



Board of Trustees Meeting

2017

South Seattle College

6000 16th Ave. SW

Seattle, WA, 98106

SEATTLE COLLEGES DISTRICT BOARD OF TRUSTEES

October 12, 2017

STUDY SESSION South Seattle College 6000 16 th Avenue SW Seattle 98106	1:30 p.m.	President's Boardroom
REGULAR SESSION South Seattle College 6000 16 th Avenue SW Seattle 98106	3:00 p.m.	President's Boardroom

STUDY SESSION AGENDA

- 1:30 p.m. STUDY SESSION**
- 1:30 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.
- 1:40 p.m.** Open Session
- a. Retreat debrief
 - b. Board Governance and Planning for 2017-18
 - c. Scheduling, upcoming trustee events
 - d. Site D Briefing by Sheila Edwards Lange and Lincoln Ferris
 - e. Tour: Cascade Hall (if time allows)

REGULAR SESSION AGENDA

- 3:00 p.m. CALL TO ORDER**
- 3:00 p.m. SAFETY ANNOUNCEMENT**
- 3:05 p.m. WELCOME TO STUDENT REPRESENTATIVES**
- 3:10 p.m. APPROVAL OF AGENDA | ACTION Tab 1**
- 3:10 p.m. PUBLIC COMMENTS**
Up to fifteen minutes are regularly set aside for people to express their views on any matter except those restricted to Executive Session.
- 3:25 p.m. PRESENTATION**
Avoiding the Gatekeeper Mentality
Presenters: Elizabeth Pluhta, Vice President of Administrative Services;
Leon Haskins, Assistant Director of TRIO Student Success Services;
Lauifi Tauilili, Student and Campus Services Employee
- 3:50 p.m. RECOMMENDED BOARD ACTIONS | ACTION**
- A. Minutes from September 14 and September 29 Tab 2
 - B. Amended Seattle Colleges FY1718 Budget Tab 3
 - C. Board Statement on Direction of Advancement Tab 4
 - D. WAC 132F-605, Refund of Tuition and Other Fees (Second Reading) Tab 5
 - E. Apprenticeship Contract Authorization
 - i. Apprenticeship Training between the CITC & SSC Tab 6
 - ii. Apprenticeship Training between the PSEJATC & SSC Tab 7
 - iii. Apprenticeship Training between the Pacific Northwest Ironworkers EATC & SSC Tab 8
 - F. Approval to Exchange Atlas/Broadway Café Property for Site D Tab 9
- 4:15 p.m. INFORMATIONAL ITEMS**
- G. ASI Implementation
 - i. Report from ASI External Panel Tab 10
 - ii. Recommendations from Jean Floten
 - H. Written Reports Tab 11

4:45 p.m.

ORAL REPORTS

- A. Chancellor's Report
- B. Chair's Report

- C. Board of Trustees
 - 1. Subcommittee and Liaison Reports
- D. Report from Host President and Student Representative
 - 1. Mr. Peter H. Lortz, Interim President
(Elizabeth Pluhta representing South)
 - 2. Ms. Angel Decker, South Seattle College

Other reports as necessary:

- E. 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

- F. Student Representatives
 - 1. Mr. Omar Osman, Seattle Central College
 - 3. Mr. Dakota Chronis, North Seattle College

- G. College Presidents, Vice Chancellors, CHRO
 - 1. Dr. Warren Brown, North Seattle College
 - 2. Dr. Sheila Edwards Lange, Seattle Central College
 - 3. Dr. Kurt Buttlemann, Vice Chancellor for Finance and Technology
 - 4. Dr. Dave Blake, Chief Human Resources Officer

5:00 p.m.

ADJOURNMENT

The next meeting of the Board of Trustees will be held on Thursday, November 9, 2017 at Seattle Central College, 1701 Broadway, Seattle, WA 98122 in the Broadway Performance Hall Boardroom. There will be a Study Session at 1:30 p.m., and the Regular Meeting will follow at 3:00 p.m.

EXECUTIVE SESSION(S)

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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 14 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 Ms. Carmen Gayton Mr. Steve Hill
Chancellor	Dr. Shouan Pan
Presidents	Dr. Warren Brown, NSC Dr. Sheila Edwards Lange, SCC Mr. Peter H. Lortz SSC
Vice Chancellors, Chief Human Resources Officer	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, AFT-SPS Mr. Dakota Chronis, NSC Student
Secretary	Ms. Rebecca Hansen

Visitors who signed in: Tracy Russell, Wendy Schneider, Kristen Jones, Louie Cayanan, Steve Hoffman, Jacques Jones Walsh, Toni H., Anrem Cavanaugh, Loi Vo, Matthew D., Claude Burfect

STUDY SESSION

Executive Session

An Executive Session was called to review the performance of a public employee.

Open Session

Board Self-Evaluation: The board discussed their responses to their self-evaluation. The results showed high levels of trust and respect among board members and a commitment to a mission driven approach to analyzing difficult issues. The board discussed ways to respond to public comments.

