



Seattle Colleges
Board of Trustees
November 10, 2016

SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

November 10, 2016

STUDY SESSION 2:00 p.m. Broadway Performance Hall Boardroom
Seattle Central College
1701 Broadway
Seattle WA 98122

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

STUDY SESSION AGENDA

2:00 p.m. STUDY SESSION

2:00 p.m. Executive Session

To discuss with legal counsel litigation or potential litigation to which the college is, or is like to become, a party; and to plan or adopt the strategy or position to be taken during collective bargaining, professional negotiations.

2:15p.m. International Student Enrollment

Presenters: Andrea Insley, Associate Vice Chancellor of Global Initiatives; Kathie Kwilinski, Executive Director, Center for International Education, South Seattle College; June Stacey-Clemons, Special Assistant to the President, International Programs, North Seattle College

2:35 p.m. Board Business

REGULAR SESSION AGENDA

- 3:00 p.m. CALL TO ORDER**
- 3:00 p.m. ROLL CALL**
- 3:05 p.m. APPROVAL OF AGENDA | ACTION** **Tab 1**
- 3:05 p.m. PUBLIC COMMENTS**
- Fifteen minutes are regularly set aside for people to express their views on any matter except those restricted to Executive Session.
- 3:20p.m. PRESENTATION**
Seattle Maritime Academy Campus Expansion
Presenters: Sheila Edwards Lange, President; Bradley Lane, Vice President of Instruction
- 3:35 p.m. RECOMMENDED BOARD ACTIONS | ACTION**
- A. Minutes from October 13 **Tab 2**
- B. Budget and Expenditure Report for FY2016-17 **Tab 3**
- C. Policy 252, Naming Seattle Colleges Facilities – Second Reading **Tab 4**
- D. Naming Classroom at South Seattle College Georgetown Campus – Second Reading **Tab 5**
- E. Policy 400, Ethical Conduct/Conflict of Interest Standards – Second Reading **Tab 6**
- F. Apprenticeship Contract Increase Request **Tab 7**
- 4:00 p.m. INFORMATIONAL ITEMS**
- A. Seattle Central College Strategic Plan and Measures **Tab 8**
- B. Seattle Colleges Workforce Diversity Report **Tab 9**
- C. Naming Opportunities Guidelines **Tab 10**

4:40 p.m.

ORAL REPORTS

- A. Chancellor's Report
- B. Chair's Report
- C. Report from Host President and Student Representative
 - 1. Dr. Sheila Edwards Lange
 - 2. Ms. Ardo Hersi, Seattle Central College
- D. Reports from Labor Union Representative
 - 1. Ms. Annette Stofer, AFT Seattle Community Colleges
 - 2. Mr. Ty Pethe, Washington Federation of State Employees
 - 3. Mr. Bob Sullivan, AFT-SPS

Other reports as necessary:

- E. Associated Student Body Presidents
 - 1. Ms. Sara Michelassi, North Seattle College
 - 2. Mr. Jacky Tran, South Seattle College
- F. College Presidents, Vice Chancellors, CHRO
- G. Board of Trustees

5:00 p.m.

ADJOURNMENT

The next meeting of the Board of Trustees will be held on Thursday, December 8, 2016 at Siegal Center, 1500 Harvard Avenue, Seattle WA 98122 in the Boardroom. There will be a Study Session at 2:00 p.m., and the Regular Meeting will follow at 3:00 p.m.

EXECUTIVE SESSION(S)

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.

MINUTES OF THE SEATTLE COLLEGE DISTRICT

BOARD OF TRUSTEES MEETING held Thursday, September 8 at North Seattle College, 9600 College Way North, Seattle 98103.

PRESENT FOR REGULAR MEETING HELD AT 3:00 P.M.

Trustees	Ms. Teresita Batayola Ms. Louise Chernin Mr. Jorge Carrasco Ms. Carmen Gayton Mr. Steve Hill
Chancellor	Dr. Shouan Pan
Presidents	Dr. Warren Brown, NSC Dr. Bradley Lane, SCC Mr. Gary Oertli, SSC
Vice Chancellors, Chief Human Resources Officer	Dr. Mary Ellen O’Keeffe Dr. Kurt Buttleman Dr. Dave Blake
Advisory Representatives	Ms. Maureen Shadair Mr. Derek Edwards, AAG Ms. Annette Stofer, AFT Mr. Ty Pethe, WFSE Mr. Robert Sullivan Mr. Jacky Tran Ms. Ardo Hersi Ms. Sara Michelassi
Secretary	Ms. Rebecca Hansen

Visitors who signed in:

Elizabeth Pluhta, Tanya Knannlein, Ruben Murcia, Jake Ashcraft, Chris Conley, Libby Schoene, Rick Downs, Heidi Lyman, Tish Lopez, Nickey Mithcell, Heather Emlund, Bradley Lane, Malcolm Grothe, Mike Hickey, Kris Lysaker, John Toutonghi, Victor Kuo, Julie Coleman

REGULAR SESSION AGENDA

CALL TO ORDER

Chair Batayola called the meeting to order at 3:11.

ROLL CALL

Rebecca Hansen called the roll.

APPROVAL OF AGENDA | ACTION

Chair Batayola asked for a motion to remove Naming Opportunities Guidelines from the agenda. **Trustee Carrasco made a motion to remove the item and Trustee Hill Seconded. The motion carried 5-0.**

PUBLIC COMMENTS

Tanya Knannlein has taught at Seattle Central College for 17 years in the Apparel Design program. She urged the board to support a new agreement that includes workload equity for part and full-time instructors.

Ruben Murcia is a full-time tenured Biology instructor at South Seattle College. He asked the board to support a contract that invests in pay equity for lab instructors.

Libby Schoene is a full-time tenured physics instructor at South. She shared her experience trying to find affordable housing and urged board support for a faculty pay increase.

Tish Lopez is an English faculty coordinator. She reported that an instructor's base salary does not cover living expenses which drives many instructors to overload their course load. She underscored that working an overload takes away from time that could be spent on instruction and retention work, where faculty have a big impact.

Nickey Mitchell is currently the student Executive of Legislative Affairs at Seattle Central College and has been elected to a regional student legislative affairs role. Mr. Mitchell shared copies of the legislative agenda for the Washington State Community and Technical College Student Association (WACTCSA) with the board.

WELCOME STUDENT REPRESENTATIVES

Chair Batayola welcomed the new student advisory representatives to the board.

PRESENTATION

13th Year Promise Scholarship: Tuition-free First Year + Support Services = Student Success
Presenters: Gary Oertli, President; Elizabeth Pluhta, Associate Vice President for College Advancement and Economic Development

Elizabeth Pluhta shared information and statistics about the 13th Year program at South Seattle College and the success of the students who participate in the program. The college is currently

partnering with three high schools and is raising money to expand to an additional high school in their service area.

Elizabeth Pluhta and Gary Oertli recently presented to the Seattle City Council and provided estimates for what it would cost to scale-up 13th year city-wide. The projection estimates that if tuition was paid for, 700 Seattle Public Schools graduates would enroll at Seattle Colleges. The per student cost for tuition and wrap-around services is about \$1800. The estimated cost per year for funding the program city-wide is \$3-4 million.

RECOMMENDED BOARD ACTIONS | ACTION

A. Minutes from September 8

Trustee Chernin made a motion to approve the minutes and Trustee Gayton Seconded. The motion carried 5-0.

B. Fiscal Year Budget Approval for 2016-17

Vice Chancellor Buttleman presented the 2016-17 budget, which totals \$197.7 million. The budget presented represents all of Seattle Colleges. Individual college budgets are still under development. Dr. Buttleman outlined how enrollment, tuition and the new allocation model impacts the current budget and how it will likely impact future budgets.

Trustees engaged in a discussion about the budget process and the board's role in budget oversight.

Following discussion, Chair Batayola declined to ask for a vote on FY16-17 budget. She asked Chancellor Pan to present the board with a new budget development process to use for 2017-18 that includes board engagement. She also asked for an expenditure report that outlines what the 2016-17 budget does and does not fund. The expenditure report should respond to other stated priorities of the board including: How does the budget address student success? What does the budget do for organizational excellence? What does the budget do to address integration and differentiation? How does this make the district more financially stable?

C. Apprenticeship Instructional Contracts Purchase Request

Trustee Carrasco made a motion to approve the purchase and Trustee Hill Seconded. The motion carried 5-0.

D. Contingent approval of South Seattle College Strategic Plan and Measures

Congruent with 6 student success measures.

Trustee Hill made a motion for contingent approval and Trustee Chernin Seconded. The motion carried 5-0.

E. Policy 380, Student Records – Second Reading

Trustee Carrasco made a motion to approve the revised policy and Trustee Chernin Seconded. The motion carried 5-0.

F. Policy 385, Student's Right to Privacy – Second Reading

Trustee Carrasco made a motion to approve the revised policy and Trustee Hill Seconded. The motion carried 5-0.

G. Policy 387, Disability Nondiscrimination – Second Reading

Trustee Carrasco made a motion to approve the revised policy and Trustee Hill Seconded. The motion carried 5-0.

H. Policy 418, Reasonable Accommodation – Second Reading

Trustee Gayton made a motion to approve the revised policy and Trustee Hill Seconded. The motion carried 5-0.

I. Policy 447, Telecommuting – Second Reading

Trustee Carrasco made a motion to approve the new policy and Trustee Gayton Seconded. The motion carried 5-0.

J. Guiding Principles for decision-making

Dr. Pan introduced a set of guiding principles that were developed in consultation with the Chancellor's Executive Cabinet and the Board of Trustees. Chancellor Pan asked the board to adopt these principles. **Trustee Hill made a motion to approve the guiding principles and Trustee Gayton Seconded. The motion carried 5-0.**

K. Guidelines for Realigning and Strengthening Seattle Colleges' Fundraising Efforts

Chancellor Pan introduced framework for alignment of the four foundations. He is hopeful that this model will increase collaboration and help leverage our collective strengths. Chancellor Pan will report back on this model and may possibly recommend other changes.

Trustee Hill recommended having the district foundation focus on major gifts and voiced support for the decision to wait to move forward with the campaign. **Trustee Hill made a motion to approve the guidelines and Trustee Chernin Seconded. The motion carried 5-0.**

INFORMATIONAL ITEMS

A. Policy 400, Ethical Conduct/Conflict of Interest Standards – First Reading

The State Ethics Board recently ruled that a district policy is required to govern the use of state resources to support charitable organizations. The board reviewed the proposed revisions to the policy. Policy 400 will come back to the board for a second reading in November.

B. Policy 252, Naming Seattle College District Facilities – First Reading

The board considered proposed revisions to policy 252. In developing the revisions, staff looked at national best practices. The policy will come back to the board for a second reading in November.

C. Board self-evaluation

The board will conduct a self-evaluation and will begin conducting regular evaluations in concert with the academic year. In November, a new instrument will be introduced by Chair Batayola.

ORAL REPORTS

Chancellor's Report

Chancellor Pan reported that he and the presidents are watching the weather and communicating with the college community about our emergency communications and building closure procedures. Dr. Pan also reported on the ACCT conference and a recent meeting with Mayor Murray.

Chair's Report

Chair Batayola thanked Steve Hill for his work as Chair and stated that she was honored to have the opportunity to serve as Chair.

Report from Host President and Student Representative

1. Mr. Gary Oertli

Mr. Oertli reported that a team from South recently attended workshops in Denver as part of the ACCT Pathways grant. He also reported on a successful 2nd Annual alumni mixer.

2. Mr. Jacky Tran, South Seattle College

United Student Association members have completed leadership training and are participating in new student orientations. They are hosting a forum to determine priorities and develop a set of goals for the year.

Reports from Labor Union Representatives

1. Ms. Annette Stofer, AFT Seattle Community Colleges

Ms. Stofer thanked the board for listening to faculty who spoke during public comment and gave the board additional written stories from faculty who are urging for pay equity and increases. She underscored that the faculty stories are another part of the case for finding more solid financial footing for our district.

2. Mr. Ty Pethe, Washington Federation of State Employees

Mr. Pethe reported that the Collective Bargaining Agreement passed, but very narrowly, despite this being the largest increase since bargaining began about 15 years ago. He was happy to report that the agreement included an MOU on locality pay, which would translate into higher wages for members and cost savings for the district. Ty also reported on the union's partnership with Seattle Colleges to establish pathways for employees.

3. Mr. Bob Sullivan, AFT-SPS

Mr. Sullivan reported that the union is looking into their structure and the work that is included in the bargaining unit.

ADJOURNMENT

The meeting adjourned at 5:00p.m.

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EXECUTIVE SESSION(S)

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APPROVED BY:

Teresita Batayola, Chair

Date



MEMORANDUM

TO: Board of Trustees
FROM: Kurt R. Buttleman
DATE: November 10, 2016
SUBJECT: Fiscal Year Budget Approval for 2016-17

Please find attached the proposed fiscal year budget for 2016-17. A district-wide hearing was held on June 15, 2016 to inform the college community of the projected fiscal year budget as well as to provide financial information updates. Enrollment and changes to the SBCTC allocation remain significant concerns. Seattle Colleges has cautiously budgeted for our operations with these concerns in mind.

Seattle College District hereby submits the 2016-17 Fiscal Year Budget totaling \$200,783,333 including approximately \$131.9M in college operating budgets, to the Board of Trustees for approval. If additional funding changes during the year, we will update the approval amounts accordingly.

The individual operating budget requests for each college and the district office are as follows:

Seattle Central	\$ 49,503,939
North Seattle	\$ 32,173,975
South Seattle	\$ 33,698,906
SVI	\$ 4,588,583
District Office	\$ 8,277,340
District-wide	\$ 3,670,590

Recommendation

It is the recommendation of the administration for the Board of Trustees to approve the proposed 2016-17 Fiscal Year Budget as attached.

Submitted by:

Dr. Kurt Buttleman
Vice Chancellor of Finance & Technology

Transmitted to the Board with a favorable recommendation.

Dr. Shouan Pan
Chancellor

SEATTLE COLLEGES PROPOSED FISCAL YEAR BUDGET 2016-17

	Budget FY2013-2014		Budget FY2014-2015		Budget FY2015-2016		Budget FY2016-2017		
	Funding %		Funding %		Funding %		Funding %		
I. GENERAL OPERATING									
State Fund	\$ 59,287,504	54.6%	\$ 60,899,742	2.7%	\$ 65,221,878	7.1%	\$ 70,117,735	7.5%	56.0%
Tuition	\$ 35,510,000	32.7%	\$ 35,965,000	1.3%	\$ 36,084,540	0.3%	\$ 31,956,243	-11.4%	25.5%
Cost Recoveries & Indirect	\$ 13,837,476	12.7%	\$ 14,996,363	8.4%	\$ 18,447,638	23.0%	\$ 23,131,524	25.4%	18.5%
<i>Subtotal General Operations</i>	\$ 108,634,980	100.0%	\$ 111,861,105	3.0%	\$ 119,754,056	7.1%	\$ 125,205,502	4.6%	100.0%
Carry-forward Balance	\$ 8,181,781		\$ 9,308,803	13.8%	\$ 9,104,747	-2.2%	\$ 6,707,831	-26.3%	
TOTAL GENERAL OPERATIONS	\$ 116,816,761	63.8%	\$ 121,169,908	3.7%	\$ 128,858,803	6.3%	\$ 131,913,333	2.4%	65.7%
II. GRANTS AND CONTRACTS*									
Running Start Revenue	\$ 2,478,250		\$ 3,291,922		\$ 3,598,925		\$ 3,500,000		
International Students Revenue	\$ 15,616,990		\$ 23,931,439		\$ 21,310,789		\$ 20,000,000		
Other Grants & Contract	\$ 14,379,587		\$ 13,486,405		\$ 14,159,527		\$ 15,000,000		
TOTAL GRANTS & CONTRACTS	\$ 32,474,827	17.7%	\$ 40,709,766	25.4%	\$ 39,069,241	-4.0%	\$ 38,500,000	-1.5%	19.2%
III. DEDICATED AND SELF-SUPPORT*									
Dedicated Student Fees	\$ 3,548,238		\$ 3,821,874		\$ 3,785,239		\$ 3,750,000		
Instructional Retail Activities	\$ 1,074,208		\$ 899,967		\$ 976,369		\$ 950,000		
Student Services & Community Fees	\$ 2,055,049		\$ 2,121,087		\$ 1,894,320		\$ 1,800,000		
Continuing Education	\$ 1,578,128		\$ 1,371,960		\$ 1,536,520		\$ 1,400,000		
TOTAL DEDICATED & SUPPORT	\$ 8,255,623	4.5%	\$ 8,214,888	-0.5%	\$ 8,192,448	-0.3%	\$ 7,900,000	-3.6%	3.9%
IV. OTHER FUNDS*									
Food Service	\$ 2,513,771		\$ 2,300,342		\$ 2,225,579		\$ 2,200,000		
Student Housing	\$ 693,523		\$ 563,885		\$ 807,664		\$ 800,000		
Associated Students	\$ 4,362,702		\$ 3,692,427		\$ 3,679,331		\$ 3,600,000		
Bookstore	\$ 1,238,740		\$ 1,148,137		\$ 1,143,608		\$ 1,300,000		
Parking & TMP	\$ 2,693,161		\$ 2,771,179		\$ 2,900,712		\$ 2,800,000		
Auxiliary Enterprises	\$ 11,752,089		\$ 13,105,598		\$ 11,346,387		\$ 10,000,000		
Agency Financial Aid	\$ 1,864,430		\$ 1,583,642		\$ 1,459,289		\$ 1,500,000		
Motor Pool & Printing	\$ 319,999		\$ 308,650		\$ 281,109		\$ 270,000		
TOTAL OTHER FUNDS	\$ 25,438,415	13.9%	\$ 25,473,860	0.1%	\$ 23,843,679	-6.4%	\$ 22,470,000	-5.8%	11.2%
TOTAL FISCAL YEAR BUDGET	\$ 182,985,626	100.0%	\$ 195,568,422	6.9%	\$ 199,964,171	2.2%	\$ 200,783,333	0.4%	100.0%

