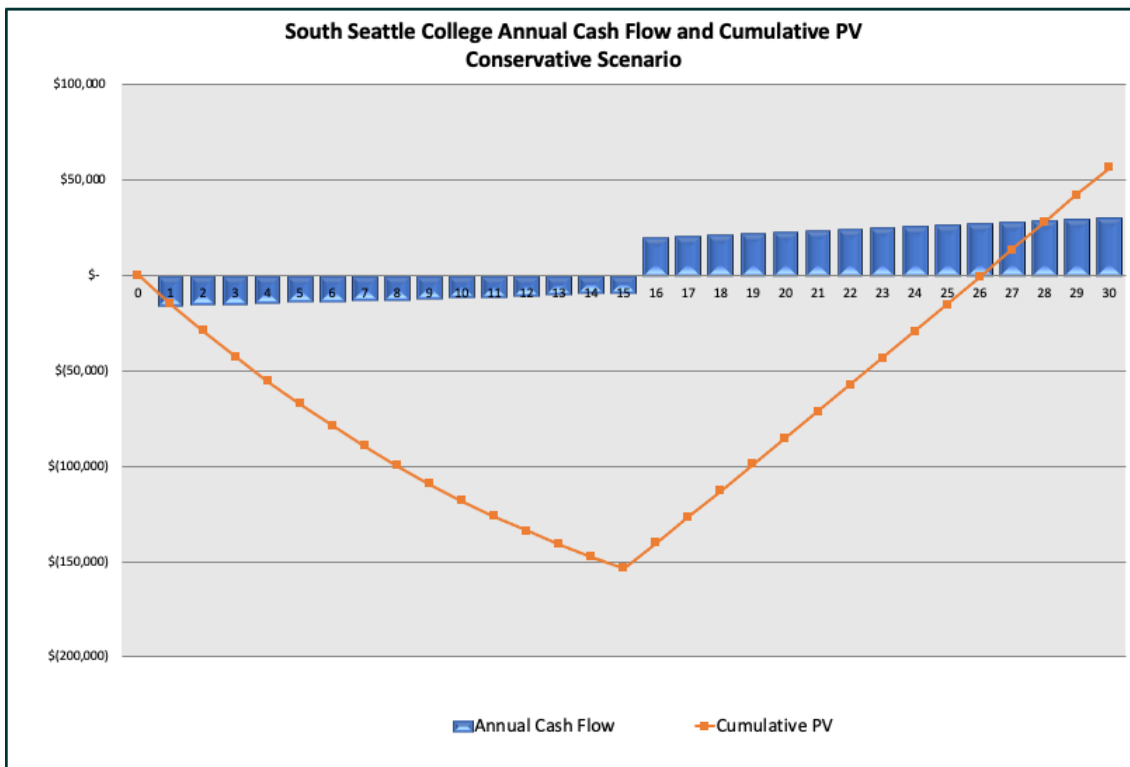
During the next 15 years Seattle Central will see average negative cash flows of \$16,418 compared to doing nothing to slow climate change. Over the following 15 years Seattle Central will realize \$401,799 in positive cash flow; the cumulative Present Value of the project will be \$19,750 over the 30-year life of the PV array.

## North Seattle College



During the next 15 years North will see average negative cash flows of \$13,817 compared to doing nothing to slow climate change. Over the following 15 years North will realize \$389,506 in positive cash flow; the cumulative Present Value of the project will be \$45,175 over the 30-year life of the PV array.