September 29 Retreat with Senior Leadership: Barbara Dingfield will facilitate and it will be held at the Seattle Foundation offices.

Site D update: President Edwards Lange briefed the board on the status of Site D and other real estate.

Foundations update: The task force continues to work on the structure for creating one new, integrated foundation. The board discussed a letter from members of the district foundation board and their role in supporting the chancellor and making public statements.

Presentation, Q&A:

Northgate Pedestrian Bridge: Impact to the Community; Role of the Board

Presenters: Warren Brown, NSC President

President Brown gave an update on the pedestrian bridge that will open in mid-2020, prior to the opening of the Northgate light rail station in 2021. President Brown shared concerns about the easement, the approach and alignment. Efforts to begin negotiations have been underway since 2015 but so far, NSC has been unable to meet with representatives to discuss mitigation of the impacts and a proposed redesign concept.

REGULAR SESSION AGENDA

CALL TO ORDER: Chair Chernin called the meeting to order at 3:10pm.

ROLL CALL: The secretary called the roll.

APPROVAL OF AGENDA: Trustee Hill made a motion to approve the agenda. Trustee Gayton seconded. The motion carried 4-0.

PUBLIC COMMENTS

Eight people signed up for public comment and commented on a proposed shift change for custodians at Seattle Central College.

- Jason Anderson spoke as a union steward at Central about concerns over the proposed shift change and the impact on employees.
- The Le has been a custodian for almost 20 years and he said that it is difficult to work around people during the day.
- Hoat Nguyen has been a custodian for 23 years at Central. He raised concerns about the pay differential that would occur as a result of the shift change. The impact to employees would be a

loss of about \$2000 per year.

- Walter Solak graduated from Central in 1982 and spoke about the impacts of the shift change.
- Katie Mark from WFSE Seattle drew attention to a letter that followed a mediation meeting and urged that management adhere to the terms in that letter.
- Sarah Brighton from WFSE informed the board of a demand to bargain meeting that occurred in August. She noted that other colleges do not structure their custodial scheduling in the way proposed by SCC management.
- Miles Kelly has worked at Central since 2004 and stated that we are all here for the same reason and share pride in the college. He reminded the board that our custodians are among the most diverse sector of the workforce. These people give a lot and earn very little.
- Claude Burfect from Seattle King County NAACP spoke as an observer to ensure that the custodians' civil rights are not being violated.

RECOMMENDED BOARD ACTIONS | ACTION

Minutes from July 13 and August 24: A correction was noted to add the word 'to' in the last sentence of the Project Finish Line presentation notes. **Trustee Batayola made a motion to approve the minutes as amended. Trustee Gayton. The motion passed 4-0.**

Tender of Gifts: **Trustee Batayola made a motion to approve acceptance of the gifts. Trustee Gayton seconded. The motion carried 4-0.**

Emeritus Status for Gary Oertli and Mary Ellen O'Keeffe: **Trustee Batayola made a motion to grant emeritus status. Trustee Gayton seconded. The motion carried 4-0.**

WAC 132F-419, Sexual Harassment Policy – Second Reading: **Trustee Batayola made a motion to approve repeal of the WAC. Trustee Gayton seconded. The motion carried 4-0.**

DACA Resolution: Chancellor Pan asked the board to support a resolution to send to the WA congressional delegation. Board members amended the language to include undocumented and DACA students and provide for a pathway to citizenship. **Trustee Hill made a motion to approve the resolution with the proposed edits. Trustee Gayton seconded. The motion carried 4-0.**

INFORMATIONAL ITEMS

The board gave a first reading to the following WAC revisions:

WAC 132F-116, Traffic Rules and Regulations

WAC 132F-168, Access to Public Records

Annual Financial Report:

Kurt Buttleman presented the fiscal year end 2016-17 report. He reported that BAS tuition collection is up and international and domestic enrollment is down. 98% of the budget was spent last year. Dr. Buttleman summarized the individual pressures that each college is facing. He noted that 82% of the total budget is spent on salary and benefits for staff.

The board discussed concerns over enrollment and a need for a districtwide Strategic Enrollment Plan to increase enrollment. Trustee Hill urged clear definition of districtwide and college functions and aligning our budget to appropriately support both.

In October, the revised 2017-18 budget will be presented to the board for approval.

ORAL REPORTS

Chancellor's Report:

Dr. Pan is serving on a regional workforce strategy group that is working has representatives from the city, county and chamber. He also noted that he is looking forward to Convocation, President's Day and the start of fall quarter.

Report from Host President and Student:

Dr. Warren Brown: The new Property Management program at NSC is moving forward with grant funding.

Dakota Chronis: Mr. Chronis reported on summer training for student leaders and expressed appreciation for having a strong group of coordinators this year. He is excited about continuing the work of the sustainability board.

Reports from Labor Union Representatives

Ms. Annette Stofer, AFT Seattle Colleges: Ms. Stofer informed the board that questions about changes to the contract are beginning to be raised and discussed in contract management meetings.