* ACTUAL revenue reported for 2013-14 thru 2015-16

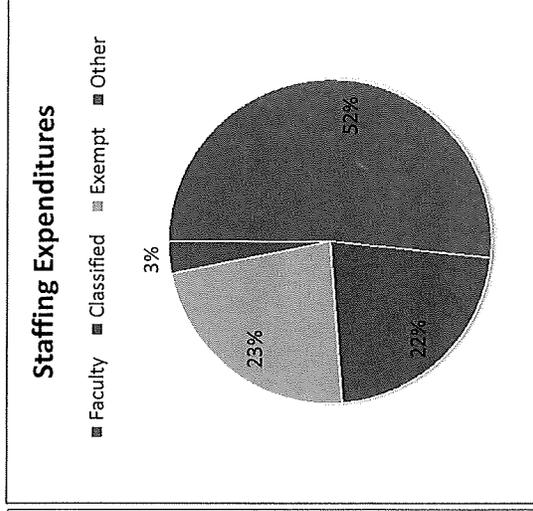
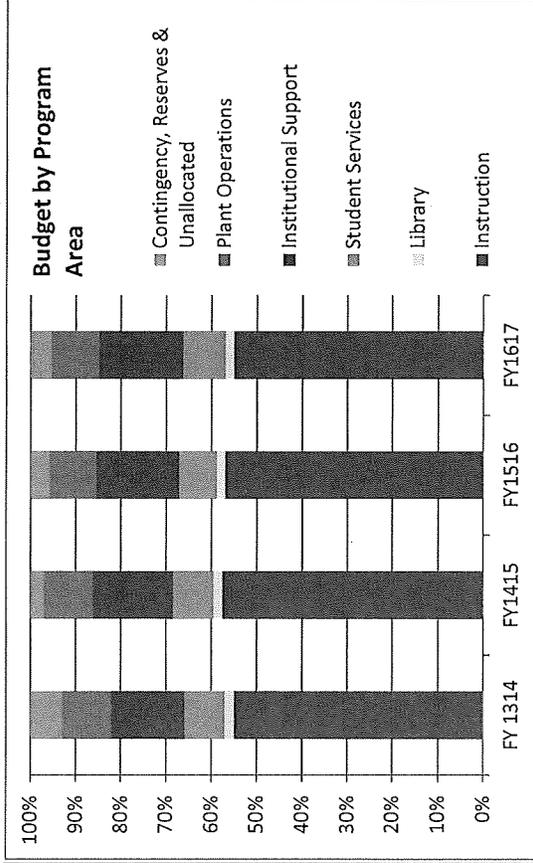
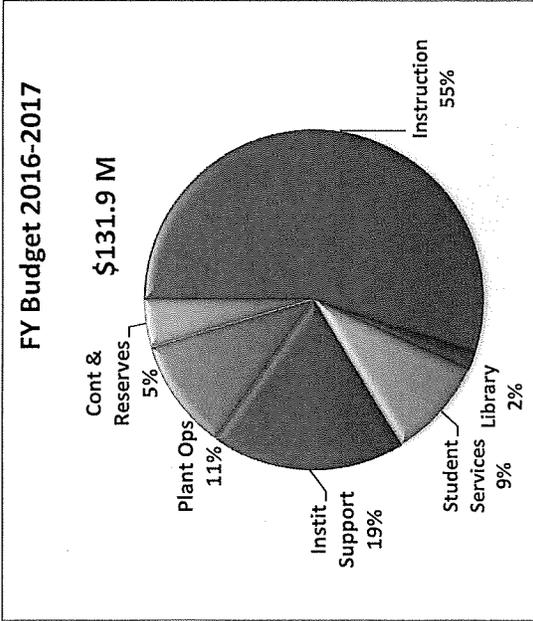
Seattle Colleges Operating Budget



SEATTLE COLLEGES
Central · North · South · SVI

PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET

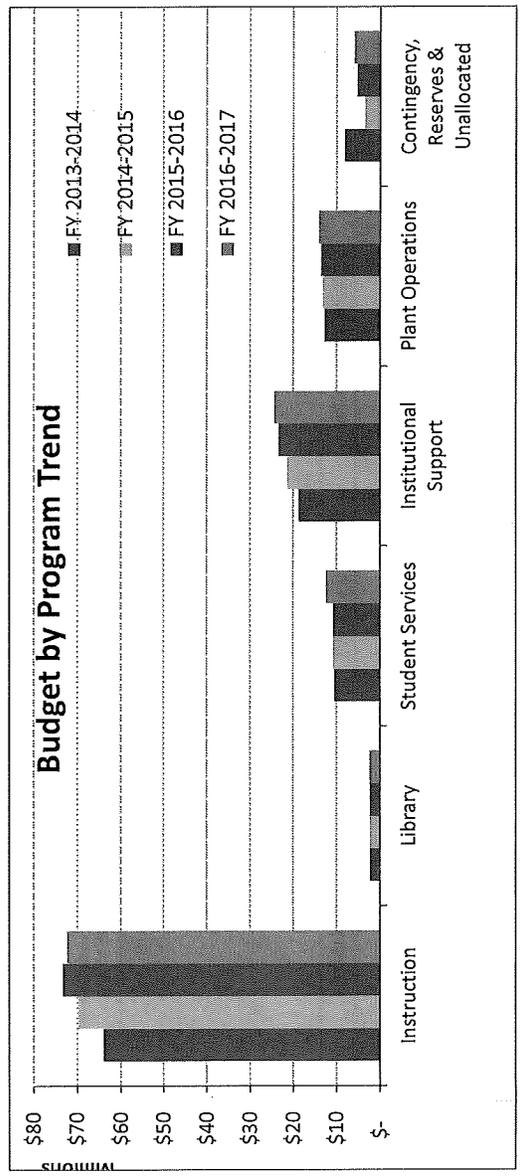
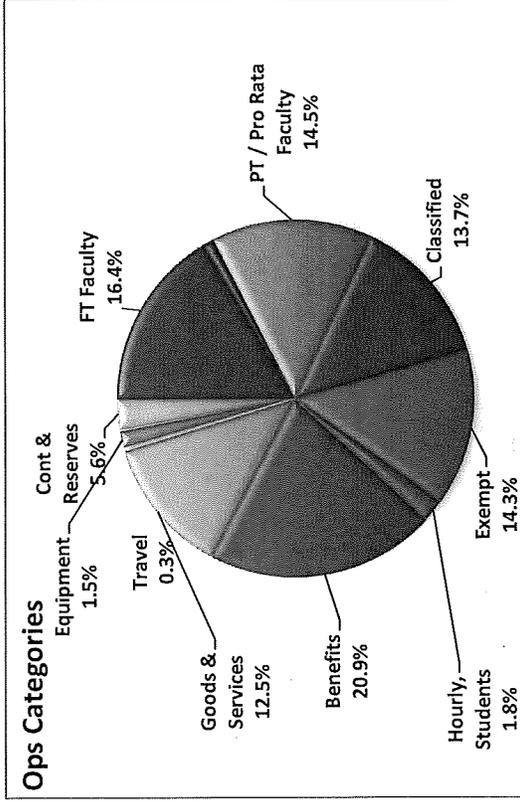
Proposed Budget Yearly Trend	FY 2013 - 2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
TOTAL Operating Budget	\$ 116,816,762	\$ 121,169,908	\$ 128,858,803	\$ 131,913,333
		3.7%	6.3%	2.4%



OPERATING	Programs	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	%
Instruction	011 & 04x	\$ 64,058,505	\$ 69,704,283	\$ 73,272,808	\$ 72,363,684	57%
Library	05x	\$ 2,436,120	\$ 2,373,646	\$ 2,422,681	\$ 2,514,588	2%
Student Services	06x	\$ 10,518,052	\$ 10,811,512	\$ 10,803,749	\$ 12,461,007	8%
Institutional Support	08x	\$ 18,810,094	\$ 21,506,204	\$ 23,422,580	\$ 24,473,415	18%
Plant Operations	09x	\$ 12,755,791	\$ 13,182,461	\$ 13,572,172	\$ 14,046,736	11%
Contingency, Reserves & Unallocated	02x	\$ 8,238,200	\$ 3,591,802	\$ 5,364,813	\$ 6,053,903	4%
TOTAL		\$ 116,816,762	\$ 121,169,908	\$ 128,858,803	\$ 131,913,333	100%

Seattle Colleges

PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET



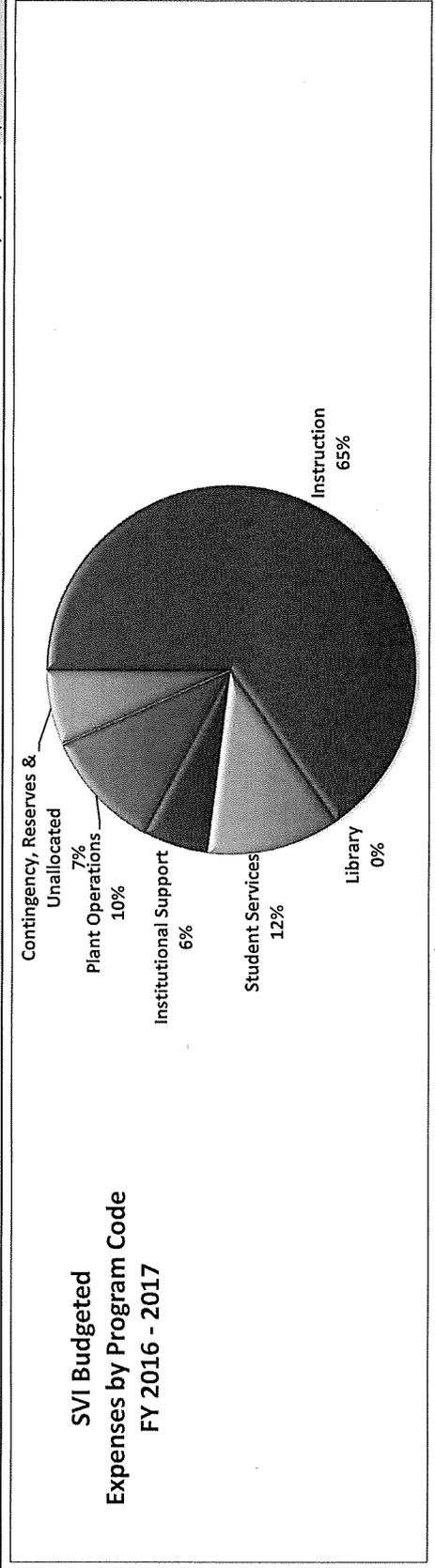
OPERATING CATEGORIES	Programs	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	%	%
FT Faculty	AE	\$ 18,458,784	\$ 19,320,350	\$ 20,003,943	\$ 21,662,540	15.8%	15.5%
Faculty Stipend	AF	\$ 958,912	\$ 1,127,014	\$ 1,303,054	\$ 1,345,516	0.8%	1.0%
PT / Pro Rata Faculty	AG & AH	\$ 20,704,061	\$ 20,923,578	\$ 20,711,807	\$ 19,151,044	17.7%	16.1%
Classified	AK	\$ 14,989,621	\$ 16,209,405	\$ 17,285,647	\$ 18,020,364	12.8%	13.4%
Exempt	AA, AB, AC, AZ	\$ 13,937,309	\$ 15,589,541	\$ 17,372,008	\$ 18,825,694	11.9%	13.5%
Overtime	AU	\$ 56,861	\$ 36,935	\$ 28,742	\$ 60,059	0.0%	0.0%
Hourly, Students & Other	All other	\$ 2,085,184	\$ 1,948,915	\$ 1,949,443	\$ 2,626,284	1.8%	1.5%
Benefits	B-	\$ 23,277,133	\$ 23,529,186	\$ 27,918,708	\$ 27,524,875	19.9%	21.7%
Goods & Services	E- LESS 02X	\$ 12,212,411	\$ 12,401,009	\$ 17,560,234	\$ 16,450,882	10.5%	13.6%
Travel	G-	\$ 339,128	\$ 336,507	\$ 332,103	\$ 348,854	0.3%	0.3%
Equipment	J- & K-	\$ 1,155,968	\$ 1,612,709	\$ 1,738,625	\$ 1,919,950	1.0%	1.3%
Personal Services	C-	\$ 334,680	\$ 274,906	\$ 131,395	\$ 330,991	0.3%	0.1%
Contingency & Reserves	E in 02x	\$ 35,326	\$ 2,874,037	\$ 244,738	\$ -	0.0%	0.0%
Other (Training Cont., Client Svcs, etc.)	N, P, X,	\$ 4,821,139	\$ 4,703,420	\$ 2,278,356	\$ 3,646,280	4.3%	1.8%
TOTAL		\$ 116,816,759	\$ 121,169,908	\$ 128,858,803	\$ 131,913,333	97%	100%



PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET

OPERATING	Programs	FY 2013-2014	FY 2014-15	FY 2015-16	FY 2016-17
Instruction	011 & 04x	\$ 2,417,652	\$ 3,290,147	\$ 3,231,167	\$ 2,995,735
Library	05x	\$ -	\$ -	\$ -	\$ -
Student Services	06x	\$ 856,510	\$ 572,218	\$ 318,509	\$ 535,230
Institutional Support	08x	\$ 397,126	\$ 481,059	\$ 356,910	\$ 266,910
Plant Operations	09x	\$ 757,060	\$ 579,218	\$ 357,218	\$ 486,385
Contingency, Reserves & Unallocated	02x	\$ 233,819	\$ 152,454	\$ 701,713	\$ 304,323
TOTAL		\$ 4,662,167	\$ 5,075,096	\$ 4,965,517	\$ 4,588,583

OPERATING CATEGORIES	FY 2013-2014	FY 2014-15	FY 2015-16	FY 2016-17
FT Faculty	\$ 587,472	\$ 444,127	\$ 444,128	\$ 444,127
Faculty Stipend	\$ 70,000	\$ 144,299	\$ 141,436	\$ 141,436
PT / Pro Rata Faculty	\$ 1,141,025	\$ 1,200,879	\$ 1,200,879	\$ 966,462
Classified	\$ 583,117	\$ 659,583	\$ 659,583	\$ 619,583
Exempt	\$ 511,442	\$ 514,173	\$ 514,173	\$ 464,173
Overtime	\$ -	\$ -	\$ -	\$ -
Hourly, Students & Other	\$ 87,000	\$ 92,500	\$ 92,500	\$ 92,500
Benefits	\$ 774,770	\$ 1,164,926	\$ 1,091,980	\$ 1,090,965
Goods & Services	\$ 744,758	\$ 443,945	\$ 434,422	\$ 368,018
Travel	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500
Equipment	\$ 8,000	\$ 3,000	\$ 384,916	\$ 183,097
Personal Services	\$ -	\$ -	\$ -	\$ -
Unallocated Funds	\$ -	\$ 152,454	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	\$ 152,582	\$ 253,710	\$ -	\$ 216,722
TOTAL	\$ 4,662,164	\$ 5,075,096	\$ 4,965,517	\$ 4,588,583