## South Seattle College

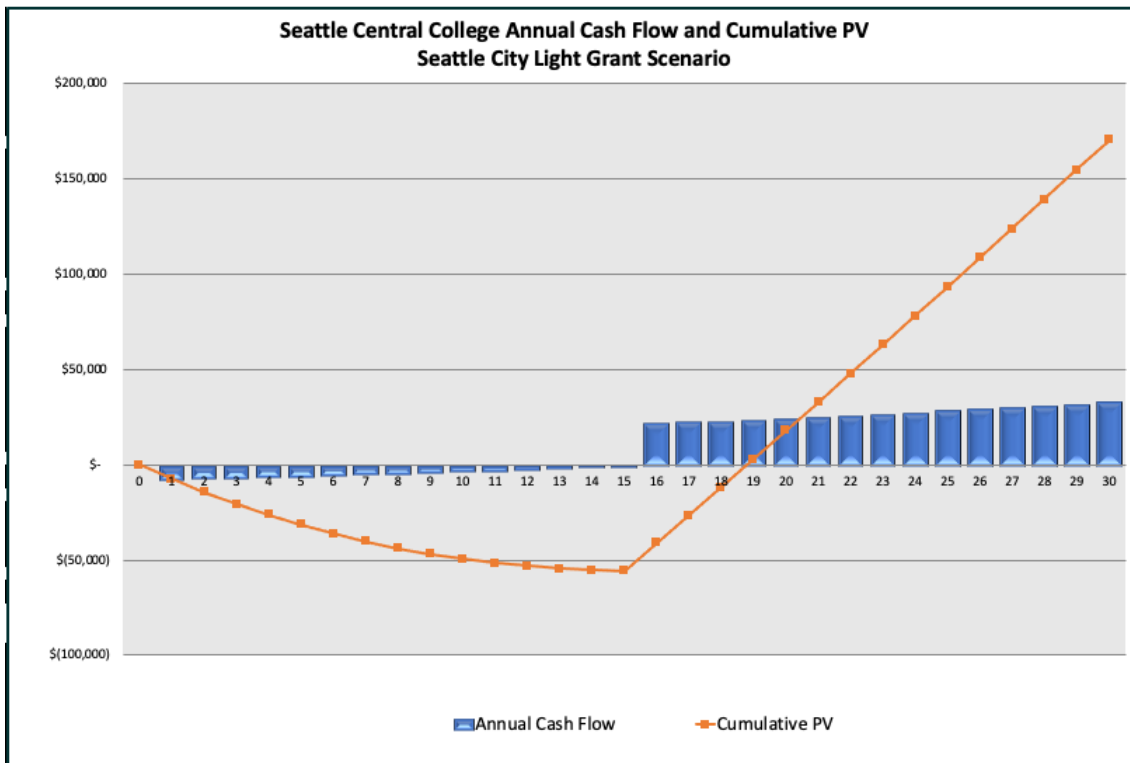


During the next 15 years South will see average negative cash flows of \$12,185 compared to doing nothing to slow climate change. Over the following 15 years South will realize \$373,598 in positive cash flow; the cumulative Present Value of the project will be \$56,510 over the 30-year life of the PV array.

## Scenario 2 – Seattle City Light Grants Received

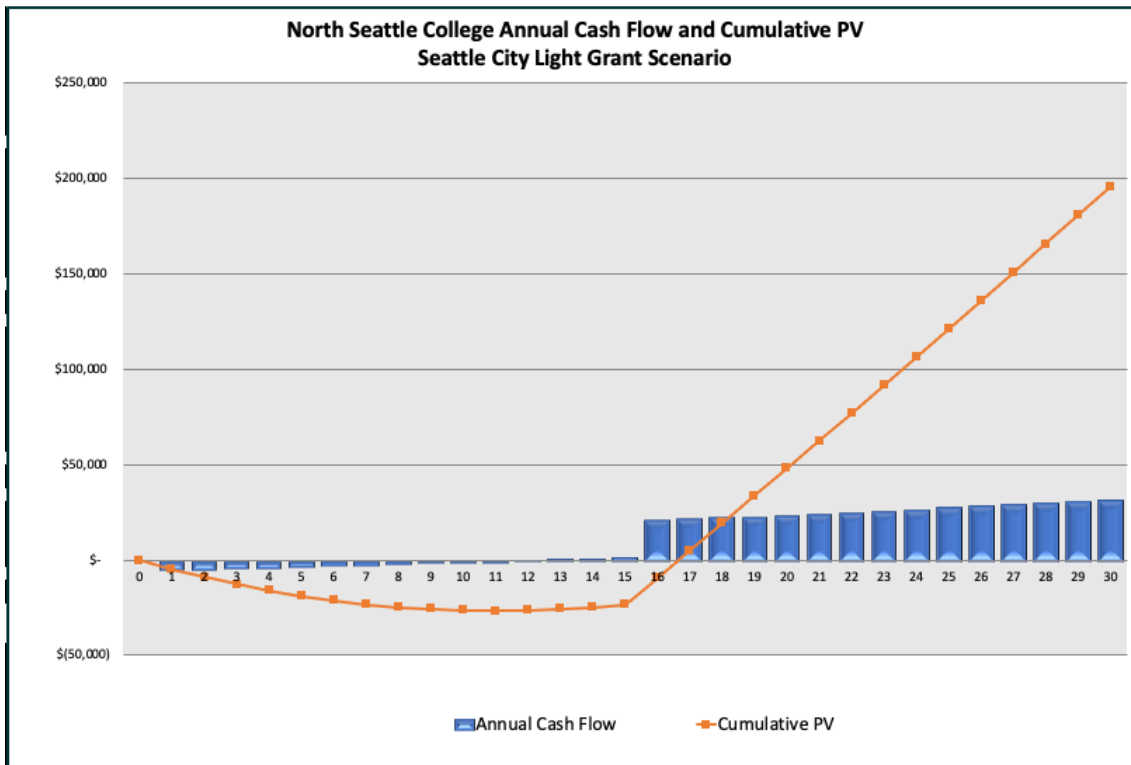
The second scenario assumes that the colleges successfully apply for Seattle City Light grants. The colleges will be unable to apply for these grants until the summer but based on their previous success there is a relatively high probability that the colleges will be successful applicants. Under that scenario assuming a 15-year loan term, colleges will have negative cash flow for the first 15 years of the project, but will realize positive financial returns by the 19<sup>th</sup> year of the project, well before the 30-year life of the PV array as shown in the charts that follow:

### *Seattle Central College*



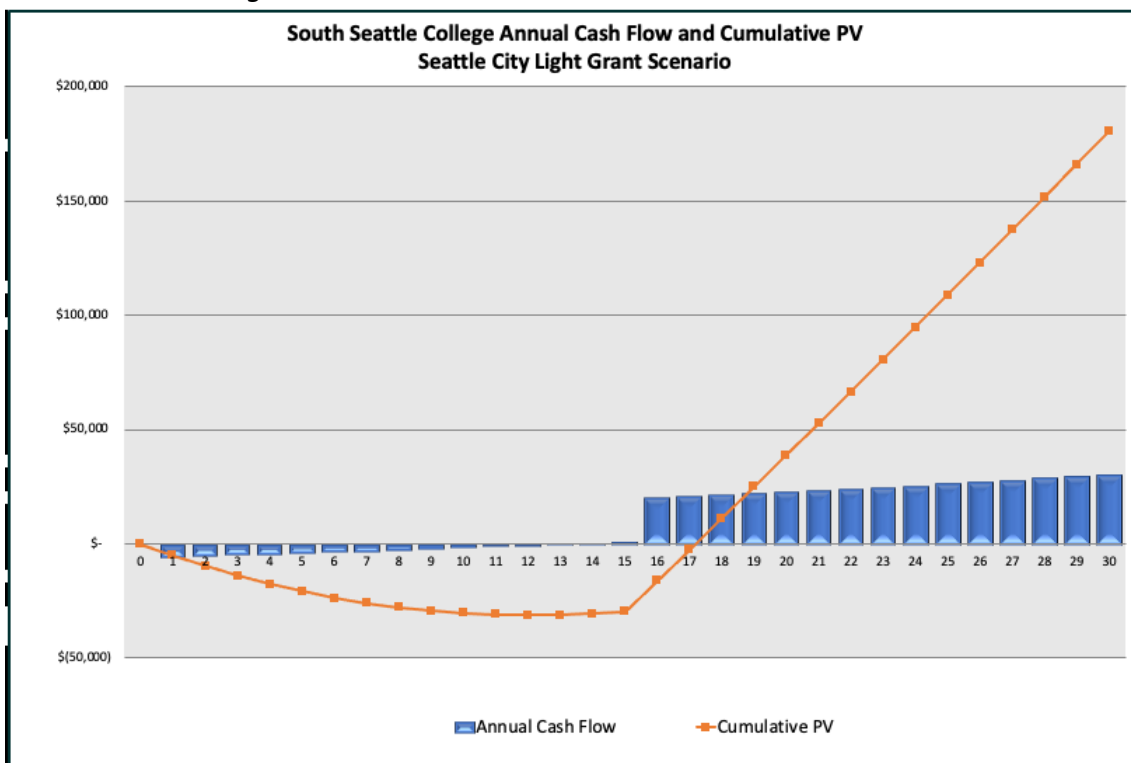
If Seattle Central is awarded the Seattle City Light grant, over the next 15 years it will see average negative cash flows of \$4,254 compared to doing nothing to slow climate change. Over the following 15 years Seattle Central will realize \$401,799 in positive cash flow; the cumulative Present Value of the project will be \$170,799 over the 30-year life of the PV array.

### North Seattle College



If North is awarded the Seattle City Light grant, over the next 11 years it will see average negative cash flows of \$2,670 compared to doing nothing to slow climate change. Over the following 19 years North will realize \$394,151 in positive cash flow; the cumulative Present Value of the project will be \$195,775 over the 30-year life of the PV array.

### South Seattle College



If South is awarded the Seattle City Light grant, over the next 11 years it will see average negative cash flows of \$2,911 compared to doing nothing to slow climate change. Over the following 19 years South will realize \$375,938 in positive cash flow; the cumulative Present Value of the project will be \$180,470 over the 30-year life of the PV array.



**Recommendation**

It is recommended that the Board decelerate climate change and authorize the financing of the projects as detailed in this agenda item.

Submitted by:

A handwritten signature in black ink, appearing to be 'Terence Hsiao'.

Terence Hsiao  
Vice Chancellor of Finance & Operations

Transmitted to the Board with a favorable recommendation.

A handwritten signature in black ink, appearing to be 'Shouan Pan'.

Dr. Shouan Pan  
Chancellor

## **M E M O R A N D U M**

**TO:** Board of Trustees

**FROM:** Terence Hsiao

**DATE:** March 10, 2022

**SUBJECT:** Second Quarter Financial Report and Budget Projections

### **Background**

This agenda item summarizes the operating budget results for the Seattle Colleges through the second quarter of the 21-22 fiscal year and projects year-end financial results based on enrollment and personnel expense patterns.

Additional information will be presented to the Board on the path to financial sustainability at the Board meeting.

### **Second Quarter Results**

The financial results reported here are not compared to budget because District Finance and College Business Office staff are still in the process of correcting budget coding errors. These coding errors do not impact the “bottom line,” but they do result in an incorrect understanding of how much was budgeted under each category of expense, i.e., sharing comparisons of budget to actuals would be misleading. For this reason, budget numbers are not being presented in this report.

As part of the budget input review process some material omissions/errors have been identified, they are noted here:

- Worker Retraining and Opportunity Grant expense was underbudgeted by \$2,186,230
- Equipment expense was overbudgeted by \$1,722,000
- Interest revenue was overbudgeted by \$552,064
- Other expense was overbudgeted by \$1,230,115