Mr. Ty Pethe, Washington Federation of State Employees: Ty noted that there will be a leadership change and that this is his 2nd to last board meeting. He talked about employee needs for additional housing, transportation and food resources. He also recommended adopting open source textbooks.

Mr. Bob Sullivan, AFT-SPS: Mr. Sullivan reported that he has been working on maintaining the work within the bargaining unit. He noted that membership has shrunk from 185 to 167. Contract negotiations are scheduled to begin on Friday, October 13.

Report from College Presidents, Vice Chancellors

Peter H. Lortz reported that the state nursing commission has approved South's nursing program.

Sheila Edwards Lange reported on a recently launched program to support students who were formerly incarcerated. SCC has received grant funding to provide more reentry support.

Report from Board of Trustees

Board members expressed thanks and support for Trustee Chernin as the new chair.

ADJOURNMENT

The meeting adjourned at 4:23pm.

The next meeting of the Board of Trustees is on Thursday, October 12, 2017 at South Seattle College, 6000 16th Avenue SW, Seattle WA 98106. There will be a Study Session at 1:30 p.m., and the Regular Meeting will follow at 3:00 p.m.

EXECUTIVE SESSION(S)

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SEATTLE COLLEGE DISTRICT BOARD OF TRUSTEES

Minutes from September 29, 2017

Special Meeting: Board Retreat

Held at:

Seattle Foundation
1601 Fifth Avenue, Suite 1900
Seattle, WA 98101

Attendance: Louise Chernin, Steve Hill, Carmen Gayton, Teresita Batayola, Shouan Pan, Kurt Buttlerman, Dave Blake, Earnest Phillips, Sheila Edwards Lange, Warren Brown, Peter H. Lortz. Barbara Dingfield facilitated the retreat and Rebecca Hansen was secretary.

CALL TO ORDER

Chair Chernin called the meeting to order at 7:48am.

PUBLIC COMMENTS

Jason Anderson commented on the shift change for custodians at Seattle Central College.

INFORMATION ITEMS

Purpose of retreat:

This retreat at the beginning of the academic year will provide time for the Board of Trustees and the Chancellor to discuss major issues that Seattle Colleges will be addressing in the coming year. It will also give the Board the opportunity to address Board governance issues.

A. Updates on Seattle Colleges Initiatives

Chancellor Pan and executive leadership provided updates on three major initiatives:

1. Achieving System Integration: Action plan and metrics
2. Strategic Enrollment Management
3. Student Retention and Completion: Stretch Goals

They also provided a brief overview of the status of the following four items:

1. Government affairs issues
2. Foundation integration
3. Executive Personnel
4. Strategic Planning

B. Planning for 2017-18

The board had informal discussions about their focus for the upcoming academic year and board committee/role assignments.

ADJOURNMENT

The meeting adjourned at 12:30p.m.

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EXECUTIVE SESSION(S)

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MEMORANDUM

TO: Board of Trustees
FROM: Kurt R. Buttleman
DATE: October 12, 2017
SUBJECT: Fiscal Year Budget Approval for 2017-18

Please find attached the amended fiscal year budget for 2017-18. This is updated from the budget approved at the June 8, 2017 meeting of the Board of Trustees. At that time, the Washington State Legislature had not passed a budget. This updated proposal reflects the budget that was passed by the Legislature for Fiscal Year 2017-18.

Seattle College District hereby submits this updated 2017-18 Fiscal Year Budget totaling \$206,485,455 including approximately \$130,300,267 in General Operations, to the Board of Trustees for approval.

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

Seattle Central	\$ 82,066,580
North Seattle	\$ 51,923,838
South Seattle	\$ 50,567,233
SVI	\$ 4,446,577
District Office	\$ 9,982,046
District-wide	\$ 7,499,182

Recommendation

It is the recommendation of the administration for the Board of Trustees to approve the proposed 2017-18 Fiscal Year Budget as updated from the June 8, 2017 approval.

Submitted by:

Dr. Kurt Buttleman
Vice Chancellor of Finance & Technology

Transmitted to the Board with a favorable recommendation.