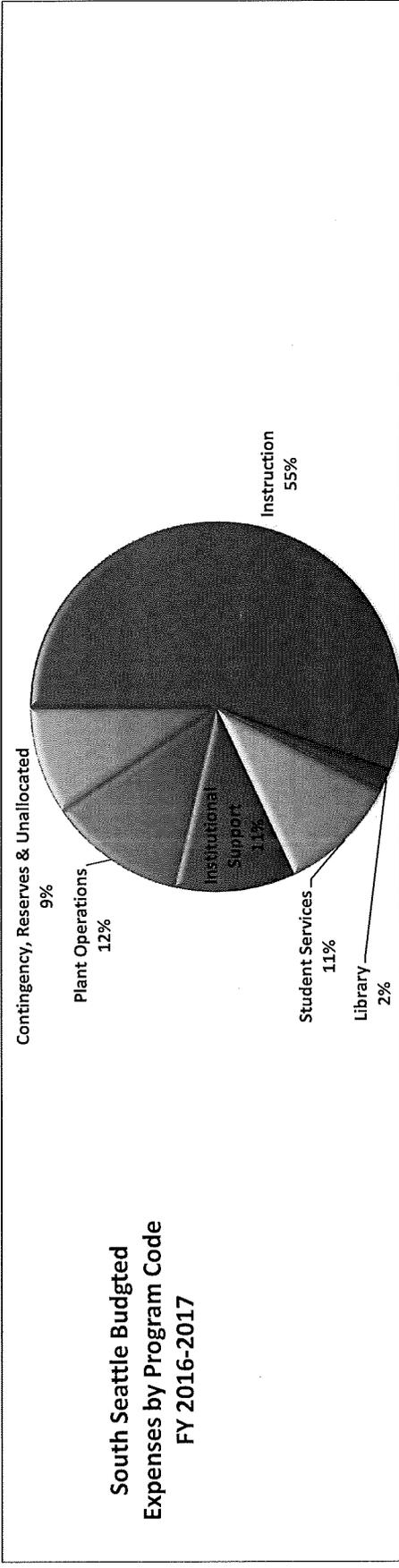




PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET

OPERATING	Programs	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Instruction	011 & 04x	\$ 18,256,844	\$ 20,423,420	\$ 19,360,786	\$ 19,727,614
Library	05x	\$ 653,604	\$ 666,053	\$ 670,119	\$ 647,730
Student Services	06x	\$ 3,467,482	\$ 3,366,563	\$ 3,855,314	\$ 4,207,502
Institutional Support	08x	\$ 3,492,031	\$ 4,103,947	\$ 5,500,950	\$ 4,763,451
Plant Operations	09x	\$ 3,883,643	\$ 4,057,296	\$ 4,087,087	\$ 4,248,525
Contingency, Reserves & Unallocated	02x	\$ 3,125,087	\$ 964,348	\$ 948,376	\$ 104,084
TOTAL		\$ 32,878,691	\$ 33,581,627	\$ 34,422,632	\$ 33,698,906

OPERATING CATEGORIES	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
FT Faculty	\$ 5,102,327	\$ 4,925,382	\$ 5,307,238	\$ 5,567,848
Faculty Stipend	\$ 319,155	\$ 328,710	\$ 274,578	\$ 323,107
PT / Pro Rata Faculty	\$ 4,894,559	\$ 5,562,876	\$ 4,652,570	\$ 5,252,559
Classified	\$ 3,749,663	\$ 4,106,948	\$ 4,158,814	\$ 4,292,419
Exempt	\$ 3,789,984	\$ 4,461,361	\$ 4,532,417	\$ 4,933,597
Overtime	\$ 10,600	\$ 6,100	\$ 6,100	\$ 8,517
Hourly, Students & Other	\$ 524,515	\$ 517,285	\$ 484,244	\$ 676,944
Benefits	\$ 5,977,653	\$ 5,845,902	\$ 6,164,278	\$ 6,473,142
Goods & Services	\$ 3,145,696	\$ 3,388,778	\$ 6,521,573	\$ 3,567,605
Travel	\$ 62,626	\$ 77,893	\$ 71,243	\$ 71,475
Equipment	\$ 228,335	\$ 918,599	\$ 416,515	\$ 312,000
Personal Services	\$ 66,575	\$ 123,500	\$ 9,700	\$ 9,700
Unallocated Funds	\$ 3,118,144	\$ 672,574	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	\$ 1,888,859	\$ 2,645,719	\$ 1,823,362	\$ 2,209,993
TOTAL	\$ 32,878,691	\$ 33,581,627	\$ 34,422,632	\$ 33,698,906

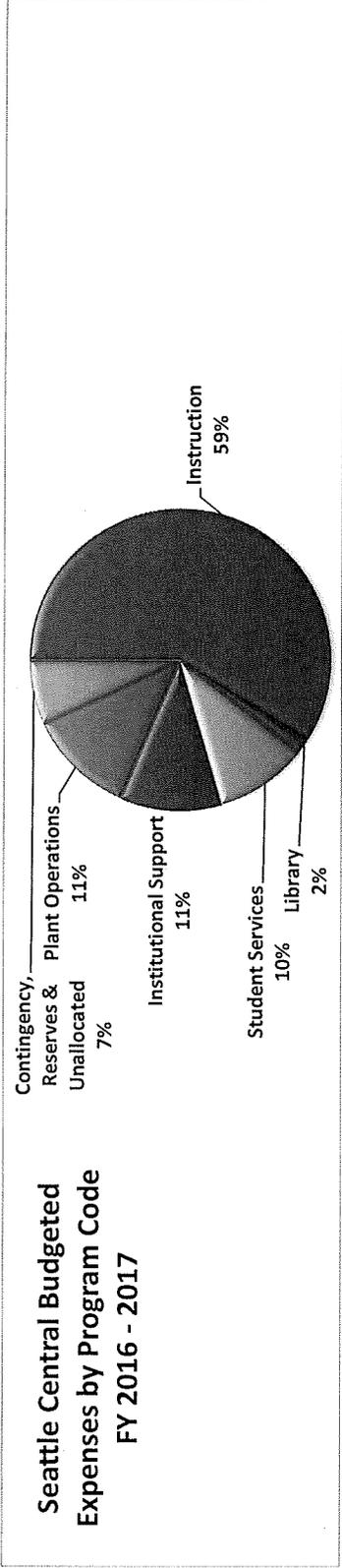




PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET

OPERATING	Programs	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Instruction	011 & 04x	\$ 24,460,717	26,119,194	29,000,862	29,080,611
Library	05x	\$ 962,152	879,054	915,511	864,975
Student Services	06x	\$ 4,041,720	4,195,595	4,467,213	4,966,229
Institutional Support	08x	\$ 4,307,337	5,227,316	6,031,521	5,434,399
Plant Operations	09x	\$ 4,996,440	5,205,103	5,540,563	5,729,981
Contingency, Reserves & Unallocated	02x	\$ 1,625,929	671,313	1,034,784	3,427,744
TOTAL		\$ 40,394,295	\$ 42,297,575	\$ 46,990,454	\$ 49,503,939

OPERATING CATEGORIES	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
FT Faculty	\$ 8,079,153	\$ 8,815,180	\$ 8,635,114	\$ 9,959,933
Faculty Stipend	\$ 184,124	\$ 249,400	\$ 476,064	\$ 383,277
PT / Pro Rata Faculty	\$ 7,944,909	\$ 7,978,846	\$ 8,152,063	\$ 7,499,934
Classified	\$ 5,606,009	\$ 6,015,106	\$ 6,709,380	\$ 7,066,994
Exempt	\$ 3,752,610	\$ 4,088,232	\$ 5,302,935	\$ 5,557,513
Overtime	\$ 10,000	\$ 10,000	\$ 15,042	\$ 15,042
Hourly, Students & Other	\$ 634,614	\$ 662,933	\$ 633,069	\$ 1,022,103
Benefits	\$ 8,766,628	\$ 8,953,814	\$ 11,429,930	\$ 10,772,000
Goods & Services	\$ 3,483,002	\$ 4,268,843	\$ 4,535,112	\$ 5,470,207
Travel	\$ 119,894	\$ 72,504	\$ 79,304	\$ 81,304
Equipment	\$ 629,313	\$ 331,324	\$ 683,935	\$ 919,888
Personal Services	\$ -	\$ 2,025	\$ 2,025	\$ 31,525
Unallocated Funds	\$ 300,000	\$ -	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	\$ 884,039	\$ 849,368	\$ 336,481	\$ 724,219
TOTAL	\$ 40,394,295	\$ 42,297,575	\$ 46,990,454	\$ 49,503,939

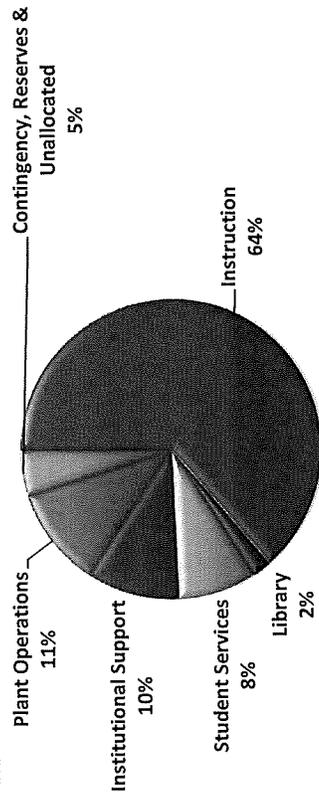


PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET

OPERATING	Programs	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Instruction	011 & 04x	\$ 18,672,638	\$ 19,486,679	\$ 21,351,243	\$ 20,476,239
Library	05x	\$ 590,533	\$ 582,473	\$ 579,626	\$ 655,706
Student Services	06x	\$ 2,152,340	\$ 2,677,136	\$ 2,162,713	\$ 2,752,046
Institutional Support	08x	\$ 2,708,311	\$ 3,069,452	\$ 3,032,490	\$ 3,222,166
Plant Operations	09x	\$ 3,021,788	\$ 3,241,918	\$ 3,488,378	\$ 3,482,245
Contingency, Reserves & Unallocated	02x	\$ 1,843,438	\$ 1,333,238	\$ 1,496,341	\$ 1,585,573
TOTAL		\$ 28,989,048	\$ 30,390,896	\$ 32,110,791	\$ 32,173,975

OPERATING CATEGORIES	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
FT Faculty	\$ 4,622,803	\$ 5,016,444	\$ 5,498,246	\$ 5,566,629
Faculty Stipend	\$ 300,504	\$ 274,422	\$ 354,749	\$ 378,304
PT / Pro Rata Faculty	\$ 6,723,568	\$ 6,180,977	\$ 6,706,295	\$ 5,432,089
Classified	\$ 3,619,434	\$ 3,988,637	\$ 4,218,168	\$ 4,449,576
Exempt	\$ 3,247,293	\$ 3,787,776	\$ 4,005,158	\$ 4,106,293
Overtime	\$ 30,809	\$ 2,600	\$ 2,600	\$ 1,500
Hourly, Students & Other	\$ 488,046	\$ 335,675	\$ 449,612	\$ 430,519
Benefits	\$ 6,104,186	\$ 5,953,434	\$ 7,448,080	\$ 6,953,701
Goods & Services	\$ 2,050,567	\$ 2,466,165	\$ 3,045,083	\$ 4,016,774
Travel	\$ 69,381	\$ 102,440	\$ 94,638	\$ 95,838
Equipment	\$ 150,331	\$ 79,915	\$ 144,979	\$ 114,044
Personal Services	\$ 175,075	\$ 20,670	\$ 24,670	\$ 158,362
Unallocated Funds	\$ -	\$ -	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	\$ 1,010,834	\$ 916,912	\$ 118,513	\$ 470,346
TOTAL	\$ 28,989,048	\$ 30,390,896	\$ 32,110,791	\$ 32,173,975

North Seattle Budgeted Expenses by Program Code FY 2016-2017

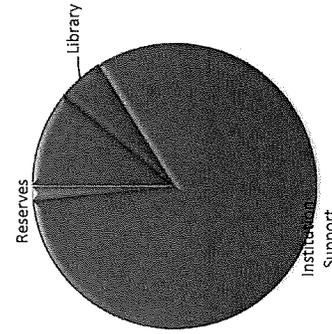


Seattle Colleges District-Wide & Siegal Center *

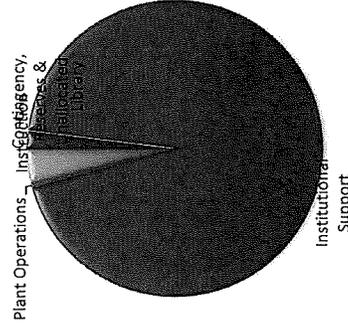
PROPOSED FISCAL YEAR 2016-2017 OPERATING BUDGET

District Wide	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
OPERATING				
Instruction	\$ 248,220	\$ 384,843	\$ 328,750	\$ 400,457
Library	\$ 102,635	\$ 102,635	\$ 102,635	\$ 188,776
Student Services	\$ -	\$ -	\$ -	\$ -
Institutional Support	\$ 2,190,152	\$ 2,965,384	\$ 2,910,045	\$ 3,023,357
Plant Operations	\$ 55,260	\$ 57,326	\$ 57,326	\$ 58,000
Contingency, Reserves & Unallocated	\$ 1,165,189	\$ 112,018	\$ 120,533	\$ -
TOTAL	\$ 3,761,456	\$ 3,622,206	\$ 3,519,289	\$ 3,670,590

OPERATING CATEGORIES	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
FT Faculty	\$ 67,029	\$ 119,217	\$ 119,217	\$ 124,003
Faculty Stipend	\$ 85,129	\$ 127,233	\$ 56,227	\$ 118,892
PT / Pro Rata Faculty	\$ -	\$ -	\$ -	\$ -
Classified	\$ 48,845	\$ 275,749	\$ 225,552	\$ -
Exempt	\$ 149,397	\$ 316,346	\$ 296,815	\$ 26,214
Overtime	\$ 452	\$ -	\$ -	\$ -
Hourly, Students & Other	\$ 234,547	\$ 208,098	\$ 208,098	\$ 327,500
Benefits	\$ 419,805	\$ 477,610	\$ 481,593	\$ 422,808
Goods & Services	\$ 2,350,195	\$ 1,524,963	\$ 2,005,780	\$ 2,253,775
Travel	\$ 35,636	\$ 39,172	\$ 37,227	\$ 24,477
Equipment	\$ 96,239	\$ 165,800	\$ 82,780	\$ 345,421
Personal Services	\$ 73,230	\$ 106,000	\$ 6,000	\$ 27,500
Unallocated Funds	\$ 827,223	\$ 262,018	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	\$ (60,769)	\$ -	\$ -	\$ -
TOTAL	\$ 3,761,456	\$ 3,622,206	\$ 3,519,289	\$ 3,670,590



- District-wide**
- Instruction
 - Library
 - Student Services
 - Institutional Support
 - Plant Operations
 - Contingency, Reserves & Unallocated



- Siegal Center**
- Instruction
 - Library
 - Student Services
 - Institutional Support
 - Plant Operations
 - Contingency, Reserves & Unallocated

Siegal Center	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
OPERATING				
Instruction	\$ 2,434	\$ 143,431	\$ 154,790	\$ 157,401
Library	\$ 127,196	\$ -	\$ -	\$ -
Student Services	\$ -	\$ -	\$ -	\$ -
Institutional Support	\$ 5,715,137	\$ 5,659,046	\$ 5,590,664	\$ 7,763,132
Plant Operations	\$ 41,600	\$ 41,600	\$ 41,600	\$ 41,600
Contingency, Reserves & Unallocated	\$ 244,738	\$ 358,431	\$ 1,063,066	\$ 315,207
TOTAL	\$ 6,131,105	\$ 6,202,508	\$ 6,850,120	\$ 8,277,340

* Changes reflect: increases to district-wide fixed costs, ctclink project, Dean of Nursing, CRM, library system upgrade, Civitas, capital campaign costs, etc.