<b>Seattle College Q2 2022 Financial Results</b>				
Through December 2021				
<b>Summary</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District Total</b>
Revenue	24,222,387	16,293,025	13,802,738	54,410,088
Expense	25,311,869	18,074,486	15,841,764	58,996,251
Net Revenue (Loss)	(1,089,482)	(1,781,461)	(2,039,026)	(4,586,163)
<b>Operating Revenue</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District Total</b>
State Allocation	12,207,469	8,210,306	8,260,787	28,717,199
Apprenticeship Adjustment to State Allocation	-	-	-	-
Tuition	8,690,003	6,325,248	4,601,159	19,616,410
Other Revenue	-	26,357	-	26,357
Total Revenue	20,897,472	14,561,911	12,861,946	48,359,966
<b>Operating Expense By Category</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District Total</b>
Wages and Benefits	20,220,837	13,005,925	10,986,126	51,774,206
Grants, Scl. ships,Fellowships	(1,079,362)	8,032	(524,318)	(1,732,350)
Goods and Services	110,259	150,324	322,595	1,252,955
Capital Expenses	457	27,045	5,620	33,122
Contracted Services	116,630	129,686	687,397	987,507
Utilities	571,912	418,017	433,576	1,423,680
Travel	9,780	1,785	235	22,186
District Transfers	4,828,975	3,370,954	3,753,733	-
Other Expense	197,640	489,819	(271,993)	2,197,929
Total Expenses	24,977,127	17,601,587	15,392,971	<b>55,959,234</b>
District Expense (total expense transferred to colleges )				11,953,662
<b>Net Operating Revenue (Loss)</b>	<b>(4,079,656)</b>	<b>(3,039,676)</b>	<b>(2,531,025)</b>	<b>(7,599,269)</b>
<b>Operating Expense by Program</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District Total</b>
Instruction	11,610,567	7,846,064	5,959,658	25,408,447
Instructional Support	2,596,161	2,238,469	1,250,302	6,457,186
Library	516,611	425,529	291,917	1,210,350
Student Services	2,289,854	1,073,757	1,483,633	4,847,245
Institutional Support	5,600,345	3,877,187	4,469,768	11,638,615
Facilities Maintenance	2,363,590	2,140,581	1,937,693	6,397,393
<b>Total Expenses</b>	<b>24,977,127</b>	<b>17,601,587</b>	<b>15,392,971</b>	<b>55,959,234</b>
Net Operating Revenue (Loss)	(4,079,656)	(3,039,676)	(2,531,025)	(7,599,269)
<b>Running Start</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District Total</b>
Revenue	9,102	832,504	-	841,606
Expense	104,413	317,201	376,517	798,131
Net Revenue (Loss)	(95,311)	515,303	(376,517)	43,476
<b>International</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District Total</b>
Revenue	3,315,813	898,610	940,791	5,208,516
Expense	230,329	155,698	72,276	2,238,886
Net Revenue (Loss)	3,085,484	742,912	868,515	2,969,630

## Year End Projections

To provide the Board with a better understanding of the District's financial situation a year end projection has been developed. The methodology used to develop the year-end projections which follow assume that actuals equal budget with the following exceptions:

- Revenue from student enrollments is based on reported enrollments through 10<sup>th</sup> day of Winter Quarter. Year-end enrollments were projected based on the 5-year average of FTE enrollment through Winter as a percentage of annual enrollment. The resulting enrollments were multiplied by budgeted yield per enrollment type to derive projected annual revenue. Since reporting on apprenticeship enrollments lag, South's revenue will probably be somewhat higher than projected here.
- Other Revenue was adjusted to reflect anticipated income from investments.
- Equipment expense was adjusted to reflect anticipated equipment expense.
- ctCLink additional support expenses were adjusted to reflect anticipated expense.
- Worker Retraining and Opportunity Grant expenses were projected to match the State Allocation.
- Wage and benefit expenses are based on actual wage and benefit expense for Funds 101 and 149 through December, year-end wage and benefit expense were projected on the 2-year average of wage expense through Winter as a percentage of annual wage and benefit expense.
- International (Fund 146) expense are adjusted reflect program management's estimate of vacancy savings and lower marketing expenses associated with pandemic travel restrictions.
- Seattle Central Intensive English (SCIE) Fund 146 expense was adjusted to reflect program management's estimate of vacancy savings.
- The recently approved EcoDistrict expense is included in this fiscal year.
- HEERF "lost revenue" funds that are being transferred from Fund 145 to the operating budget funds *are not included* in the projection.

**Seattle Colleges****21-22 Financial Projection**

<b>Revenue</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District</b>	<b>Total</b>
Budget	53,532,732	40,746,080	38,744,801	381,493	133,405,107
<i>Adjustments</i>					
State Allocation					
Tuition	116,314	(1,764,286)	(439,358)		(2,087,331)
Running Start	139,821	(964,826)	11,805		(813,200)
International	142,791	192,179	86,671		421,641
Other Revenue	(552,064)				(552,064)
Total Adjustments	(153,138)	(2,536,933)	(340,882)		(3,030,953)
<b>Projected Revenue</b>	<b>53,379,594</b>	<b>38,209,147</b>	<b>38,403,919</b>	<b>381,493</b>	<b>130,374,153</b>

<b>Expenses</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District</b>	<b>Total</b>
Budget	63,413,183	45,660,805	39,474,346	381,493	148,929,828
<i>Adjustments</i>					
Wages & Benefits	(137,050)	216,978	1,026,181	(2,216,087)	(1,109,978)
WRT and OPG	521,312	25,632	350,230		897,174
Other Expense	(496,578)	(346,919)	(386,618)		(1,230,115)
Prior year expense	22,220	75,600	111,024		208,844
Equipment		(1,722,000)			(1,722,000)
Ecodistrict	938,319				
International Programs	(535,840)	(161,522)	(167,315)		(864,677)
SCIE	(622,647)				(622,647)
Total Adjustments	(310,264)	(1,912,230)	933,503	(2,216,087)	(3,505,079)
<b>Projected Expense</b>	<b>63,102,919</b>	<b>43,748,575</b>	<b>40,407,849</b>	<b>(1,834,594)</b>	<b>145,424,749</b>

<b>Net Revenue</b>	<b>Central</b>	<b>North</b>	<b>South</b>	<b>District</b>	<b>Total</b>
Budget	(9,880,451)	(4,914,725)	(729,545)	-	(15,524,721)
Projected	(9,723,325)	(5,539,428)	(2,003,930)	2,216,087	(15,050,596)

Overall, the Seattle Colleges' financial results are expected to track relatively closely to the 21-22 budget.

**Recommendation**

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

Submitted by:



Terence Hsiao  
Vice Chancellor of Finance & Operations

Transmitted to the Board with a favorable recommendation.

A handwritten signature in black ink, appearing to read 'Shouan Pan', followed by a stylized flourish.