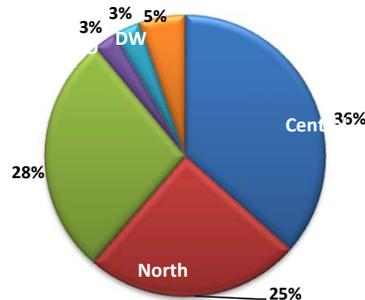
Dr. Shouan Pan
Chancellor

Seattle Colleges

PROPOSED FISCAL YEAR 2017-2018 BUDGET - ALL FUND SOURCES

	CENTRAL	NORTH	SOUTH	SVI	SIEGAL CENTER	DISTRICT WIDE	TOTAL
GENERAL OPERATING							
State Fund	\$ 22,468,953	\$ 18,038,673	\$ 20,029,896	\$ 2,548,639	\$ 4,155,473	\$ 3,839,413	\$ 71,081,047
Tuition	\$ 10,661,118	\$ 8,416,868	\$ 9,041,169	\$ 1,177,668	\$ 2,725,708		\$ 32,022,530
Cost Recoveries & Indirects	\$ 10,152,753	\$ 5,736,298	\$ 3,647,245	\$ 7,018	\$ 1,050,000		\$ 20,593,314
Carry-forward Balance	\$ 4,468,520	\$ 415,208	\$ (353,737)	\$ 52,838	\$ 2,020,547	\$ -	\$ 6,603,376
TOTAL GENERAL OPERATIONS	\$ 47,751,344	\$ 32,607,047	\$ 32,364,573	\$ 3,786,163	\$ 9,951,728	\$ 3,839,413	\$ 130,300,267
GRANTS AND CONTRACTS							
Running Start	\$ 1,434,350	\$ 1,100,000	\$ 820,000		\$ -	\$ -	\$ 3,354,350
International Students	\$ 14,506,366	\$ 5,938,532	\$ 2,149,685	\$ -	\$ -	\$ -	\$ 22,594,583
Other Grants & Contracts	\$ 3,037,780	\$ 3,182,603	\$ 7,736,917	\$ 364,048	\$ -	\$ 815,728	\$ 15,137,076
TOTAL GRANTS & CONTRACTS	\$ 18,978,496	\$ 10,221,135	\$ 10,706,602	\$ 364,048	\$ -	\$ 815,728	\$ 41,086,009
DEDICATED AND SELF-SUPPORT							
Instructional Program Fees	\$ 2,533,232	\$ 1,845,088	\$ 1,396,866	\$ 193,364	\$ -	\$ -	\$ 5,968,550
Student Services and Community Fees	\$ 898,321	\$ 578,152	\$ 360,405	\$ 1,801	\$ 30,319	\$ 1,863	\$ 1,870,860
Instructional Retail Activities	\$ 173,947	\$ 19,500	\$ 577,666	\$ 29,166	\$ -	\$ 1,627	\$ 801,906
Continuing Education	\$ 392,942	\$ 750,000	\$ 791,280	\$ 1,894	\$ -	\$ -	\$ 1,936,116
TOTAL DEDICATED & SUPPORT	\$ 3,998,442	\$ 3,192,740	\$ 3,126,217	\$ 226,224	\$ 30,319	\$ 3,490	\$ 10,577,433
OTHER FUNDS							
Associated Students 522	\$ 1,675,000	\$ 1,362,600	\$ 1,135,654	\$ 36,869	\$ -	\$ -	\$ 4,210,123
Bookstore 524	\$ 665,627	\$ 448,980	\$ 184,915	\$ -	\$ -	\$ 543,725	\$ 1,843,247
Parking & TMP 528	\$ 708,731	\$ 429,072	\$ 237,491	\$ 3,613	\$ -	\$ 1,582,901	\$ 2,961,808
Food Service 569	\$ 689,265	\$ 1,105,847	\$ 310,000	\$ -	\$ -	\$ -	\$ 2,105,112
Auxiliary Enterprises 570	\$ 7,252,973	\$ 2,406,693	\$ 2,131,700	\$ -	\$ -	\$ 713,925	\$ 12,505,291
Agency Funds 840	\$ 178,382	\$ 99,104	\$ 225,000	\$ -	\$ -	\$ -	\$ 502,486
Financial Aid 860 3% Tuition	\$ 50,048	\$ 50,621	\$ 45,081	\$ 29,659	\$ -	\$ -	\$ 175,408
Motor Pool 460 & Printing 448	\$ 118,272	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 218,272
TOTAL OTHER FUNDS	\$ 11,338,298	\$ 5,902,916	\$ 4,369,840	\$ 70,141	\$ -	\$ 2,840,551	\$ 24,521,747
TOTAL FISCAL YEAR BUDGET	\$ 82,066,580	\$ 51,923,838	\$ 50,567,233	\$ 4,446,577	\$ 9,982,046	\$ 7,499,182	\$ 206,485,455