MEMORANDUM

TO: Board of Trustees

FROM: Kurt Buttleman

DATE: November 10, 2016

SUBJECT: Policy 252 – Second Reading & Final Action

Background

The attached Naming of Seattle Colleges District Facilities policy revision is suggested in accordance with the practices of the Seattle Colleges.

This item is being sent to the Board for second reading and final action. Once the Board approves the policy, it becomes effective immediately.

Recommendation

It is recommended that the Board approve Policy 252 as presented.

Submitted by:



Dr. Kurt R. Buttleman
Vice Chancellor for Finance & Technology

Transmitted to the Board of Trustees with favorable recommendation.



Dr. Shouan Pan
Chancellor

Seattle College District Policy

NUMBER: 252

TITLE: Naming of Seattle College District Facilities

Adopted Date: 6/7/1995

Last Revised: 3/12/2015

Buildings and facilities shall generally be named in a manner descriptive of their basic functions. However, in case of a unique, extraordinary professional or financial contributions to the Seattle Colleges, it will be proper for an individual's or organization's name to be bestowed upon a building, facility, or outdoor space. Decisions to name buildings, facilities, rooms, or outdoor spaces shall require three months to elapse between the first written request from the Chancellor to the Board of Trustees and the time when further action shall be taken on such proposal by the Board of Trustees.

Additionally, the Board of Trustees may exercise discretion to authorize naming of facilities under terms and conditions it deems reasonable.

A. Individual or group requests are to be submitted in writing to the College President if the request relates to a campus facility. All other requests are to be submitted to the Chancellor. All materials should include evidence for a broad base of support and should describe in detail the extraordinary contributions of the individual or organization.

In situations in which a building, facility, room or outdoor space may be named in recognition of an extraordinary financial contribution, the Chancellor will provide the Board of Trustees with guidelines regarding specific projects and financial contributions. These guidelines will be kept up to date by College and District Advancement staff. Any limits imposed on the recognition will be approved by the Board of Trustees

B. When a College President or Chancellor receives a request, he/she may choose to form an ad hoc committee, constituted of representatives from the following campus groups: faculty, management, classified staff and students. This ad hoc committee

J. When a facility is named either in honor of distinguished service or in recognition of a donor, the naming right will generally be effective for the useful life of the facility. If a facility must be replaced or substantially renovated, the facility may be renamed, subject to the specific terms and conditions set forth in any gift or other naming right agreement related to the prior naming action.

Board of Trustees - Revision & Adoption History

Adopted: 6/7/1995

Revised: 3/12/2002

Revised: 3/12/2015

MEMORANDUM

TO: Board of Trustees

FROM: Dr. Shouan Pan
Chancellor

DATE: November 10, 2016

SUBJECT: Naming South Seattle College's Classroom C222/C223 at Georgetown

Background

On June 14, 2016, President Gary Oertli submitted a request to name classroom C222/C223 at the Georgetown Campus of South Seattle College in honor of Jerry Hermanson and the Hermanson Corporation as the "*Hermanson Sustainable Building Science Technology Center.*" President Oertli supported this request with letters from college program staff and community members. The proposal was unanimously endorsed by South's President's Cabinet on June 14, 2016.

I strongly support this naming request. Jerry Hermanson recently made a generous commitment to the South Seattle College Foundation to create an endowment to support the Sustainable Building Science Technology bachelor's degree program, which included a recommendation for naming opportunity. Jerry has also previously served as a member of the South Seattle College Foundation Board of Director and is currently a member of the President's Advisory Council.

All correspondence related to this request is attached for your review. It outlines the basis for conferring this distinction to Jerry Hermanson and the Hermanson Corporation. This has my full endorsement, and thus, I am submitting this recommendation for your action.

Recommendation

In accordance with established Board Policy 252, it is recommended that South Seattle College's classroom C222/C223 be named the "*Hermanson Sustainable Building Science Technology Center.*"

Submitted by,



Gary L. Oertli
President

Transmitted to the Board with a favorable recommendation.


Dr. Shouan Pan
Chancellor

MEMORANDUM

TO: Board of Trustees

FROM: Dr. Shouan Pan

DATE: November 10, 2016

SUBJECT: Policy 400 Ethical Conduct/Conflict of Interest Standards – Second Reading

Background

The attached revision is suggested to update this policy.

This policy was reviewed by the HR group. Language was modified to comply with the new Ethics rule requiring a district policy to allow Presidents or the Chancellor to use state resources to support, promote, or solicit on behalf of charitable organizations.

This policy was presented for a First Reading in October 2016. It is now presented for a Second Reading and final approval.

Recommended Action

It is recommended that the Seattle Colleges Board of Trustees approve the proposed revisions to Policy 400.

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


Shouan Pan, Ph.D.
Chancellor

SEATTLE COLLEGE DISTRICT POLICY

POLICY NUMBER: 400

TITLE: ETHICAL CONDUCT/CONFLICT OF INTEREST STANDARDS

Adopted Date: 6/6/1995

Last Revised: 6/2/1998

400.10 Contents

400.20 [Definition of Employee](#)

400.21 [Basic Principle](#)

400.22 [Financial Interest in Transaction](#)

400.23 [Special Privileges](#)

400.24 [Compensation for Official Duties](#)

400.25 [Gifts](#)

400.40 [Honoraria](#)

400.50 [Use of State Resources](#)

400.60 [Confidential Information](#)

400.70 [Employment After Public Service](#)

~~400.80 [Location of Complete Copy of the Law](#)~~

400.20 Definition of Employee

The 1995 Code of Ethics Law makes all state officers and state employees subject to its rules. It includes Board of Trustee members and all District employees. Therefore, for purposes of this ~~POLICY~~[policy](#), when the term "state employee" is used, it shall also include state officers. (RCW 42.5.010)

400.21 Basic Principle

No state employee may have an interest, financial or otherwise, direct or indirect or engage in a business or transaction or professional activity, or incur an obligation of any nature that is in conflict with the proper discharge of the state employee's duties. (RCW 42.52.020)

400.22 Financial Interest in Transactions

No state employee may participate directly or indirectly or be beneficially interested in an activity or transaction that may be made by, through, or under the supervision of the employee.

No state employee may participate in a transaction involving the state in his or her official capacity with any organization or person of which the state employee is an officer, agent, employee or member, or owns a beneficial interest. (RCW 42.52.030)

400.23 Special Privileges

A state employee may not use his or her official position to secure special privileges for himself or herself or any other person. (RCW 42.52.070)

400.24 Compensation for Official Duties

A state employee may not ask for or receive any compensation from any source, except the State of Washington, for performing, not performing or delaying his or her official state duties. (RCW 42.52.110)

400.25.10 Gifts - General

A state employee may not accept a gift, if it could reasonably be expected to influence the performance or nonperformance of the employee's official duties. A state employee may not accept a gift or gifts from any person with a total value in excess of \$50.00 per year. See POLICY 400.25.20 and 400.25.30 below for specific rules, exceptions and limitations regarding gifts. (RCW 42.52.140 and .150)

400.25.20 Gifts - Rules, Exceptions and Limitations

The following items are presumed not to influence a state employee, and may be accepted without regard to the \$50.00 limit stated in the District ~~POLICY~~policy concerning gifts: (RCW 42.52.150)

- a. Unsolicited flowers, plants and floral arrangements;
- b. Unsolicited advertising or promotional items of nominal value, such as pens and note pads;
- c. Unsolicited tokens or awards of appreciation in the form of a plaque, trophy, desk item, wall memento or similar item;
- d. Unsolicited items received for the purpose of evaluation or review, if the employee has no personal beneficial interest in the eventual use or acquisition of the item by the employee's agency;
- e. Informational material, publications or subscriptions related to the employee's performance of official duties;
- f. Food and beverage consumed at hosted receptions where attendance is related to the state employee's official duties;
- g. Admission to, and the cost of food and beverages consumed at, events sponsored by or in conjunction with a civic, charitable, governmental, or community organization;
- h. Unsolicited gifts from dignitaries from another state or foreign country that are intended to be personal in nature.

The presumption that all items above are presumed not to influence an employee may be overcome based upon the circumstances surrounding the giving and acceptance of the particular item.

400.25.30 The term "Gift" as contained in District ~~POLICY~~policy 400.25.10 above, does not include the following: (RCW 42.52.010 (9))

- a. Items received from family and friends if the clear purpose was not to influence the employee;
- b. Customary items related to an employee's outside business;
- c. Items exchanged at social events by co-workers;
- d. Reasonable expenses (travel, room, and meals) for a speech or seminar;
- e. Items returned or donated to charity within 30 days;
- f. Campaign contributions reported under RCW 42.17;
- g. Discounts available to employees as members of a broad base group;

Other items specifically permitted by law.

400.40 Honoraria (RCW 42.52.130)

Seattle College District VI (SCD) employees may accept an honorarium or a retainer as a consultant of an organization as long as the resulting relationship does not detract from or interfere with duties and obligations to SCD and meets the requirements of the Ethics in Public Service Act. For the purposes of this ~~POLICY~~policy, "honorarium" means money or things of monetary value offered for a speech, appearance, article or similar item or activity in connection with the employee's official role.

Permission to receive honoraria may not be granted under any of the following circumstances:

- a. The person offering the honorarium is seeking or is reasonably expected to seek a contractual relationship with SCD, and the employee is in a position to participate in the terms or awarding of the contract;
- b. The person offering the honorarium is supporting or opposing an SCD regulation or action, and the employee may participate in the enactment or adoption.

Honoraria may not be received unless specially authorized by the Chancellor or applicable campus President prior to undertaking the activity for which an honorarium is to be paid (See attached procedure 400).

400.50 Use of State Resources For Personal Benefit

A state employee may not use state resources (the office, money, property or personnel) for personal benefit or to benefit another person/organization except where the use of state resources to benefit others is a part of the state employee's official state duties or in instances where the Chancellor, a college president, or designees have authorized the use of state resources to support, promote, or solicit on behalf of charitable organizations. ~~(RCW 42.52.160)~~

400.60 Confidential Information (RCW 42.5.050)

400.61 No state employee may accept employment or engage in any business or professional activity that the employee might reasonably expect would require or induce him or her to disclose confidential information acquired by the employee by reason of the employee's official position.

400.62 No state employee may disclose confidential information gained by reason of the employee's official position or otherwise use the information for his or her personal gain or benefit or the gain or benefit of another.

No state employee may disclose confidential information to any person not entitled or authorized to receive the information. See also SCD ~~POLICY~~Policy 254, Access to Public Records.

400.70 Employment After Public Service (RCW 42.52.080)

- 400.71 A former state employee may not accept employment or compensation from an employer within one year of leaving state employment, if all three of the following conditions are present:
 - a. The employee during the two years immediately preceding termination of state employment, negotiated or administered a contract with the new employer;
 - b. The contract(s) had a total value in excess of \$10,000;
 - c. The former employee's duties with the new employer would include fulfilling or implementing that contract.
- 400.72 No former state employee may accept an offer of employment or receive compensation from an employer if the employee knows or has reason to believe that the offer of employment or compensation was intended, in whole or in part, directly or indirectly, to influence the employee or as compensation or reward for the performance or nonperformance of a duty by the employee during the course of state employment.
- 400.73 No former state employee may accept an offer of employment or receive compensation from an employer if the circumstances would lead a reasonable person to believe the offer has been made, or compensation given, for the purpose of influencing the performance or nonperformance of duties by the employee during the course of state employment.
- 400.74 No former state employee may at any time subsequent to his or her state employment assist another person, whether or not for compensation, in any transaction involving the state in which the state employee at any time participated during state employment. No former state employee may, within a period of two years following the termination of state employment, have a direct or indirect beneficial interest in a contract that was expressly authorized or funded by specific legislative or executive action in which the former state officer or state employee participated.

~~400.80 Location of Ethics in Public Service Law~~

~~The specific state law regarding this POLICY is contained in the referenced statutes which are located at the Siegal Center.~~

Board of Trustees – Revision & Adoption History

Adopted: 6/6/1995

Revised: 6/2/1998



MEMORANDUM

TO: Board of Trustees

FROM: Dr. Shouan Pan

DATE: November 10, 2016

SUBJECT: Apprenticeship Instructional Contract Increase Request

Background

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

At the meeting of the Board of Trustees, a contract in the amount of \$906,465 with the Puget Sound Joint Apprenticeship Training Committee (PSEJATC) was approved. Subsequent to that meeting, PSEJATC and South Seattle have negotiated an increase in FTES from 291 to 420.

This necessitates an increase in the contract to \$1,308,300 (an increase of \$401,835).

Recommendation

It is recommended that the Board of Trustees authorizes the Chancellor and his designee to enter into this amended contract with PSEJATC for the amount of \$1,308,300.

Submitted by:

Dr. Kurt Buttleman
Vice Chancellor for Finance & Technology

Transmitted to the Board with a favorable recommendation

Dr. Shouan Pan
Chancellor

MEMORANDUM

TO: Board of Trustees

FROM: Dr. Shouan Pan
Chancellor

DATE: November 10, 2016

SUBJECT: 2016-2020 Preliminary Strategic Plan – Draft for Feedback

The attached 2016-2020 Preliminary Strategic Plan is the product of a year-long process to envision the direction of Seattle Central College over the next four years, a timeframe that better aligns with the accreditation cycle.

We approached the development with three main purposes: create clear strategic directions and priorities for all college functions; provide goals and objectives that help us fulfill our mission, as specified by the Core Themes; and ensure close alignment with the Seattle Colleges District Strategic Plan.

The resulting draft preliminary strategic plan in the pages that follow represents more than a year of intensive development. Our approach sought to build a sense of common purpose and shared understanding across all areas of the college. To accomplish this, we enlisted College Council, a representative body on campus, to lead the strategic planning process.

Using a series of listening sessions and planning meetings, the council solicited honest, thoughtful and invaluable feedback from faculty, staff, students and the greater community. With this input, a workgroup within College Council produced a draft; after making revisions, the plan was forwarded to President's Cabinet to finalize and approve.

Our intention is that the final preliminary strategic plan will serve as a living document that is meaningful to our employees and stakeholders in the college's daily work, and can provide a college-wide framework for making decisions about resource allocation and program planning.

We request feedback on this draft from the Board of Trustees. After incorporating its input into the final preliminary strategic plan, we will request a one-year contingent approval at the next board meeting.



**SEATTLE
COLLEGES**

Central • North • South • SVI

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1500 Harvard Avenue, Seattle WA 98122-3803 | www.seattlecolleges.edu

Submitted by:

Dr. Sheila Edwards Lange
President, Seattle Central College

Dr. Shouan Pan
Chancellor, Seattle Colleges



SEATTLE CENTRAL
COLLEGE

Central to the Community for 50 Years

CENTRAL to the Future



Preliminary Strategic Plan
2016–2020

PRESIDENT'S MESSAGE

Dear Colleagues:

Seattle Central College was founded 50 years ago with a mission to provide affordable and accessible higher education for people in our community. In the years since we opened our doors in 1966, the efforts of dedicated faculty and staff like you have changed the lives of countless students.

Our mission remains the same, but our college must continue to evolve to meet the changing needs of our community. To guide this important work, and to ensure our college is fulfilling its mission in the most effective way possible, we operate under a multi-year strategic plan. The previous plan, implemented in 2011, covered five years and recently expired. Our task over the past year has been to develop a new, four-year plan that is strategically aligned with our college's accreditation cycle and with the plan of the Seattle Colleges District.



When I arrived on campus as president, a top priority of mine was to involve the campus community in defining a new vision for Seattle Central. During the 2015-16 academic year, we held a series of listening sessions and work groups for faculty and staff in order to hear directly from you. Together, we have envisioned a forward-thinking plan that is focused on student success, academic and institutional excellence, and service to our community and region. It is structured around five strategic directions:

1. Increase student enrollment and retention
2. Increase student progress and completion
3. Eliminate institutional racism and achieve equity and diversity
4. Build a sense of shared community
5. Advance the college's long-term fiscal health

The choice and wording of these directions demonstrate that Seattle Central currently faces a variety of internal and external challenges. It is true that we can and must improve in key areas, but this should not obscure the excellent work at every level of the college that helps our students secure positive futures.

On the pages that follow, please take some time to review this plan, including the goals, objectives and performance indicators for each strategic direction. Think about ways that you can align your work to support this plan. In the near future, I will ask each department to craft their own strategic plans that support this college-wide effort, and your input will be exceedingly valuable.

I would like to thank all those who contributed to this plan. It is vital that we continue to harness the considerable intellectual and practical input from everyone on campus. Doing so in a cooperative and collaborative way will help us fully realize our vision so that Seattle Central continues to grow and evolve over the next 50 years.