Dr. Shouan Pan  
Chancellor

## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Dr. Shouan Pan - Chancellor

**DATE:** March 10, 2022

**SUBJECT:** First reading – Proposed Fee Changes and New Fees for FY 22-23

### Background

Since the State does not fully fund the needs of all programs the colleges assess fees to enable them to offer programs and services to meet student needs. The colleges propose new fees to meet new needs, sunset fees which are no longer needed and change fees as appropriate to meet needs. The Board has the authority to set fees per RCW 28B.15.100, these fee requests are being brought to the Board in accordance with Policy 108. This agenda item requests Board approval of fees for the 22-23 academic year. These requests have been reviewed by the Chancellor's Executive Cabinet.

### Fee Sunset Requests

The following fees are no longer needed; colleges are requesting Board authority to sunset the fees.

- **Maritime Lab Fee - \$57.50**
- **Locker Rental Fee - \$6.00**

### New Fee Requests

Approval for the following new fees is requested:

#### *District*

##### **SEVP Reporting Fee - \$20/quarter for all international students**

This fee is being requested because International Programs needs to dedicate all application fee revenue to meet application fee processing requirements (application fee revenues once sufficed to cover SEVP reporting costs). SEVP reporting on F-1 and M-1 students is a quarterly mandatory requirement of our advising team responsibilities. The revenues collected from this fee will cover the cost to support adequate staffing to meet the obligation.



**International Orientation Fee - \$50/one-time for the first quarter international students**

International student orientation includes special activities and events that need to be setup and refreshments for students participating in the pre-quarter orientations. Orientation is supported by the International Ambassador program. This fee will recover those additional costs and will replace the International Student Application Fee.

**OPT-SEVP Reporting Fee - \$80/ one-time charge for International OPT students**

This request is to convert the current \$20 per quarter fee into a one-time annual fee. The revenues collected from this fee will recover the cost of quarterly mandatory SEVP reporting on students who are engaging in OPT.

*Seattle Central College*

**CDA Exam Fee - \$112.50/quarter for dental assisting students**

The revenues collected from this fee will recover the cost of CDA examination for Dental Assisting students so they can complete their certification as dental assistants. The cost of the examination is \$450.

**Health IT Certification Fee - \$30/class for Health IT students**

The revenues collected from this fee will recover the cost of certification exam preparation materials for Health IT students.

**ATI Testing Fee - \$200**

The revenues collected from this fee will recover the cost of the ATI Testing program which prepares students for the questions on the NCLEX exam.

*North Seattle College*

**Online Chemistry Supplemental Fee - \$115/course**

The revenues collected from this fee will recover the additional cost of providing lab kits and supplies for students taking Chem 131, Chem 162 and Chem 163 online.

**Online Chemistry Lab Supplemental Fee - \$87/course**

The revenues collected from this fee will recover the additional cost of providing lab kits and supplies to students taking Chem121 and Chem 161 online.

**Archaeology Field Experience Fee - \$200/course**

The revenues collected from this fee will recover the additional costs associated with students taking the new ANTH 297 archaeology field experience class including field experience and laboratory costs.

**Fee Change Requests**

*International/District*

**International Application Fee - \$50/application or deferral**

The current fee is \$50 and is designed to fund both quarterly SVEP reporting and

application processing expenses. International Programs is proposing keeping the fee itself at the same level but devoting all of the proceeds to application processing so we can staff to reduce application response time from 10-14 days to 48 hours. SEVP expenses will be funded by the SEVP reporting fee.

**Sponsored Student Fee - \$200/quarter for international students**

Propose better matching sponsored student fees across the nation. Recommend directing this additional amount to the accounts receivable team to offset their costs for billing, while the IP portion continues to support extra reporting to sponsors, etc.

*North Seattle College*

**Recreation Center Fee - \$2.50/credit (up to 10 credits)**

The current fee level is \$1.25 per credit. Revenues collected from this fee will cover the cost of ongoing/increasing Wellness center maintenance costs including equipment replacement and facility maintenance. This includes covering the cost for an aging facility.

*Seattle Central College*

**Simulator Fee - \$54.17/2 hour block**

Recent changes to our curriculum have added simulations to a wide variety of courses, The current simulator fee is \$216.67 for 8 hours. We request the conversion of the fee into a two-hour fee so courses that require fewer than 8 simulator hours will be more accessible to students.)

**Nursing Lab/Supplies Fee - \$80**

The current Nursing fee is \$54. Nursing is incorporating more simulations in the curriculum and that increases the supplies used for implementation; the funds spent in the last 2 years has exceeded the amount of money collected from student fees. The revenues collected from this fee will recover the cost of supplies, mainly consumables for use in the laboratories.

**Nursing Simulator Class Fee - \$250/**

The current Nursing Simulator class fee is \$165 and is used to recover the cost of instructional and classroom technicians responsible for lab setup. Revenues collected from this fee no longer recover these costs, the request is to increase the fees to the level needed to recover the costs.

**Intensive English Course - \$832.50 / \$1,665.00**

This fee has not been revised to adjust for inflation, the request is to increase the fee by 5.7%.

**Recommendation**

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

Submitted by:



Terence Hsiao  
Vice Chancellor of Finance & Operations

Transmitted to the Board with a favorable recommendation.

A handwritten signature in black ink, appearing to read "Shouan Pan", with a stylized flourish extending to the right.

Dr. Shouan Pan  
Chancellor

**MEMORANDUM**

**TO:** Board of Trustees  
**FROM:** Shouan Pan, Chancellor  
**DATE:** March 10, 2022  
**SUBJECT:** Report to the Board of Trustee

**I. Organizational Excellence****Initiating “The Biweekly”**

To help improve internal communication, Chancellor Pan decided to initiate “The Biweekly”. Posted on the first and third Tuesday of each month, *The Biweekly* intends to provide district-wide updates of important issues, highlight student and employee achievements, and share stories and perspectives on leadership, higher education, and community partnerships.