Seattle Colleges
FY 2017-2018
BUDGET All Funds
by Campus



SEATTLE COLLEGES
 PROPOSED FISCAL YEAR BUDGET
 2017-18



	Actual FY2015-2016			Budget FY2016-2017			June Budget FY2017-18			October Budget FY2017-18		
		% Change	Funding %		% Change	Funding %		% Change	Funding %		% Change	Funding %
I. GENERAL OPERATING												
State Fund	\$ 68,887,386	11.1%	57.8%	\$ 70,117,735	1.8%	56.2%	\$ 70,128,383	0.0%	56.6%	\$ 71,081,047	1.4%	57.3%
Tuition									0.0%			0.0%
Resident Tuition	\$ 27,824,767	-8.0%	23.3%	\$ 27,687,112	-0.5%	22.2%	\$ 25,687,112	-7.2%	20.7%	\$ 25,832,001	0.6%	20.8%
Non-resident Tuition	\$ 2,414,828	-26.6%	2.0%	\$ 2,719,131	12.6%	2.2%	\$ 4,219,131	55.2%	3.4%	\$ 4,242,930	0.6%	3.4%
BAS Tuition	\$ 1,615,108	38.2%	1.4%	\$ 1,550,000	-4.0%	1.2%	\$ 2,050,000	32.3%	1.7%	\$ 1,947,600	-5.0%	1.6%
Cost Recoveries & Indirect	\$ 18,447,638	49.9%	15.5%	\$ 22,657,411	22.8%	18.2%	\$ 21,896,276	-3.4%	17.7%	\$ 20,593,314	-6.0%	16.6%
<i>Subtotal General Operations</i>	\$ 119,189,727	9.3%	100.0%	\$ 124,731,389	4.6%	100.0%	\$ 123,980,902	-0.6%	100.0%	\$ 123,696,892	-0.2%	99.8%
Carry-forward Balance	\$ 9,104,747	-2.2%		\$ 6,753,364	-25.8%		\$ 4,000,000	-40.8%		\$ 6,603,375	65.1%	
Transferred (to)/from Reserves				\$ 428,580								
TOTAL GENERAL OPERATIONS	\$ 128,294,474	8.4%	64.3%	\$ 131,913,333	2.8%	65.7%	\$ 127,980,902	-3.0%	65.8%	\$ 130,300,267	1.8%	63.1%
II. GRANTS AND CONTRACTS												
Running Start Revenue	\$ 3,598,925			\$ 3,500,000			\$ 4,000,000	14.3%		\$ 3,354,350	-16.1%	
International Students Revenue	\$ 21,310,789			\$ 20,000,000			\$ 17,700,000	-11.5%		\$ 22,594,583	27.7%	
Other Grants & Contract	\$ 14,159,527			\$ 15,000,000			\$ 15,000,000	0.0%		\$ 15,137,076	0.9%	
TOTAL GRANTS & CONTRACTS	\$ 39,069,241	-4.0%	19.6%	\$ 38,500,000	-1.5%	19.2%	\$ 36,700,000	-4.7%	18.9%	\$ 41,086,009	12.0%	19.9%
III. DEDICATED AND SELF-SUPPORT												
Dedicated Student Fees	\$ 3,785,239			\$ 3,750,000			\$ 3,900,000	4.0%		\$ 5,968,550	53.0%	
Instructional Retail Activities	\$ 976,369			\$ 950,000			\$ 900,000	-5.3%		\$ 801,906	-10.9%	
Student Services & Community Fees	\$ 1,894,320			\$ 1,800,000			\$ 1,500,000	-16.7%		\$ 1,870,860	24.7%	
Continuing Education	\$ 1,536,520			\$ 1,400,000			\$ 1,700,000	21.4%		\$ 1,936,116	13.9%	
TOTAL DEDICATED & SUPPORT	\$ 8,192,448	-0.3%	4.1%	\$ 7,900,000	-3.6%	3.9%	\$ 8,000,000	1.3%	4.1%	\$ 10,577,433	32.2%	5.1%
IV. OTHER FUNDS												
Food Service	\$ 2,225,579			\$ 2,200,000			\$ 1,900,000	-13.6%		\$ 2,105,112	10.8%	
Student Housing	\$ 807,664			\$ 800,000			\$ 800,000	0.0%		\$ 502,486	-37.2%	
Associated Students	\$ 3,679,331			\$ 3,600,000			\$ 3,500,000	-2.8%		\$ 4,210,123	20.3%	
Bookstore	\$ 1,143,608			\$ 1,300,000			\$ 1,200,000	-7.7%		\$ 1,843,247	53.6%	
Parking & TMP	\$ 2,900,712			\$ 2,800,000			\$ 2,800,000	0.0%		\$ 2,961,808	5.8%	
Auxiliary Enterprises	\$ 11,346,387			\$ 10,000,000			\$ 10,000,000	0.0%		\$ 12,505,290	25.1%	
Agency Financial Aid	\$ 1,459,289			\$ 1,500,000			\$ 1,500,000	0.0%		\$ 175,408	-88.3%	
Motor Pool & Printing	\$ 281,109			\$ 270,000			\$ 180,000	-33.3%		\$ 218,272	21.3%	
TOTAL OTHER FUNDS	\$ 23,843,679	-6.4%	12.0%	\$ 22,470,000	-5.8%	11.2%	\$ 21,880,000	-2.6%	11.2%	\$ 24,521,747	12.1%	11.9%
TOTAL FISCAL YEAR BUDGET	\$ 199,399,842	3.5%	100.0%	\$ 200,783,333	0.7%	100.0%	\$ 194,560,902	-3.1%	100.0%	\$ 206,485,455	6.1%	100.0%