Sincerely,

A handwritten signature in blue ink that reads "Sheila Edwards Lange". The signature is fluid and cursive, written over a light blue horizontal line.

Sheila Edwards Lange, Ph.D
President

WHO WE ARE



MISSION

Seattle Central College promotes educational excellence in a multicultural urban environment. We provide opportunities for academic achievement, workplace preparation, and service to the community.

VISION

Seattle Central provides an environment of support for diversity, equity and community, where students are actively mentored, supported and empowered to achieve their educational, career and personal goals.

CORE THEMES

- Responsive Teaching and Learning
- Catalyst for Opportunities and Success
- Diversity in Action
- Communities Engagement



INTRODUCTION & PROCESS



PLANNING PURPOSE

During Fall Quarter 2015, as the 2011-2016 Strategic Plan was about to expire, the college began to develop a new strategic plan to cover 2016 to 2020, a four-year period timed to align with the accreditation cycle. The purpose of the new strategic plan is to provide:

- Clear strategic directions and priorities for all college functions
- Specific goals and objectives that support the fulfillment of the college's mission as expressed in the Core Themes
- Close alignment with the current Seattle Colleges District Strategic Plan

PLANNING PRINCIPLES

We envision this strategic plan will:

- Establish a high-level, college-wide framework for decision-making regarding resource allocation and program planning
- Build a sense of common purpose and shared understanding across all areas of the college and with external stakeholders
- Serve as a living document that is meaningful in the day-to-day work of the college and characterized by simplicity, clarity and co-accountability

PLANNING STRUCTURE

At Seattle Central, College Council is responsible for leading the strategic planning process. Within College Council, a Strategic Planning Workgroup was formed, with three faculty members, two staff members, one student and one administrator who served as facilitator. With support from the college's Office of Strategic Initiatives and Institutional Research (SIIR), this workgroup established planning principles and selected the approaches to solicit input and ideas from across the college.

PLANNING PROCESS, ACTIVITIES & TIMELINE

Seattle Central's faculty, staff, students and community contributed honest, thoughtful and invaluable feedback throughout the planning process, which has shaped the plan that follows. In all, 12 listening sessions were held during the 2015-2016 academic year to gather input representing a variety of college perspectives.

APPROVAL

Using the valuable information gathered in campus listening sessions, the workgroup created a draft strategic plan, which was reviewed by the entire College Council. After providing feedback and making revisions, CC forwarded the draft to President's Cabinet to finalize and approve.

STRATEGIC DIRECTION 1

Increase student enrollment and retention



■ Goal A

Strengthen and create structures, systems, and policies that support robust enrollment

Objective 1: Implement strategic enrollment management plan that applies research based strategies to achieve enrollment goals

Objective 2: Market Seattle Central College as a destination for unique learning and cultural opportunities

Objective 3: Design alternate scheduling and offer instructional modes to maximize enrollment

■ Goal B

Respond to the needs of students and the community with high quality innovative instruction.

Objective 1: Increase opportunities for accelerated, integrated, and contextualized learning

Objective 2: Align technology and facilities to support instruction goals and student learning needs

Objective 3: Revitalize curriculum and course offerings to provide vibrant and responsive programs



Supports Core Theme 1:
RESPONSIVE TEACHING AND LEARNING

STRATEGIC DIRECTION 2

Increase student progress and completion



■ Goal A

Create a set of clear pathways to support and guide students through the educational process

Objective 1: Build opportunities for collaboration between instruction and student services to improve overall student experience

Objective 2: Provide holistic student-focused services from inquiry to completion

Objective 3: Provide multiple entry points for degrees, programs, and certificates

■ Goal B

Engage students in a comprehensive learning experience that extends beyond the classroom

Objective 1: Bridge instruction with opportunities for career exploration and preparation

Objective 2: Increase awareness and participation in co-curricular activities that support and compliment learning



Supports Core Theme 2:
CATALYST FOR OPPORTUNITIES AND SUCCESS

STRATEGIC DIRECTION 3

Address institutional racism and achieve equity and inclusion

■ Goal A

Create an educational environment that is framed by diversity, equity, and inclusion

Objective 1: Create and implement a diversity, equity, and inclusion plan that provides direction for priorities and strategies

Objective 2: Deliver diverse educational resources and services focused on equity and inclusion

Objective 3: Promote culturally responsive pedagogy and services by increasing opportunities for professional development in these areas

Objective 4: Reinforce a culture that supports anti-bias, anti-racist curriculum and pedagogy



■ Goal B

Recruit and retain students and employees who reflect the rich diversity in the community that Seattle Central serves

Objective 1: Reach out to underrepresented student populations in order to recruit, retain, and support these students through the educational process

Objective 2: Standardize an anti-racist, anti-bias search and hiring process to build a diverse workforce

Objective 3: Encourage the development of an inclusive working environment in order to support and retain employees



STRATEGIC DIRECTION 4

Build a sense of shared community across college programs and locations



■ Goal A

Provide learning environments that are safe, welcoming, functional, and sustainable

Objective 1: Develop and implement a plan for mission-driven and visually welcoming facilities

Objective 2: Adopt and promote sustainability practices as a responsible steward of resources and a member of the larger community

Objective 3: Establish and document systems, procedures, and training for safety and security



■ Goal B

Deepen partnerships to expand access to educational opportunities

Objective 1: Strengthen strategic partnerships with educational providers, community organizations, industry, and employers

Objective 2: Seek support from partnerships to enhance outreach, marketing, recruitment, and scholarship efforts for special populations

Objective 3: Collaborate and coordinate strategically across the Seattle Colleges District to enhance educational opportunities for students

Supports Core Theme 4: COMMUNITIES ENGAGEMENT

■ Goal C

Engage students and employees at all levels and at all locations in developing the organization, programs, and resources

Objective 1: Define, practice, and support opportunities for students and employees to participate in college governance

Objective 2: Provide professional development that aligns with strategic priorities and supports engaged employees

Objective 3: Increase student participation in student leadership and college activities

Objective 4: Regularly share, recognize, and encourage employee service and excellence



STRATEGIC DIRECTION 5

Advance the college's long-term fiscal health

■ Goal A

Broaden and diversify revenue sources to sustain the financial health of the college

Objective 1: Generate revenue from available resources and capacity

Objective 2: Expand SCC Foundation's support to the college's long-term financial health



■ Goal B

Adopt a stable multi-year financial planning and budget allocation model

Objective 1: Build understanding of the budget among all college stakeholders

Objective 2: Ensure that those with budget responsibilities are prepared to manage the college's resources effectively

Objective 3: Establish consistency, clarity, and transparency in the budget allocation process

A direction that supports all four core themes

Preliminary Strategic Plan, 2016-2020

--- APPENDIX ---

Strategic Direction 1: Increase Student Enrollment and Retention

Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)		Target	
1.a	Enrollment of state-funded programs – change rate	85%		+3% annually	
1.b	Enrollment of contracted programs – change rate	10%		+/- 0% annually	
1.c	Overall retention rate of state-funded and contract programs	54%		56%	
1.d	Retention rate of state-funded programs	52%		54%	
1.e	Retention rate of contracted programs	64%		66%	
1.f	Overall retention rates: fall to winter and fall to spring	69%	59%	72%	62%
1.g	Retention rates of academic transfer students: fall to winter and fall to spring	70%	60%	73%	63%
1.h	Retention rates of professional/technical students: fall to winter and fall to spring	81%	71%	83%	73%
1.i	Retention rates of BAS students	80%		84%	
1.j	Student participated in “active and collaborative” learning	55%		57%	
1.k	Student demonstrating “student effort” in learning	49%		51%	

* “Baseline” data is from the three-year average of 2010-11 to 2012-13, except as indicated below. When a five-point scale is used as a measure, the baseline is set at 3.5. For 1.a, baseline is a percentage of state-funded enrollment target. For 1.j and 1.k, baseline is from the 2013-14 Central Student Survey, and future results will be taken from CSSEE in 2017.

Strategic Direction 2: Increase Student Progress and Completion

Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)		Target	
2.a	Student achievement point per student [SAI]	1.54		1.62	
2.b	Students transferring to 4-year institutions in WA [As a % of academic transfer enrollment]	29%		30%	
2.c	Student employment rate 9 months after completion	71%		74%	
2.d	Educational level gains of ABE/ESL students	51%		53%	

2.e	Basic skills students transitioning to college level courses	13%	15%
2.f	Student passing rate in professional licensing exams	86%	88%
2.g	Overall completion rate	41%	42%
2.h	Completion rate -- academic transfer (AA/AS) programs	22%	24%
2.i	Completion rate -- professional/technical (AAS/AAS-T) programs	34%	36%
2.j	Completion rate -- BAS programs	56%	58%
2.k	Completion rate -- H.S. diplomas/GED	6%	8%
2.l	Student satisfaction with support services (5-point scale)	3.5	4.0
2.m	Student participation rate in learning beyond the classroom (co-op, service learning, and undergraduate research)	14%	15%

Strategic Direction 3: Address Institutional Racism and Achieve Equity and Inclusion

Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)		Target	
3.a	Students of color	56%		58%	
3.b	Faculty of color	27%		30%	
3.c	Classified staff of color	37%		39%	
3.d	Exempt staff of color, i.e., professional, managerial, and administrative	53%		55%	
3.e	Proportion of degrees and certificates awarded to students of color	52%		54%	
3.f	Gender diversity in STEM and workforce programs	53%	25%	54%	27%
3.g	Student satisfaction with diverse multicultural learning environment [5-point scale]	3.5		3.8	
3.h	Employee satisfaction with diverse multicultural working environment [5-point scale]	3.5		3.8	

Strategic Direction 4: Build a Sense of Shared Community across College Programs and Locations

Indicators of Achievement

Number	Indicator	Baseline* (3 yr. Average)	Target
4.a	Student satisfaction of cooperative education [5-point scale]	3.5	4.2
4.b	Meeting expectations of employers and agencies partnering to offer cooperative education for students [5-point scale]	3.5	4.0
4.c	Technical Advisory Committee (TAC) members' satisfaction to program quality and student success [5-point scale]	3.5	3.7
4.d	Progress in sustainability practices	Survey	TBD
4.e	Documented processes and practices for campus safety and emergency preparedness	Survey	TBD
4.f	Increase in faculty, students, and staff serving on committees and councils	Survey	TBD

Strategic Direction 5: Advance the College's Long-Term Fiscal Health

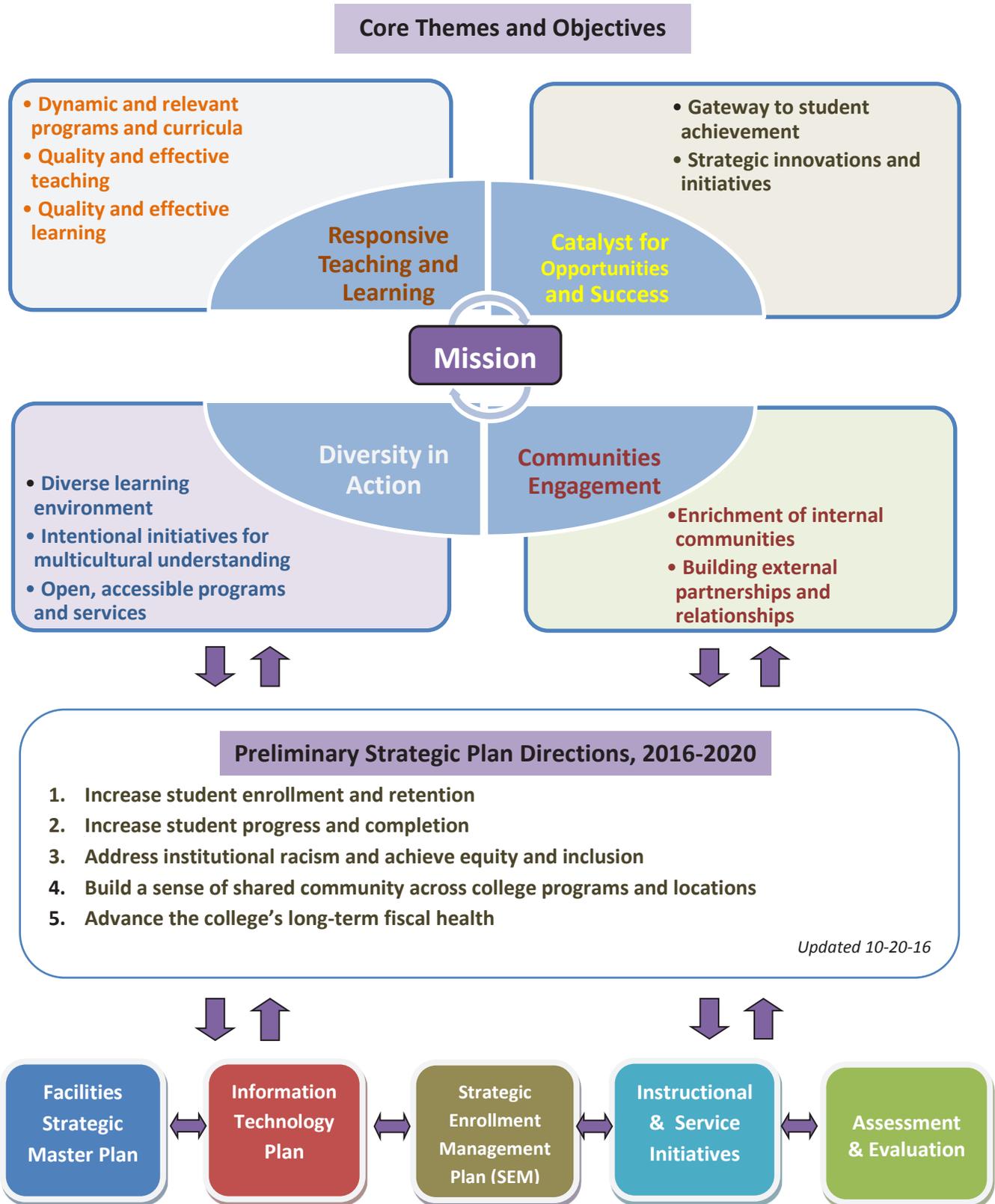
Indicators of Achievement

Number	Indicator	Baseline	Target
5.a	Growth rate in non-state funded revenue	\$1,877,000	+ 5% annually
5.b	Growth rate in SCC Foundation revenue	5%	+ 5% annually
5.c	Increase in scholarships contributed by external donations	136	225
5.d	Improvement in budget management by all stakeholders with reduced over-expenditures	Survey	TBD
5.e	Clear and consistent budget allocation processes established	Survey	TBD

For 5.a, baseline is a 3-year average of 2011-12 to 2013-2014. For 5.b, baseline is a 3-year average of 2012-13 to 2015-16.

Seattle Central College

Relationship of Core Themes and Objectives to Preliminary Strategic Plan



Seattle Colleges Workforce Profile

Annual Report

Prepared for Board of Trustees—November 2016



Prepared by Seattle College District's Office of Human Resources

INTRODUCTION

Seattle Colleges (SCD) has been making significant progress in modifying our language, policies, and hiring practices to embody our priority of inclusion and equity. Strategies recommended by the Faculty Diversity MOU Committee and the district-wide Diversity, Equity, and Inclusion Committee have been or are in the process of being implemented. The ultimate goal is for people of all backgrounds, genders, races, and religions to feel welcome to participate as students, faculty, and/or staff in our district—and for everyone to have the same opportunities to thrive in our community. The expectation is that increasing levels of inclusion and equity on our campuses will result in higher levels of diversity, and therefore, this report will focus on our diversity levels as a measure of our success. Demographic data from our students, faculty, and staff are compared to data collected from city and state census data to provide a more meaningful context for the numbers.

INCLUSION

Inclusion refers to a policy of actively involving every employee’s ideas, knowledge, perspectives, approaches, and styles. This starts with attracting new employees from a broad range of backgrounds and experiences, but also involves promoting participation from existing employees. Inclusiveness leads to higher morale and innovation, and also improves productivity and retention rates.

Some current strategies the Human Resources department is implementing to increase inclusiveness on our campuses include:

- Modifying language used in job ads, district policies, and other communications to encourage applications and participation from a wider audience.
- Limiting emails going out to entire distribution lists to avoid unprofessional/disrespectful communication that leads to alienation of people with different perspectives.
- Providing Search Advocate training for approximately 40 employees district-wide, for the purpose of learning and incorporating best practices into our hiring process. The Search Advocate Workshop is a professional development session for employees that introduces the concepts of bias, diversity, the legal environment for hiring, defines the role of a “search advocate” in the search process, and examines the search process stage by stage

to identify bias risks and process remedies. The employees trained as Search Advocates last month will begin serving on search committees in 2017.