The first issue of The Biweekly was posted on Tuesday, March 1.

**Interviewing Probationary Faculty for Award of Tenure**

During the month of February, Chancellor Pan interviewed 14 probationary faculty members who had successfully completed all required review and assessment by colleges’ Tenure Review Committees. All had been further recommended by their college Vice Presidents of Instruction and College Presidents.

The 14 tenure candidates are from various disciplines from both two- and four-year degree programs. It was a gratifying experience to get to know the 14 faculty members and to learn their academic training, their commitment to quality instruction and to student success.

**Re-setting the Guided Pathways Work**

Guided Pathways Lead Team members from both colleges and District Office spent two hours together in a virtual Retreat on Monday, Feb. 28. At the retreat, chancellor Pan announced a reset of Guided Pathway work across the District. The resetting including a) having Dr. Yoshiko Harden assume the role of Executive Sponsor, b) reconstitute the composition of district-wide Steering Committee that will including vice presidents, IR and EDI administrators, c) establishing four priority focuses for the AY 22-23. This year, three colleges will be submitting one combined report to the SBCTC, rather than three separate reports.

**Celebrating One-Year Anniversary of ctcLink Going Live at Seattle Colleges**

One year ago, during the weekend of Feb. 20-21, Seattle Colleges, as part of Deployment Group 4, decided to “go live” with ctcLink conversion. Despite many issues and challenges experienced the past twelve months, we have entered the fourth quarter of working with ctcLink on a daily basis. With faculty, staff, and students becoming more comfortable and proficient in using ctcLink, we are entering a stage of stabilization, refinement, and optimization.

As of January 7, 2022, more than 57,000 students have activated their ctcLink account since it went live on February 22, 2021.

To commemorate this important milestone, Vice Chancellor Terence Hsiao hosted a hybrid ctcLink Survivor Celebration. A group of employees gathered at Siegal Center, and another gathered online at 8:00 a.m., Tuesday, Feb. 22 to remember the ctcLink journey and to recognize the dedication and hard work of individuals and groups over the course of two years, from preparation to conversion and to stabilization and refinement. Terence presented “survivor” certificates to many individuals.

**II. Equity, Diversity, Inclusion and Community****Celebrating Black history Month**

Dr. Valerie Hunt, Dr. Betsy Hasegawa, and Mr. D’Andre Fisher worked together and initiated the Inaugural Seattle College District Black History Month Community Lecture, 2:00pm – 3:30pm, on February 24.

Seattle Central District community member, Wyking Garrett, President and CEO of Africatown Community Land Trust offered words, wisdom, and witness. Dr. Dan Johnson of South Seattle College delivered a powerful message on Carter Godwin Woodson the “father of black history”.

**III. Partnerships****Community Leaders Invited to Participate in a Focus Group**

Members of the Chancellor’s Advisory Council and 4 other community members were invited to participate in a Focus Group on Wednesday, Feb. 16. Community leaders were invited to provide their feedback about the impact of Seattle Colleges in the community and to share their viewpoints on student experience, institutional structure, including accreditation.

The discussion of the Community Focus Group was confidential and facilitated by Dr. Sally Johnstone, President, and CEO of National Center for Higher Education Management System.

**Legislative Report**

The House and Senate operating budget writers released their proposed budgets on February 21<sup>st</sup>. These proposed budgets then went to the full House and Senate for consideration. For the community and technical college system, both budgets include funding for:

- Cybersecurity workforce (\$7.2 million)
- Assistance for homeless students (\$2.9 million)
- Financial aid outreach with community-based organizations (\$2.7 million)
- Afghan refugee education (\$3.1 million)
- Health care simulation lab equipment (\$5.8 million)
- Health care workforce Opportunity Grants (\$8 million)
- Commercial Driver's License training (\$5 million in the House budget, \$3.8 million in the Senate budget)

The House version includes \$1.5 million for integrating climate solutions into curriculum. The Senate version includes \$3.8 million for nursing education and \$1.5 million for outreach specialists, part of [2SHB 1835](#), "Creating outreach and completion initiatives to increase postsecondary enrollment." Sadly, neither budget contributes funding for additional financial aid staff at colleges. Both budgets include cost of living salary increases for faculty and staff, with the state contributing 85% and colleges picking up the remaining 15%.

After floor votes in each chamber, a Conference Committee comprised of House and Senate designees will work to reach consensus on a supplemental budget which then must be approved before being sent to the Governor for signature. The 2022 session is scheduled for adjournment at 5:00 p.m. on Thursday, March 10, 2022.

**Seattle Colleges Foundation**

- Application season for Seattle Colleges Foundation [scholarships](#) is under way. This year the Foundation will disburse just over a million dollars, with most awards between \$3,500 and \$4,000. Thanks to a strong early marketing push, initiated applications are running well ahead of last year. Applications must be completed by April 13.
- To mark the one-year anniversary of the Equity Can't Wait campaign's public launch, the Foundation has issued an expanded annual Report to the Community.



## MEMORANDUM

**TO:** Board of Trustees  
**FROM:** Dr. Chemene Crawford, President – North Seattle College  
**DATE:** February 23, 2022  
**SUBJECT:** Report to the Board of Trustees

### I. Student Success

- **Documents Translated into Multiple Languages to Support Students**

A team of individuals at NSC came together to translate four useful documents into six different languages to better support NSC's student population. The documents include the following topics: Chromebook set up, ctcLink and My Seattle Colleges account information, Office 365 and forwarding emails, and NSC equipment guidelines. The documents were translated into Amharic, Arabic, Chinese, Somali, Spanish, and Vietnamese, and are available for use at help desks, for distribution, and for uploading to the web.