Seattle Colleges FY1718 Operating Budget Allocation

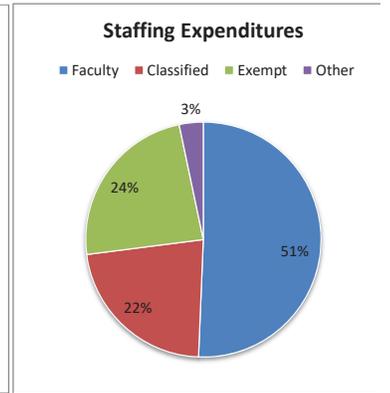
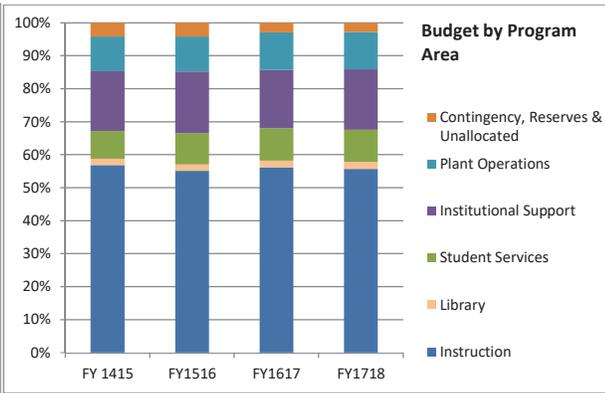
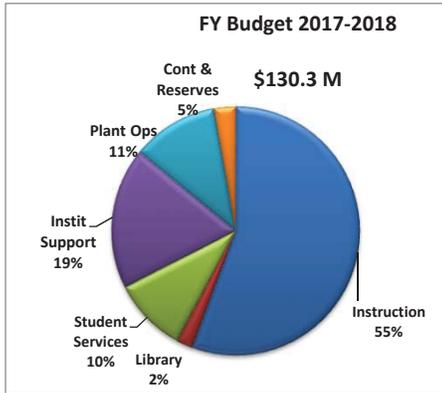
	Total	Central	North	South	SVI	District-wide	Siegal
PERMANENT FUNDS							
Above the Line (aka "the big pot"):							
State	47,328,661	14,661,137	11,140,725	12,718,387	1,658,366	3,818,625	3,331,421
Tuition	30,074,931	9,961,118	7,569,268	8,641,169	1,177,668	-	2,725,708
<i>FY 2018 Total Model Allocation ("big pot")</i>	<i>77,403,592</i>	<i>24,622,255</i>	<i>18,709,993</i>	<i>21,359,556</i>	<i>2,836,034</i>	<i>3,818,625</i>	<i>6,057,129</i>
College Specifically allocated items (State)							
SAI	2,933,093	1,136,574	916,592	879,928	-	-	-
New Items & Program reallocations	6,991,798	2,031,142	1,987,798	2,195,229	533,352	-	244,278
Ongoing Items	2,109,495	892,365	402,328	809,929	4,873	-	-
Compensation & Safe Harbor	9,470,171	3,622,736	2,540,172	2,354,654	352,048	20,788	579,774
<i>Sub-total</i>	<i>21,504,557</i>	<i>7,682,816</i>	<i>5,846,889</i>	<i>6,239,740</i>	<i>890,273</i>	<i>20,788</i>	<i>824,052</i>
College Specifically allocated items (BAS Tuition / Indirect)							
<i>Additional Local Spending Authority</i>	<i>21,381,511</i>	<i>10,852,753</i>	<i>5,424,495</i>	<i>4,047,245</i>	<i>7,018</i>	<i>-</i>	<i>1,050,000</i>
<i>Total Permanent Funds</i>	<i>120,289,660</i>	<i>43,157,825</i>	<i>29,981,376</i>	<i>31,646,541</i>	<i>3,733,325</i>	<i>3,839,413</i>	<i>7,931,181</i>
TEMPORARY FUNDS							
New Items & Program reallocations	806,866	-	626,236	180,630	-	-	-
Ongoing Items	1,440,963	125,000	424,824	891,139	-	-	-
Compensation & Safe Harbor	-	-	-	-	-	-	-
Carryforward & other one time funds	7,762,778	4,468,520	1,574,611	(353,737)	52,838	-	2,020,547
<i>Total Temporary Funds</i>	<i>10,010,607</i>	<i>4,593,520</i>	<i>2,625,671</i>	<i>718,032</i>	<i>52,838</i>	<i>-</i>	<i>2,020,547</i>
TOTAL OPERATING BUDGET ALLOCATION	130,300,267	47,751,344	32,607,047	32,364,573	3,786,163	3,839,413	9,951,728
"big pot"/General Funds \$ / General FTES		\$ 5,095	\$ 5,095	\$ 5,095	\$ 9,339		
Total Allocation \$ / Total FTES		\$ 9,356	\$ 8,105	\$ 6,945	\$ 9,418		