Current SCD hiring practices take into consideration the value of recruiting a diverse range of applicants, and our search committees strive to minimize bias in their selection of new employees. From the data below, it is evident that our current practices have been fairly successful. With the launch of our new search advocate program, we hope to further improve our success in both recruiting and hiring a diverse workforce. The data indicate that there is a need for greater focus on the recruitment and hiring of employees of Hispanic origin.

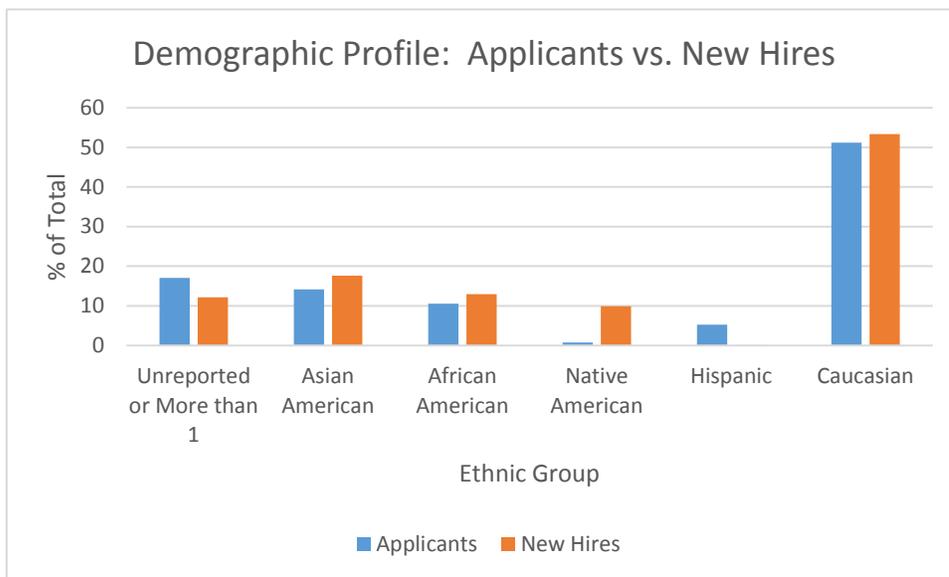


Figure 1. Ethnic distribution of applicants vs. new hires for the 2015-16 academic year. The distribution of ethnicities is similar for the applicant and new hire populations, with the exception of the Native American and Hispanic categories. The percentage of Native Americans hired exceeds that of the applicant pool, while the percentage of Hispanic new hires

EQUITY

Equity in the workplace means that all employees are treated fairly, and all have equal access to opportunities and success. SCD strives to provide equal access to opportunity for all employee types, regardless of race, gender, religion, or physical ability. This is done through mentorship programs, professional development classes, and the award of salary and benefits. Some examples include:

- Affinity Groups: also known as Employee Resource Groups. Central is using UW's model to promote this support system for their faculty. Groups can be formed for Pacific

Islanders, faculty women, LGBT, disabled faculty, etc., and promote peer support for navigating the culture, expectations, and requirements of working at Seattle Colleges.

- Mentorship: The Department of Equity in Hiring and Professional Development (DEHPD) group has been working on a Collaborative Faculty of Color Mentor Pilot Program, and several campuses have selected tenure track faculty to be mentees and tenured faculty to be mentors in this program.
- Onboarding: improvements have been made to our new employee orientation program to provide more comprehensive information to incoming employees and help them familiarize them with the Seattle Colleges work environment.

Over the past several years, employee turnover rates have increased for classified and exempt employees (see Figure 2). Primary reasons cited for high turnover are dissatisfaction with the work environment and dissatisfaction with compensation level. At Seattle Colleges, we are limited in the amount of monetary compensation we can provide for our faculty and staff. However, through mentorship programs, affinity groups, and professional support we can strive to maintain a positive working environment, which are known to be important factors in retention.

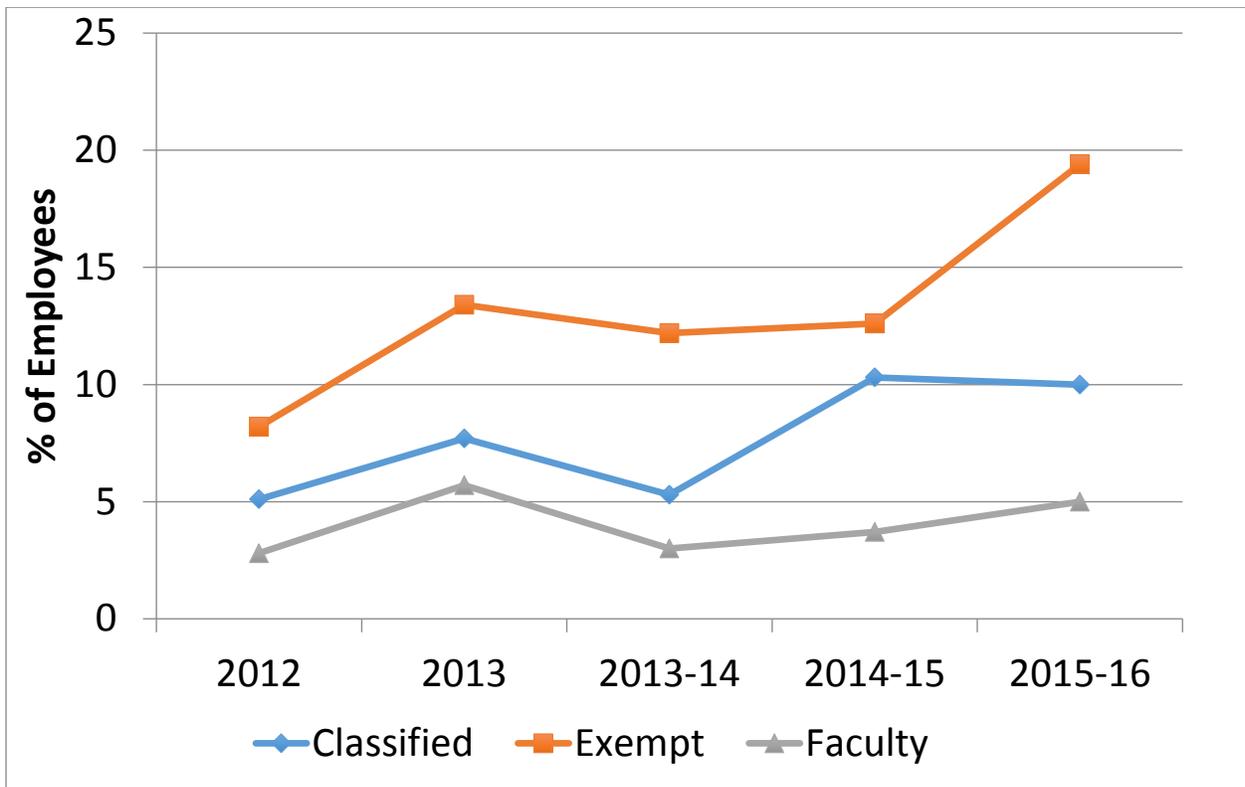


Figure 2. Turnover rates for each employee type. In the last two years, there has been an increase in turnover at Seattle Colleges, particularly within the exempt employee category.

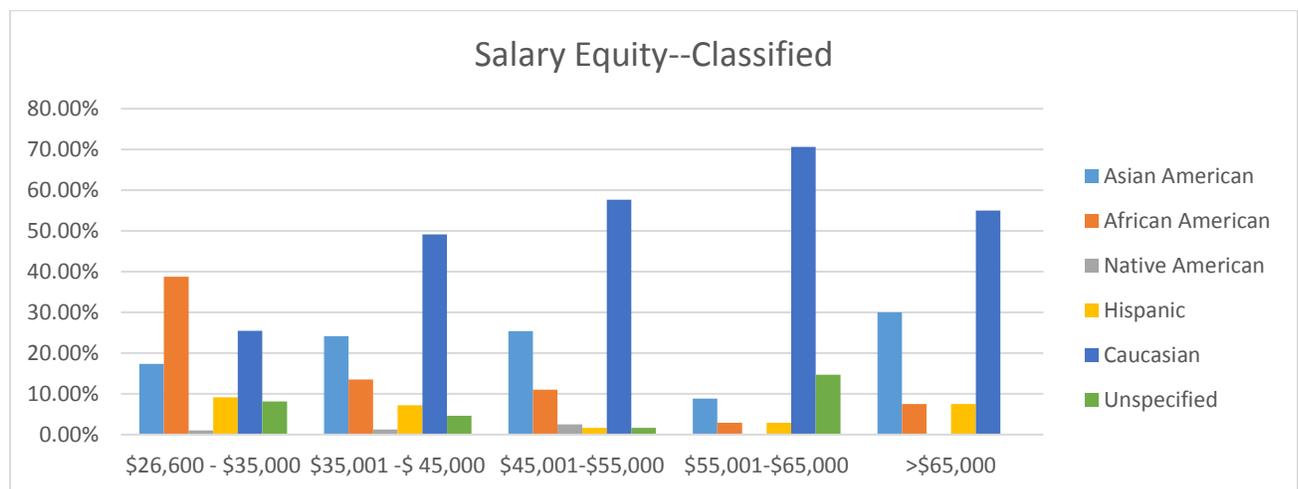
Employee Compensation and Benefit Equity

There are three labor unions representing the interests of SCD employees: AFT-Professional Staff union (Exempt employees), AFT-Seattle (Faculty), and the WFSE (Classified).

Approximately 88% of our workforce is represented. Generally, compensation and benefits, as mandatory subjects for bargaining, are established through the collective bargaining process for our represented employees.

For all our exempt employees, both represented and non-represented, a compensation committee convenes weekly to review requests for salary re-evaluations, stipends, and title changes. Salary decisions are based upon a grading tool developed in 2014 by an independent consultant, and takes into consideration the level of decision-making, autonomy, and supervisory function.

Grading job descriptions in this way minimizes bias and maintains equity and transparency of these decisions. The figure below is comprised of three bar graphs. The first graph demonstrates that despite the work of our unions and human resources management to address compensation in a fair and unbiased way, African American employees hold a disproportionate percentage of our lower paying classified jobs. The graph of exempt salaries by ethnicity suggests that Caucasians are over-represented in the \$80-100,000 salary category. The bottom graph provides a snapshot of gender equity, comparing exempt salaries between male and female employees. The number of female exempt employees at our institution far exceeds the number of males (221 females, 116 males), but most of the jobs held by women are in the \$40,000-80,000 pay range. The distribution of male employees within the four salary categories is more uniform in terms of numbers, but percentage-wise they increase with each salary range shown.



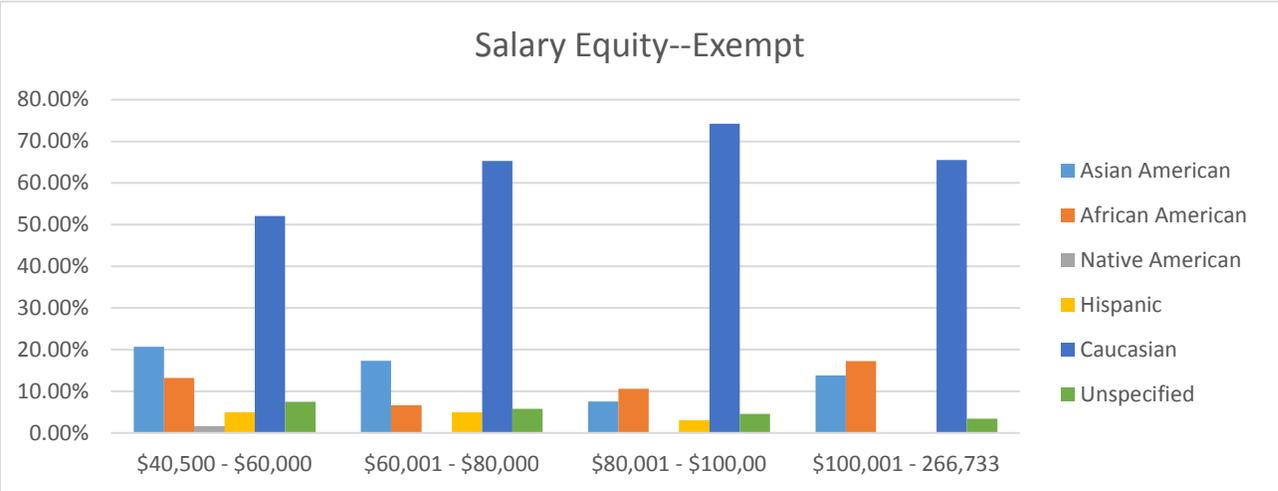


Figure 3. Equity in Compensation for 2015-16. The top two bar graphs show the demographic profile within each salary range for classified and exempt employees, and the bottom graph addresses the issue of gender equity with respect to exempt salary ranges at SCD.

Training & Professional Development

The Seattle College District values lifelong learning and equal access to professional development for all employees. Our vision is to develop a district-wide Leadership Academy to provide both preparatory and ongoing leadership training to support employee success, growth, and career advancement. Effective leadership contributes to an inclusive and equitable work environment, where morale is high and employees feel respected and valued.

Recently, the Seattle Colleges hired a Manager, Learning and Organizational Development to lead the creation of a district-wide Leadership Academy. During the 2016-2017 academic year a collaborative Learning Needs and Resources Assessment will be conducted to inform the curriculum design and structure of the academy offerings. Input will be collected from leaders and staff members representing the three colleges and the district office. The goal is to provide relevant and meaningful training to all faculty and staff focusing on technical and personal skills needed to be effective leaders. We are committed to creating skill-building opportunities for all employee types, to support them in achieving their desired career goals.

DIVERSITY

The data presented here is pulled from the entire Seattle College District (SCD) workforce (more than 4,000 total employees during fiscal year 2015-16). Primary considerations include the critical importance of our goal to mirror our employee diversity with that of our students, attract and retain the talent we need in a very competitive labor market, and to strategically respond to the professional and leadership development needs across all sectors of our workforce.

The bar graph shown in Figure 4 shows our student and employee populations in comparison to the rest of our community in terms of minority composition. The blue and orange bars represent the percentage found in King County and the City of Seattle, respectively. Our goal is to match those ratios as closely as we can in our Seattle Colleges community. Our student population is quite diverse, with over-representation (relative to the Seattle area) of Asian/Pacific Islanders and African Americans, and under-representation of Hispanics. Hispanics are somewhat under-represented among our employee population as well.

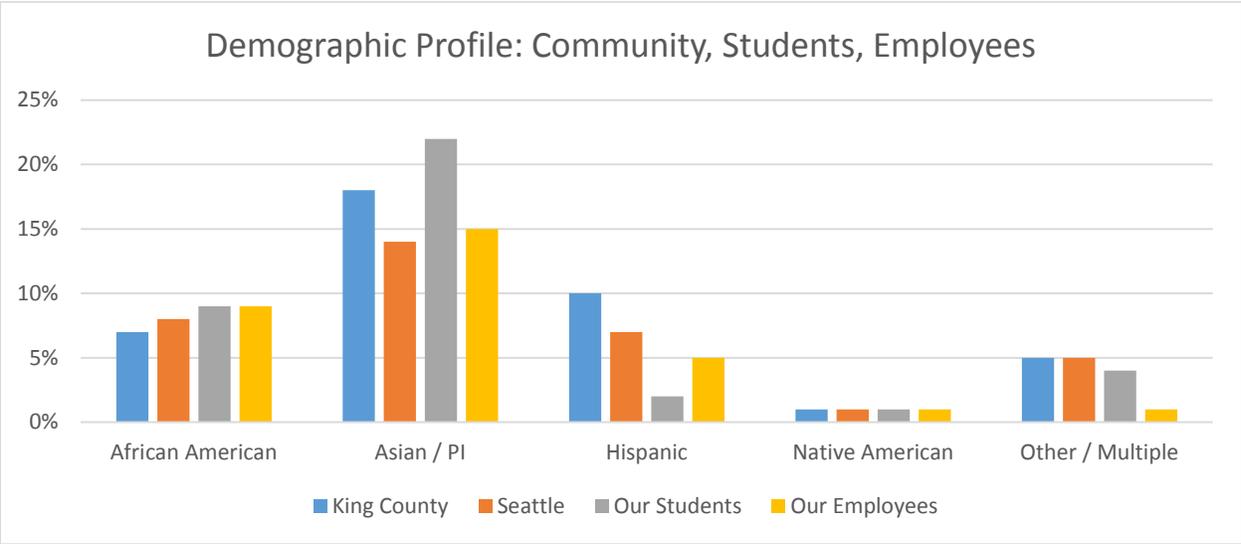


Figure 4. Comparison of Student, Employee, and Community Compositions 2015-16. This chart compares all of Seattle College’s employees with our student population and our surrounding community, both the City of Seattle* and King County**. Seattle College data is from October 2016, and data on other and/or multiple ethnic identities is not collected by SCD.