### II. Institutional Excellence

- **Mental Health First Aid Training Sessions**

In February 2022, mental health first aid training sessions were made available for students, faculty and staff. The free and virtual training informed attendees about mental health issues, how to identify a person who may be in crisis, and how to start a conversation with someone who may be experiencing a mental health challenge. Stipends were available for students, full-time faculty, and part-time faculty upon training completion. The Mental Health First Aid training is supported by a state grant previously awarded to the Counseling department at NSC by the State Board for Community and Technical Colleges (SBCTC) to increase mental health support for students attending community colleges.

### III. External Affairs

- **NSC Financial Aid Director Testifies at House Appropriations Committee Hearing**

NSC's Financial Aid Director testified on January 31, in support of House Bill (HB) 1659 during the House Appropriations Committee hearing, on behalf of Financial Aid Directors within the Seattle Colleges district at the request of the SBCTC. HB1659 would change the income eligibility threshold and increase Washington College Grant funds for students and provide additional funds, up to \$1,000 Bridge Grant for the lowest income students, eligible for Washington state aid.

### IV. Pride Points

- **NSC Receives STARS Silver Rating Recognition from AASHE**

NSC received a Sustainability Tracking, Assessment & Rating System (STARS) silver rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS measures and encourages sustainability in all aspects of higher education. NSC previously received silver ratings in 2017 and 2013 as well as a bronze recognition in 2011.





## MEMORANDUM

**TO:** Board of Trustees  
**FROM:** Yoshiko Harden, Ed.D., Interim President  
**DATE:** Feb. 24, 2022  
**SUBJECT:** Seattle Central College monthly report

## ORGANIZATIONAL EXCELLENCE

**Staff forum:** President Yoshiko Harden and her leadership team held a staff forum on Feb. 8 to update the campus on our budget, in-person student services, and other pressing topics.

[Video of the Zoom meeting is available here](#)

## STUDENT SUCCESS

**College Spark Grant:** Seattle Central College received a 3-year \$180,000 grant from College Spark Washington to revise curriculum and pedagogy for the Basic and Transitional Studies to make them intentionally anti-racist and culturally responsive. The funds will also allow SCC to support faculty development resources. Dr. Warren Brown, executive director of College Spark Washington, presented the college with the first installment of \$68,600 on Feb. 16.

**SCC returns to limited in-person student services on Feb. 7:** Thanks to a decline in the number of COVID-19 cases in our region, Seattle Central returned is now offering in-person student services on Tuesdays, Wednesdays, and Thursdays from 10 a.m. – 3 p.m.

## EQUITY AND DIVERSITY

**Indigenous Studies Advisory Board:** President Yoshiko Harden was selected to join the WCTC American Indian Indigenous Studies Advisory Board. The board will develop a statewide CTC strategic plan to expand spaces for Indigenous knowledge throughout Academic Transfer/Basic-Adult Ed/CTE-Workforce & other educational pathways.

**Professional Development Day:** We held the winter session of this valuable program on Feb. 9. The keynote speaker was Dr. Paul Gorski of the Equity Literacy Institute, who presented *Embracing and Enacting a Transformative Vision for Antiracism*.

**Indigenous Studies:** Our Indigenous Studies program is now fortunate to work with three external partners to implement the \$147,000 grant from the National Endowment for the Humanities American Rescue Plan. The partners include Willard Bill Jr, (Muckleshoot), Cultural Director for the Muckleshoot Tribe; Danica Miller, PhD (Puyallup), Assoc. Professor (Tenured), UW Tacoma; and Lynn Palmanteer-Holder (Colville), Project Director, Tribal Relations and Curriculum Development, SBCTC.

**MEMORANDUM**

**TO:** Board of Trustees  
**FROM:** Rosie Rimando-Chareunsap, President  
**DATE:** March 10, 2022  
**SUBJECT:** Report to the Board of Trustees

**I. Student Success**

- **Food Pantry Updates and Statewide Recognition:** South Seattle College's Food Pantry, operated by Student Life and student leadership, continues to provide vital services to our students (40 percent of whom, in a pre-pandemic survey, reported dealing with food insecurity). Recent pantry service highlights include delivering over 500 grocery boxes to students at their residence through December and January, and distribution of 600 free at-home rapid COVID tests provided by King County Public Health. The pantry program was recently highlighted as a best practice as a statewide Postsecondary Basic Needs Learning Community event.

**II. Institutional Excellence**

- **NISOD Award Winners Announced:** South is celebrating our 2021-2022 National Institute for Staff and Organizational Development (NISOD) Award winners: Chemistry Instructor Jessica Pikul and Business Information Technology/Supervisor Management Instructor Glenda Graham Walton. Winners are selected by their peers for demonstrating exemplary commitment to professional development in teaching and content areas, and the college's Mission and Goals. Jessica and Glenda are invited to attend a national NISOD Conference in May focused on teaching and leadership excellence.

**III. External Affairs**

- **South Represented on Regional Maritime Roundtable Focused on Diversification:** Invited by Rep. Pramila Jayapal (D-07), South's Executive Dean of Workforce Education Veronica Wade participated in a regional Maritime Workforce Development Roundtable on Feb. 25 that focused on diversification (BIPOC and Women) of the maritime workforce. South plays a significant role in preparing community members for the industry with our Maritime Welding program and other prof-tech and apprenticeship programs. Rep. Jayapal used the information shared in the session to inform her work on the House Education and Labor Committee and the High Education & Workforce Investment and Workforce Protections Subcommittees.