Seattle Colleges Operating Budget



PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET

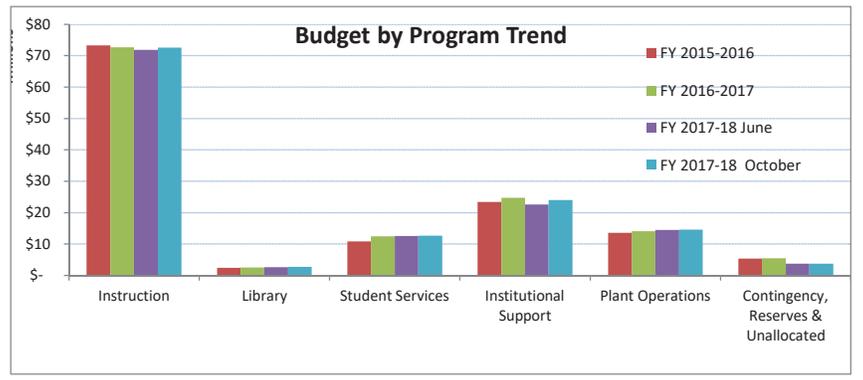
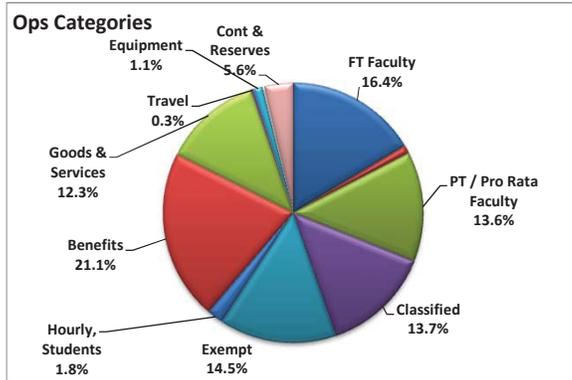
Proposed Budget Yearly Trend	FY 2015-2016	Δ	FY 2016-2017	Δ	FY 2017-2018 (Approved June)	Δ	FY 2017-2018 (Proposed October)	Δ
TOTAL Operating Budget	\$ 128,858,803		\$ 131,913,333	2.4%	\$ 127,980,902	-3.0%	\$ 130,300,267	1.8%



OPERATING	Programs	FY 2015-2016	%	FY 2016-2017	%	FY 2017-18 June	%	FY 2017-18 October	%
Instruction	011 & 04x	\$ 73,272,808	57%	\$ 72,680,656	55%	\$ 71,821,910	56%	\$ 72,596,629	56%
Library	05x	\$ 2,422,681	2%	\$ 2,514,588	2%	\$ 2,649,675	2%	\$ 2,701,499	2%
Student Services	06x	\$ 10,803,749	8%	\$ 12,461,007	9%	\$ 12,596,291	10%	\$ 12,680,714	10%
Institutional Support	08x	\$ 23,422,580	18%	\$ 24,733,241	19%	\$ 22,631,155	18%	\$ 23,975,996	18%
Plant Operations	09x	\$ 13,572,172	11%	\$ 14,046,736	11%	\$ 14,504,639	11%	\$ 14,619,917	11%
Contingency, Reserves & Unallocated	02x	\$ 5,364,813	4%	\$ 5,477,105	4%	\$ 3,777,232	3%	\$ 3,725,512	3%
TOTAL		\$ 128,858,803	100%	\$ 131,913,333	100%	\$ 127,980,902	100%	\$ 130,300,267	100%