*City of Seattle population demographics from 2013 American Community Survey 1-Year Estimates, published by the U.S. Census Bureau, which is the most recent available data found.

**The most recent King County census was conducted July 1, 2015.

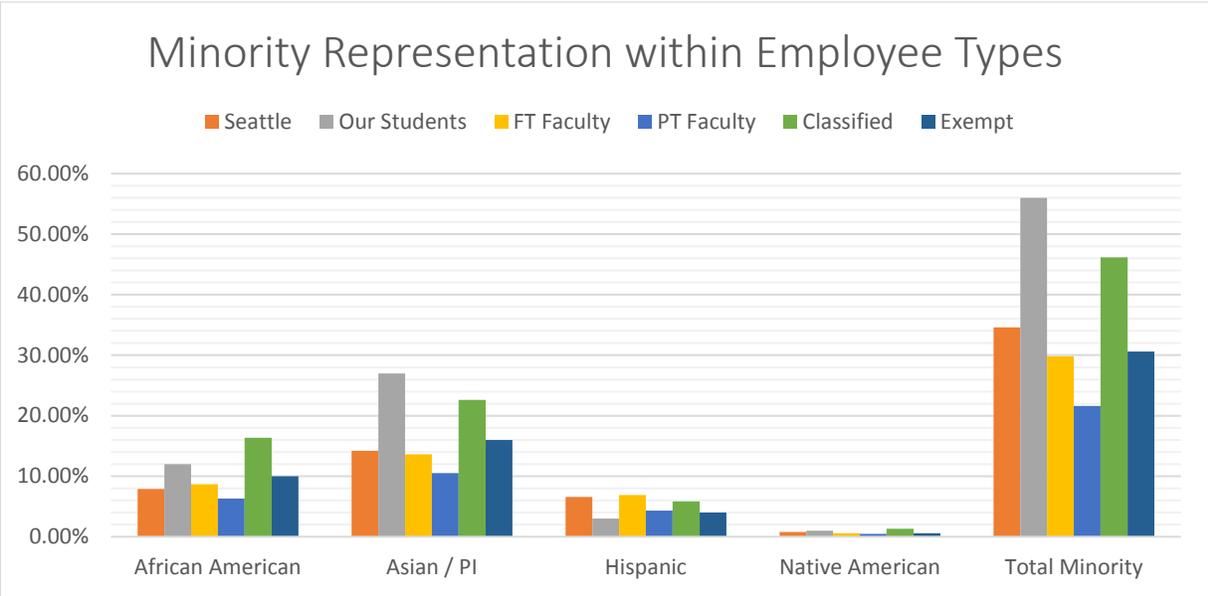


Figure 5. Comparison of Employee Type Compositions for 2015-16. This bar graph compares the demographics within each minority group for the City of Seattle (2013 Census), Seattle Colleges Students, Full-Time Faculty, Part-Time Faculty, Classified & Exempt employees. The “Total Minority” column includes each of the minority groups listed, and for the City of Seattle column additionally includes those who self-identify as belonging to more than one group.

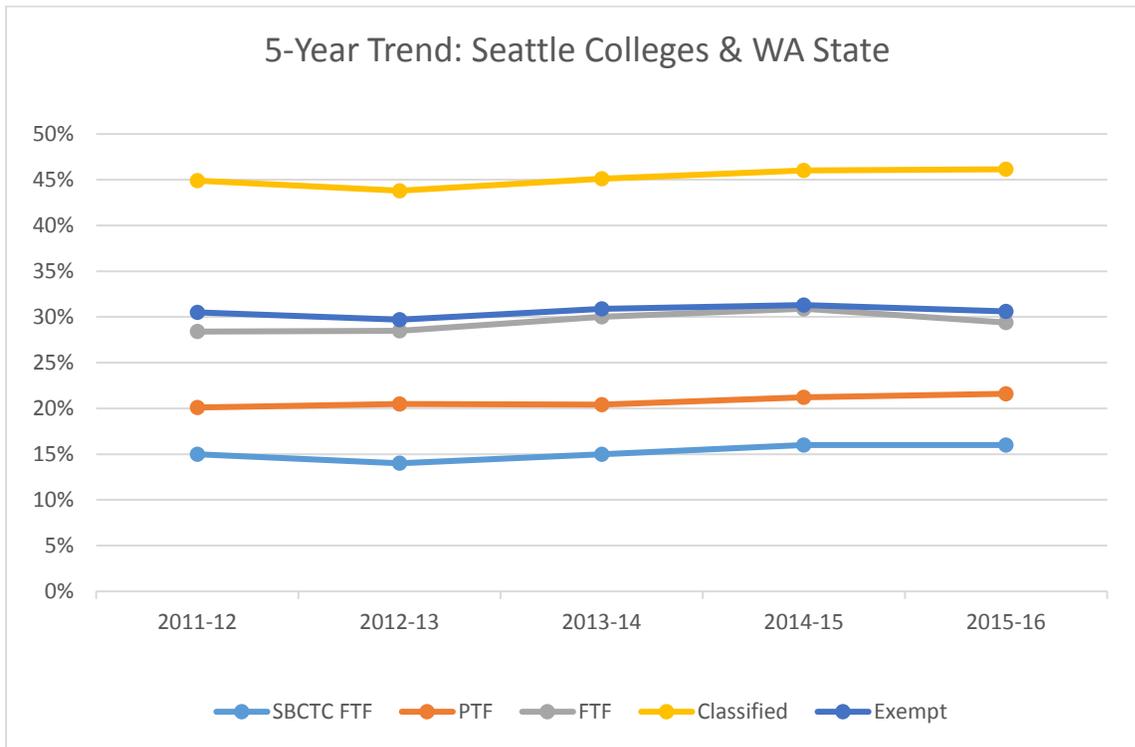


Figure 6. Minority Composition Over Time. The percentage of people of color working as Part-Time Faculty (PTF), Full-Time Faculty (FTF), Classified and Exempt staff, with comparison to data from the State Board of Community and Technical Colleges (SBCTC) for the entire State of Washington.

CONCLUSION

It is evident from the line graph presented in Figure 6 that the proportion of our positions held by people of color has basically remained constant over the past 5 years, and this trend is consistent with statewide data provided by SBCTC for full time faculty in the state of Washington.

The majority of our employees of color identify as Asian or Pacific Islander, and the proportion of both Asian/Pacific Islander and African American employees in our district exceed the proportion reported in the surrounding area (City of Seattle). However, our student population is composed of an even higher proportion of minority ethnicities and when the additional category of “more than one ethnicity” is considered, our student population measures at 56%.

The Seattle College District has been very successful at maintaining an ethnic diversity that is equal or exceeds that of Seattle and the larger King County, but in keeping with our mission to

better serve our students—our goal is really that our faculty & staff reflect the level of diversity found in our student body. Our numbers will need to be further increased in order to do that.

STRATEGIES FOR IMPROVEMENT

- We are investing time and money into improving our methods of talent acquisition. The ~40 employees districtwide who were trained as Search Advocates last month will provide a solid core of advocates on each campus helping to improve our outreach to the Hispanic communities in our area. Representation of this demographic is low in both our student and employees populations. This program will provide an opportunity to improve our recruitment of women to higher level positions.
- We will assess current access to professional development opportunities for our African American employees.
- We will explore how to develop a more active affiliation with GOMAP (Graduate Office for Minority Affairs) that will lead to the mentoring and hiring of highly qualified minority faculty.
- We will advocate for the development of a comprehensive handbook for new faculty that can be provided during the onboarding process.

Appendix

Table 1. Part-time Faculty Demographic Profile

Year	Total Minority	African American	Asian / Pacific Islander	Caucasian	Hispanic	Native American	Unreported
2015-16	21.6%	6.3%	10.5%	72.6%	4.3%	.5%	5.9%
2014-15	21.2%	5.5%	10.4%	71.4%	4.7%	0.5%	7.4%
2013-14	20.4%	5.8%	9.7%	76.6%	4.4%	0.6%	3.0%
2012-13	20.5%	6.3%	9.8%	76.8%	3.5%	0.9%	2.7%
2011-12	20.1%	6.3%	9.5%	78.4%	3.9%	0.4%	1.5%
2010-11	20.1%	6.1%	9.3%	78.8%	4.1%	0.5%	1.1%

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

Table 2. Full-time Faculty Detailed Analysis

Year	Total Minority	African American	Asian / Pacific Islander	Caucasian	Hispanic	Native American	Unreported
2015-16	29.8%	8.7%	13.6%	66.9%	6.9%	.6%	3.3%
2014-15	30.9%	9.1%	14.1%	67.8%	7.2%	0.6%	1.3%
2013-14	30%	8.3%	13.9%	69.1%	6.8%	0.9%	0.9%
2012-13	28.5%	7.9%	12.9%	71.0%	6.0%	1.0%	1.3%
2011-12	28.4%	7.9%	13.3%	70.9%	6.3%	0.9%	0.6%
2010-11	28.1%	7.8%	12.5%	72.9%	6.2%	1.6%	0.6%

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

Table 3. Classified Staff Detailed Analysis

	Total	Women	Total Minority	African American	Hispanic	Asian / Pacific Islander	Native American
2016	531	294	274	120	31	120	3
		55.37%	46.14%	16.38%	5.84%	22.60%	1.32%
2015	520	299	239	85	25	122	7
		57.5%	46.0%	16.3%	4.8%	23.5%	1.3%
2014	505	276	228	79	29	115	5
		54.7%	45.1%	15.6%	5.7%	22.8%	1.0%
2013	480	272	210	74	20	111	5
		56.7%	43.8%	15.4%	4.2%	23.1%	1.0%
2012	492	290	221	79	24	113	5
		58.9%	44.9%	16.1%	4.9%	23.0%	1.0%

Table 4. Total Exempt Staff Detailed Analysis

	Total	Women	Total Minority	African American	Hispanic	Asian / Pacific Islander	Native American
2016	350	232	107	35	14	56	2
		66.3%	30.6%	10.0%	4.0%	16.0%	.6%
2015	332	210	104	34	18	49	3
		63.3%	31.3%	10.2%	5.4%	14.8%	0.9%
2014	324	207	100	34	17	47	2
		63.9%	30.9%	10.5%	5.2%	14.5%	0.6%
2013	303	196	90	32	18	38	2
		64.7%	29.7%	10.6%	5.9%	12.5%	0.7%
2012	275	175	84	33	14	34	3
		63.6%	30.5%	12.0%	5.1%	12.4%	1.1%

MEMORANDUM

TO: Board of Trustees

FROM: Dr. Shouan Pan
Chancellor

DATE: November 10, 2016

SUBJECT: Seattle Colleges Guidelines for Naming Opportunities

Background

The attached matrix represents a list of the types of naming opportunities available for donors. Suggested minimum donation amounts for buildings, rooms, landscapes and endowments were reviewed and approved by Chancellor's Executive Cabinet. Advancement Staff will use these guidelines regarding minimum donation amounts to guide donor solicitation for each type of naming opportunity.

Recommended Action

It is recommended that the Seattle Colleges Board of Trustees receive this as information only.

Submitted by and transmitted to the Board as information,



Shouan Pan, Ph.D.
Chancellor

Naming Opportunities Guidelines
 Seattle Colleges
 External document

Naming buildings, rooms, or landscape:

Naming Opportunity	Description	Suggested Minimum
Building	A significant, landmark building of prominence and stature in a highly visible location.	See your Advancement Staff for further information about all of the following naming opportunities.
Center or Institute	Center of excellence representing an area innovation, scale, and creativity.	
Program or Department	A transformational program or department in alignment with campaign and strategic goals.	
Performance Center		
Board Room		
Classroom		
Entry Courtyard		

Naming Opportunities Guidelines, (cont.)

Naming Faculty and Student Support Endowments:

Naming Opportunity	Description	Suggested Minimum
Presidential Endowment	Supports programs determined by the President, related to institutionally defined strategic priorities.	
Endowed Faculty Fellowship	A fully funded named fellowship, awarded to a faculty member who exhibits the highest level of instructional excellence and uses innovative approaches to achieving student learning and student success.	
Named Endowed Scholarship at one of the Seattle Colleges	A fully funded named scholarship, awarded to a student on the basis of financial need.	
Named Endowed Scholarship for Seattle Colleges	A fully funded named scholarship, awarded to a student on the basis of financial need.	
General Endowment minimum	Minimum amount to begin the establishment of a fully funded Named Endowed Scholarship.	

Once determined, the naming opportunity plan should be incorporated into the campaign plan. The dollar values placed on opportunities should not be negotiable. To change the value of a naming opportunity during the solicitation process devalues gifts that have already been made. In most cases, it is better to leave spaces unnamed than it is to devalue the naming process.

MEMORANDUM

TO: Board of Trustees

FROM: Shouan Pan, Chancellor
Members of Executive Cabinet contributed to this report.

DATE: November 10, 2016

SUBJECT: Chancellor's Report to the Board of Trustees

I. Student Success
a. Enrollment

Fall 10th Day (October 8, 2016) enrollment numbers

- Overall as a district, we are at 86% of our Fall 2016 goal.
- Compared to this time last year, we are at about the same count of FTES (-1%).

Fall 2016 10th day enrollment numbers compared to last year and compared to current target:

Year-to-Year Comparison, Fall 2016 to Fall 2015 Tenth Day
Target-to-Actual Comparison, Fall 2016 Tenth Day

FTES	2016 FTES	2015 FTES	16/15 FTES Difference	16/15 % Difference
District	11,148	11,235	-87	-1%
North	3,377	3,387	-10	-1%
Central	4,061	4,316	-255	-6%
South	3,289	3,262	27	1%
SVI	294	270	24	9%

FTES	2016 Target	2016 Actual	Actual/Target Difference	% Goal
District	12,909	11,148	-1,761	86%
North	3,646	3,377	-269	93%
Central	4,901	4,061	-840	83%
South	4,000	3,289	-711	82%
SVI	362	294	-68	81%

b. Student Learning, Retention and Completion
Community Colleges Meet with University of Washington to Strengthen Transfer Pathways

University of Washington's Community College Engagement Initiative is co-led by South Seattle College President Gary Oertli and University of Washington Alumni Association Executive Director and Special Assistant to the Provost/President Paul Rucker, with a mission to ensure a

smooth transfer process for students graduating from Washington's community and technical colleges to UW.

On October 14, presidents from seven Puget Sound community colleges (including South) alongside SBCTC and UW leadership met as a Critical Issues Task Force to discuss and develop a shared understanding of work scope, shared goals and objectives for the upcoming year. The result was a strong roadmap for addressing the issues, challenges and opportunities affecting transfer student transition and success.

Guided Pathways Development Continues with College Spark Washington Institute

As one of five colleges in Washington selected to take part in College Spark Washington's Guided Pathways Implementation grant over the next five years, ten members of South Seattle College's faculty and staff attended an institute in Vancouver, WA on October 26 to share best practices in building metamajors and mapping programs to fit into the guided pathways approach. Faculty engagement with program updates and inclusive pedagogy were also covered. Developing and implementing a guided pathways program is expected to improved retention and completion at Seattle Colleges.

Property Management B.A.S. Approved

The State Board for Community and Technical Colleges gave the go-ahead to North Seattle College to offer a new Bachelor of Applied Science degree in Residential and Commercial Property Management. The college is now seeking approval from the Northwest Commission on Colleges and Universities, which it hopes to secure by the end of December. This will be the nation's only baccalaureate degree program in property management at a community college and one of only three programs west of the Mississippi River. The closest program is in Anchorage, Alaska. The college is working with the National Apartment Association's Education Institute and the Washington State Multifamily Housing Association on the project.