**Letter of support for Professional Staff Member Award**

Feb 24, 2022

Dear Board of Trustees for Seattle Colleges District VI,

Christel Olsen is our Environmental Health and Safety Manager for Seattle Colleges District since April 2019 and a member of the Seattle Professional Staff bargaining unit that deserves our Board of Trustees nomination for the Washington State Association of College Trustees (ACT) – Professional Staff Member Award.

The Community & Technical Colleges system has benefited from Christel's exemplary service to the largest District in the State.

For the past 2 years, Christel has stepped up to the plate and hit a home run for pandemic response planning and implementation. She has been a valuable resource to the district emergency response team to serve as more than a subject matter expert on routine campus standards for health and safety but has kept up-to-date and provides informed decision making power to the executive leadership team in planning for a safe reopening of on-campus operations during this rapidly changing, regulatory environment and worldwide pandemic.

Along with her standard health and safety management duties, she has single handedly served as the district contact-tracer for students and staff in a network of three college campuses and four satellite campus sites. She has designed and implemented daily wellness screening system that addresses multiple language resource needs. She has prepared and conducted value COVID19 awareness and H&S trainings to staff and students.

She has authored and updated the district wide COVID19 Infection Control Program and continues to serve as district COVID19 coordinator; to liaison with local public health agency and report all confirmed COVID19 cases in each campus to public health. She updates district protocols procedures and school resources as new or revised guidance becomes available and serves as a point of contact for questions and information from the community at large as well as related stakeholders at all leadership levels. She has trained staff designated for other COVID19 response team roles and leads incident response activities – to ensure proper and thorough disinfection & notifications – when an on-campus COVID19 case is discovered.

She has done all of this with a cohesive willingness to serve and gracious attitude for the opportunity to be a resource to the Colleges. She is a valuable resource to the entire district of Seattle Colleges. We could not have gotten through this without her.

As the President of AFT Seattle Professional Staff representing ~200 members, Christel Olsen is one of a kind across the other AFT Pro-staff Locals in the State of Washington.

The Local respectfully asks for your letter of support for Christel to receive the Professional Staff member award nomination at the Washington State Association of College Trustees Award committee by April 1, 2022.

Sincerely,

Cody Hiatt  
President  
AFT-SPS Local 6550  
cody.hiatt@seattlecolleges.edu

## MEMORANDUM

TO: Board of Trustees

Seattle Colleges District

FROM: Nichole Eidsmoe

Student Body President

North Seattle College

DATE: February 23rd, 2022

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

- North's counseling department and student leaders collaborated and spoke at the WACTC Promising Practices Webinar: Meeting Student Mental Health Needs where they gave a presentation on engaging and collaborating with students to increase equitable access to service.
- Members of SLMP have continued to meet with state legislators to advocate for the passage of House Bill 1659. This bill would give funding to instructors to create open access course material, removing financial barriers for students.
- North's SMLP has collaborated with the department of EDI to host multiple Black History Month events throughout February.

## **MEMORANDUM**

**TO:** Board of Trustees  
**FROM:** Addiemaymae Winston, President and Elina Le, Communications Officer  
**DATE:** March 10, 2022  
**SUBJECT:** United Student Association (USA) REPORT – INFORMATION ONLY

### **Student Legislative Advocacy January 31**

South USA leaders Anne Le and Ana Chamale met with State Senator Joe Nguyen as part of the state-wide Olympia Days with the WA-Student Engagement Network on Jan 31. They advocated for more staffing, funding and resources. USA member Phuong To also met with Representative Joe Fitzgibbon.

The three state-wide community college student priorities are mental health resources, food pantry expansion and textbook affordability.

### **Lunar New Year Celebration February 3, 2022**

USA collaborated with International Programs- CIE- for our annual Lunar New Year event. It was great to combine our knowledge and experiences with CIE student ambassadors and learn more about how we each celebrate this important holiday. Officers Phuong To, Elina Le and Evelyn Huang also shared info about USA initiatives and programs. Ambassadors said they in turn would also help promote our USA meetings and other services like the Food Pantry and our student survey.

### **USA Guest Speakers**

On February 2, President Rosie Rimando-Chareunsap and Joe Barrientos, VP of Student Services, attended our meeting to discuss a variety of topics pertaining to students, such as current Student Services resources, covid safety, returning to school in-person, the Wellness Center, research opportunities and more. On February 16, Counselor Yvonne Willis-Oguntuwase attended our meeting to remind students of the mental health support services provided by the college. On February 23, the VP of Instruction and instructional deans will attend our meeting.

### **Student Survey**

We finalized our winter quarter student survey and distributed to all students on February 11. We want to know how students are feeling about covid safety, student resources and any other issues or concerns they may have. We will mail out door prizes to students who complete the survey.

### **Sustainability Conference Planning**

USA is planning to send 6 students to the annual Washington Oregon Higher Education Sustainability Conference March 2-4, 2022. Student registration fees are \$50 each. Officer Evelyn proposed allocating \$300 to cover the costs.

### **Class visits**

Officer Phuong To has reached out to several faculty to arrange class visits. USA members will provide a 5 minute announcement to students in live Zoom classes. We appreciate instructors who see the value in collaborating with us to reach the student body.

### **United Student Association Youtube Channel**

Communications Officer Elina Le has recorded and posted our weekly Zoom meetings on our own USA Youtube channel. By sharing our USA meetings in this format, we hope to reach more South students who can't make our live meetings.