II. Financial Health

a. College/District Budgets

Budget Forums

Chancellor Pan recently informed the District community of the budget shortfall for the 2016-2017 Academic Year. He will be holding forums at each of the colleges and district office to provide employees with important updates on priorities specified by the board, including student success and completion, system integration, fiscal stability, and strategic planning. Vice Chancellor Kurt Buttleman will also be presenting on the specifics of the 2016-17 budget. The forums are intended to be a venue for sharing information and open dialog.

Fiscal Subcommittee

Chancellor Pan and Vice Chancellor Buttleman met with Trustees Hill and Carrasco, members of the board's fiscal subcommittee, and discussed the current budget development process and ways to envision a new process that a) involves the board in a substantial and meaningful ways in the beginning rather than the end of the budgetary process and b) produces a budget that reflects and supports strategic goals and learning outcomes set by the board. It is recommended that the 2017-2018 budget be presented and preliminarily approved by the Board at its June or July board meeting. Adjustments to the preliminary budget can be made at the September or October Board meeting.

b. College/District Foundation updates**North Foundation Update**

In October, North's Education Fund launched its Employee Giving Campaign with a goal of reaching \$40,000 by end of the fiscal year. As the first employee giving campaign in nearly seven years, it will run through the end of November. Starting with 4 percent employee participation rate, the campaign has increased the rate to nearly 10 percent. The Ed Fund completed a financial audit in October and finalized a lead prospect list that includes more than 100 targeted solicitations for the North Star Fund, pathway specific scholarship funds (Electronics, Application Development), and supplemental instruction and equipment for the Watch Technology Pathway.

Campaign Development Task Force

The Task Force has begun its work in setting goals and major themes for the multi-year comprehensive Capital Campaign. The Task Force has significant work to be done in the next few weeks in developing and articulating a clear and compelling story of Seattle Colleges that will be used to make the case with potential donors in the Community.

III. Strategic Planning

Chancellor Pan is working with Vice Chancellor O'Keeffe and District Director Kuo in developing a template for Strategic Planning, based a review of Strategic Plans developed by multi-college community college districts. A tentative timeline and important milestones for each phase of the development is completed. The next important step will involve engaging board subcommittee on strategic planning in further vetting the the tentative template and timelines.

IV. External Affairs**a. Legislative engagement**

Seattle City Council Considering Support of 13th Year Promise Scholarship Expansion

On October 18, Councilmember Bruce Harrell proposed the city provide \$2 million over two years (2017 and 2018) to expand the 13th Year program to three additional high schools. The scholarship currently provides one year of tuition-free college to graduating seniors from Chief Sealth, Rainier Beach and Cleveland high schools. With word of Harrell's proposal, Seattle Colleges students, staff and faculty quickly mobilized public testimony from 13th Year students, alumni and supporters, emails to councilmembers and other statements of support. The council will hold a final vote on their budget November 21.

Outreach to City and State Officials

Chancellor Pan and President Brown have met with state and city officials to bolster support and awareness of Seattle Colleges. They met recently with Dwane Chappelle, director for the City of Seattle Education and Early Learning Department, to further district efforts to connect with the Families and Education Levy, City of Seattle educational goals, and advance the concept of K-14. Dr. Pan and Dr. Brown also met with Senator David Frockt and representatives from the Community Center for Education Results to discuss best-practices in educational research and how to embed them in state education budget discussions.

Seattle Vocational Institute

Dr. Pan and Dr. Edwards Lange met with Marty Brown, Executive Director of SBCTC, to discuss the challenges facing Seattle Vocational Institute. It is anticipated that the Office of the Speaker of the House will, after the November Election, convene a meeting of various pertinent parties to explore strategies for addressing the urgent issues.

League for Innovation in the Community College

When the League for Innovation was formed in 1968, Seattle Central College was a charter board member institution. In 1990, Seattle Colleges became recognized as a board member institution and now bolsters innovations happening across our district. We have a long history with this prestigious group of colleges and with the change in the chancellorship, Seattle Colleges is required to go through a review to reaffirm its full membership status on the board. Vice Chancellor O'Keeffe and Chancellor Pan are working with college and district staff to prepare for the reaffirmation review. A final vote by the League's Board of Directors is anticipated to take place in March 2017.

NSC Staffer Joining AACC Government Relations Panel

North's Executive Dean for Workforce Education John Lederer was appointed to the American Association of Community College's Government Relations Advisory Group for 2016-17. The

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1500 Harvard Avenue, Seattle WA 98122-3803 | www.seattlecolleges.edu

national group will meet three times throughout the year to help AACC craft its federal legislative priorities during this administration and Congressional transition year.

b. Business/Community

SCCtv partnership with the Port of Seattle is going strong

SCCtv just wrapped up a project focused on an awareness campaign for the fishing fleet. The campaign is called Seafood 101. SCCtv created seven radio ads, five television ads and three long form video stories focused on the importance of Fishermen's Terminal and the seafood industry to greater Seattle.

Meeting with County Executive Constantine

Chancellor Pan and Vice Chancellor Buttleman recently met with King County Executive Dow Constantine. The discussion involved exploring opportunities for mutually-beneficial partnership and requesting Executive Constantine's support for creating discounted bus fare for Seattle Colleges students.

Chancellor's Advisory Council

The Chancellor's Advisory Committee met on October 26. The group was engaged and contributed thoughts on our funding challenges and the capital campaign. This group will be among those engaged in our strategic planning process this year.

V. Pride Points

South Seattle College Leads the Way on Workforce Education

The National Council for Workforce Education held their annual conference in Georgia on October 13-14, and South was well represented with four conference speakers. Director of Special Projects Jason Petrait discussed a collaborative manufacturing program with Shoreline College, Interim Associate Dean for the Georgetown Dan Dillard presented on progress through our American Association of Community Colleges Right Signals Grant, and Executive Dean Holly Moore of South's Georgetown Campus was joined by Grant Director Judy Reed to share the great work done with our American Apprenticeship Initiative Grant. Dan and Jason were also recently interviewed by the Community College Journal on innovative credentialing models being developed through the Right Signals Grant.

North Student Appointed to National Education Committee

North Seattle College student Angelina Nichols is a member of North's Student Leadership Research Advisory Board and has been appointed to serve on a national education committee for Heads Up, an initiative housed within the national, non-partisan College Promise Campaign to create two years of free community college for eligible students.

Financial Aid Successes

North's official three-year Cohort Default Rate (CDR) for the Direct Loan Program is 0.00 percent. A cohort default rate is the percentage of a school's borrowers who enter repayment on loans during a particular federal fiscal year (FY), October 1 to September 30, and default or meet other specified conditions prior to the end of the second following fiscal year. The U.S. Department of Education releases official cohort default rates once per year. The FY 2013 national cohort default rate is 11.3 percent. The Financial Aid Office has also awarded \$4.3 million to 1,856 unduplicated students for Fall Quarter compared to 1,741 students at this time last year.

Four Awards Received by Licton Springs Review

Student contributors and student staff of North's *Licton Springs Review 2016* received recognition and four awards from the Community College Humanities Association (CCHA), Pacific-Western region: First Place, Poetry, "Let's All Write About Flowers," by Katherine Constant; First Place, Fiction, "Death of a Whale," by Jana Hellen; Third Place, Fiction, "Dead on a Sunday," by Megan Files; and Third Place, Literary Magazine, Eric Hurst (managing editor) and Morgan Sunderland (layout editor)

GenEQ Events

The newly renamed Gender Equity Resource Center at North offered multiple events in October including the Clothesline Project to support victims of domestic violence; the Third Annual NSC Film Series, featuring *Mosquita y Mari* on Oct. 11; and National Coming Out Day, a national holiday on Oct. 11 to celebrate and support LGBTQIA people.



To: Seattle Colleges Board of Trustees

From: Annette Stofer, AFT Seattle President

Re: November 2016 Report to the Board

Fall quarter began with some big challenges for faculty, and related concerns continue to come in.

At Seattle Central, technological failures made it impossible for teachers and students to get a positive start in classes that relied on computer labs, smart-room equipment, and the ability to communicate through the email system. A full month into the quarter, faculty still can't rely on the tools that help them to deliver instruction. One teacher said that a number of her students are trying a hybrid class for the first time, and they say they may never want to sign up for one again. How many students will decide that the experience was too negative to return to our institution? How many will decide to complain when they do their class evaluations at the end of the quarter? AFT Seattle needs to say in strong terms that no faculty member should pay a price for circumstances beyond their control.

Across the District, instructors are being asked to take on new duties, but there is no reduction in other tasks or additional pay. The work ranges from assessment projects to Title IX training to Guided-Pathways related work to diversity training for those who serve on search committees. These are all important. But we can't accept increase after increase to workload. This is a quality of life matter. It impacts morale and the student experience in our institutions.

We lost three faculty colleagues recently, one in late summer and two near the start of Fall quarter. With sadness, we recognize Jim Reid, who was a long-time part-timer at North and active in the faculty union; Dennis Wu, newly-tenure track at South, and Lars Gilmour, who both taught and supported other colleagues across the District.

Now that the upgrades are done at the District office, I want to express appreciation for the improvements. The windows are a great relief after a year of looking at plywood. The building is more comfortable—no more moments of freezing in the Boardroom without notice. During the process, it was helpful to get regular updates. It was a well-organized operation from start to finish. A big thank you to everyone who made that happen.

Our focus continues to be contract negotiations. We will also be giving attention to the 2017 legislative session.



MEMORANDUM

TO: Board of Trustees
Seattle Colleges District

FROM: Sara Michelassi
Student Body President
North Seattle College

DATE: November 10, 2016

SUBJECT: STUDENT ADMINISTRATIVE TEAM REPORT -Information Only

- **Campus Events** - The Student Leadership Events Board has hosted several engaging, informational, and exciting events over the past month:
 - Welcome Day BBQ - October 7 - this annual event is designed to get students involved with the campus community and promote our student services programs. The event included BBQ-style food, a club fair to promote our many student groups, live music, games such as badminton and checkers, and resource tables including the Counseling Center, Gender Equity Center, and many more. Overall this was a very successful event as we saw an 85% increase in attendance from last year.
 - Indigenous Peoples' Day - October 10 - tabling in the Grove with information about the Seattle changeover from "Columbus Day" to Indigenous Peoples' Day and the numerous Washington First Nations tribes and their views on the holiday. This celebration was part of our initiative to celebrate more inclusive and diverse holidays on campus.
 - National Coming-Out Day - October 11 - tabling in the Grove featuring a door that students could step through to symbolize their coming-out process. They also provided LGBTQ+ community resources and an interactive wall where students could tell their coming-out story.
 - Michael Brown Sr. - October 26th - We had an estimated 400 attendees, comprised of students, faculty/staff, and community members, to see our honored guest speaker: Michael Brown Sr. He spoke to the issues of police brutality, anti-black racism, and the loss of his son. We received extremely positive feedback about this event and a request from many of our students to host more events that address social issues like these in the future.



NORTH SEATTLE COLLEGE

One of the Seattle Colleges

- **City Council Budget Hearing** – Five NSC Student Leaders (including myself) attended the Seattle City Council Budget Hearing on October 25th to support the expansion of the 13th Year Promise Scholarship. Unfortunately, we did not get to speak on behalf on the Seattle Colleges due to the number of public comments before us. However, we stayed to see President Gary Oertli and several South Seattle College students address the item. We also saw Chancellor Pan in the public comments section showing his support for the 13th Year Promise Scholarship.

Seattle Central
College

Associated Student Council

**TO: Board of Trustees
Seattle College District**

**FROM: Ardo-Khadra Hersi
Executive of Administration
Seattle Central Associated Student Council**

DATE: November 10, 2016

SUBJECT: Associated Student Council Report - Information Only

New Associate Student Council

Gavin Amos Lopez, Executive of Student Success

Ling-Wai Lam, executive of finance

Kristina Sawyckj, executive of communication

Nickey Mitchell, Executive of Legislative Affairs and the Washington Community & Technical College Student Association Central West Regional Rep. (WACTCSA)

Adonay Lebinah, executive of issues and concern.

Building Leadership

One of our goals at SCC is to build and expand on student leadership. We had the opportunity to do that along with building community amongst student leaders this fall.

- Council of Unions and Student Programs: Student Leadership Conference, September 7-9. Hundreds of students came representing colleges all over the state where we attending workshops in smaller groups, listened to inspiring keynotes and networked with other colleges.
- Orientation and Bastyr University training: we had a strong orientation show out with all of the leadership boards, then the students team build some more Bastyr university.

Voter registration October 4

Our Associate Student Council for Legislative Affairs participated in the plans for Seattle Central to host a campus wide voter registration day. The event is in collaboration with Ben and Jerry's and Hot Mama's Pizza as a way to reward students."

Student Advocacy Committee (ASC)

We reviewed our data for the Orca card survey, we have twenty responses so far. 90% of students polled are in favor of a \$2.50 raise per credit, but still, more numbers must be acquired this week to be presented at the Metro discussion this Thursday. Especially as some sources are conflicting our initial number projection. We are now including the wage of a part time employee in the spreadsheet as Jeff Kever told us six hundred staff use the Orca Cards.

Reached out to Dow Constantine from Metro to possibly speak at the committee. Public Information Requests slowly be answered and data being acquired.

Issues and Concerns Committee (ASC)

Members of the issues and concerns committee partnered Oh La La, a software company that develop applications to create a Seattle central mobile app. This should be available for students by January of 2017.

10/19: Students Organization Resources Council (SORC)

Student Involvement Fair

31 school clubs and all of the boards had a fair on campus to get students involved.

10/27: College Activities Board (CAB) Showcase

Poets, comedians, singers and all of the talented students came together this evening to share their talents for other students and community members/

10/28: Halloween Events (CAB)

To celebrate this holiday, we had costume contest and movie viewings

11/01: Kevin Powell (CAB)

Kevin Powell is one of the most acclaimed political, cultural, literary and hip-hop voices in America today. He came to Seattle Central to speak about his experiences and his new book.

11/02: Dia De Los Muertos (CAB)

It's important to celebrate other cultures on our campus and the culture events committee put together an alter to celebrate our ancestors and their lives.

--END OF REPORT

SOUTH SEATTLE COLLEGE

United Student Association

MEMORANDUM

TO: Board of Trustees
Seattle Colleges

FROM: Jacky Tran
President, United Student Association
South Seattle College

DATE: November 10, 2016

SUBJECT: United Student Association (USA) Report – INFORMATION ONLY

2016-17 UNITED STUDENT ASSOCIATION TEAM MEMBERS:

President:	Jacky Tran
Vice-President:	Christina Calimlim
Issues & Concerns:	Miranda Sullivan
Community Service:	Zarem Akkuly
Public Relations:	Khoa Nguyen
Treasurer:	Devlin Hoang
Social Activities:	Krisna Mandujano
Communications:	Kenneth Wahu

TRAINING – September 1-22nd, 2016

Members of the United Student Association attended training sessions throughout summer quarter as well as the beginning of fall in order to familiarize themselves with the tasks that are expected of them, set goals, as well as begin work on fall quarter school events.

CUSP LEADERSHIP CONFERENCE – September 7-9th, 2016, Olympia

All eight members of the United Student Association attended the CUSP leadership conference in Olympia to further leadership qualities, build relations with each other and network with over 500 other community college student leaders. By interacting with the student government systems of other schools, the team gained insight as to effective workplaces, including the idea of improving strengths rather than to reinforce weaknesses.

USA PARTICIPATION IN FALL ORIENTATIONS

United Student Association members participated as speakers for several orientations to welcome new students to the campus and to make our presence known. Departments included 13th Year, Center for International Education, and Running Start.

SOUTH SEATTLE COLLEGE

USA GOALS

United Student Association general goals determined to be a priority include:

- the publishing of a school newspaper
- promoting healthier minds and bodies
- promoting a tobacco free campus
- reducing the price of textbooks
- reducing the costs of tuition
- increasing ORCA accessibility
- promoting environmental awareness
- raising awareness of homelessness on campus.

Changes to such are pending the results of a student climate forum to be held in early November.

VOTER REGISTRATION DRIVE - September 27th to October 7th

On September 27th, USA's Vice-President/Legislative Liaison, Christina Calimlim, in collaboration with the Washington Bus and the Civic Engagement Program at Asian Counseling and Referral Services, began the push for registering voters in preparation for the upcoming presidential election. With an initial goal of registering 200 new voters, the USA set up tables, approached students to register, and visited classes.