Seattle Colleges

PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET



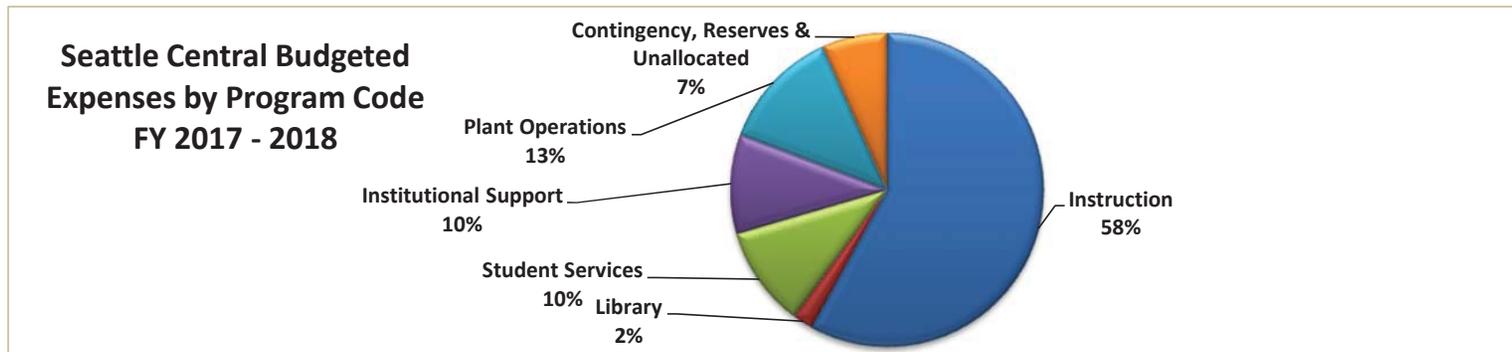
OPERATING CATEGORIES	Programs	FY 2015-2016	%	FY 2016-2017	%	FY 2017-18 Proposed	%	FY 2017-18 October	%
FT Faculty	AE	\$ 20,263,943	15.5%	\$ 21,662,540	16.4%	\$ 21,176,776	16.5%	\$ 21,324,517	16.4%
Faculty Stipend	AF	\$ 1,306,004	1.0%	\$ 1,345,516	1.0%	\$ 1,323,885	1.0%	\$ 1,342,619	1.0%
PT / Pro Rata Faculty	AG & AH	\$ 21,051,815	16.1%	\$ 19,151,044	14.5%	\$ 17,623,943	13.8%	\$ 17,776,397	13.6%
Classified	AK	\$ 17,464,879	13.3%	\$ 18,020,364	13.7%	\$ 17,431,235	13.6%	\$ 17,804,745	13.7%
Exempt	AA, AB, AC, AZ	\$ 17,073,151	13.2%	\$ 18,825,694	14.3%	\$ 18,164,105	14.2%	\$ 18,920,843	14.5%
Overtime	AU	\$ 41,977	0.0%	\$ 60,059	0.0%	\$ 34,229	0.0%	\$ 34,986	0.0%
Hourly, Students & Other	All other	\$ 1,999,947	1.6%	\$ 2,626,284	2.0%	\$ 2,625,538	2.1%	\$ 2,650,105	2.0%
Benefits	B-	\$ 27,749,361	21.5%	\$ 27,524,875	20.9%	\$ 27,053,000	21.1%	\$ 27,541,429	21.1%
Goods & Services	E- LESS 02X	\$ 16,850,285	13.1%	\$ 16,450,882	12.5%	\$ 15,768,659	12.3%	\$ 16,062,869	12.3%
Travel	G-	\$ 326,910	0.3%	\$ 348,854	0.3%	\$ 386,096	0.3%	\$ 407,283	0.3%
Equipment	J- & K-	\$ 1,827,196	1.4%	\$ 1,919,950	1.5%	\$ 1,395,064	1.1%	\$ 1,396,561	1.1%
Personal Services	C-	\$ 65,106	0.1%	\$ 330,991	0.3%	\$ 288,863	0.2%	\$ 308,006	0.2%
Contingency & Reserves	E in 02x	\$ 522,162	0.4%	\$ -	0.0%	\$ 21,922	0.0%	\$ 22,867	0.0%
Other (Training Cont., Client Svcs, etc.)	N, P, x,	\$ 2,316,067	1.8%	\$ 3,646,280	2.8%	\$ 4,687,587	3.7%	\$ 4,707,040	3.6%
TOTAL		\$ 128,858,803	99%	\$ 131,913,333	100%	\$ 127,980,902	100%	\$ 130,300,267	100%



PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET

OPERATING	Programs	FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
Instruction	011 & 04x	29,000,862	29,080,611	28,165,398	27,703,923
Library	05x	915,511	864,975	1,007,763	988,928
Student Services	06x	4,467,213	4,966,229	5,057,440	4,962,915
Institutional Support	08x	6,031,521	5,434,399	4,992,277	4,898,970
Plant Operations	09x	5,540,563	5,729,981	6,106,673	5,992,538
Contingency, Reserves & Unallocated	02x	1,034,784	3,427,744	3,265,095	3,204,070
TOTAL		\$ 46,990,454	\$ 49,503,939	\$ 48,594,646	\$ 47,751,344

OPERATING CATEGORIES		FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
FT Faculty	AE	\$ 8,635,114	\$ 9,959,933	\$ 10,045,794	\$ 9,858,036
Faculty Stipend	AF	\$ 476,064	\$ 383,277	\$ 457,083	\$ 448,540
PT / Pro Rata Faculty	AG & AH	\$ 8,152,063	\$ 7,499,934	\$ 7,199,876	\$ 7,130,250
Classified	AK	\$ 6,709,380	\$ 7,066,994	\$ 6,630,700	\$ 6,506,771
Exempt	AA, AB, AC, AZ	\$ 5,302,935	\$ 5,557,513	\$ 5,543,543	\$ 5,439,933
Overtime	AU	\$ 15,042	\$ 15,042	\$ 15,042	\$ 14,761
Hourly, Students & Other	All other	\$ 633,069	\$ 1,022,103	\$ 1,062,550	\$ 1,042,691
Benefits	B-	\$ 11,429,930	\$ 10,772,000	\$ 10,726,197	\$ 10,525,722
Goods & Services	E- LESS 02X	\$ 4,535,112	\$ 5,470,207	\$ 5,195,655	\$ 5,098,547
Travel	G-	\$ 79,304	\$ 81,304	\$ 85,404	\$ 83,808
Equipment	J- & K-	\$ 683,935	\$ 919,888	\$ 879,289	\$ 862,855
Personal Services	C-	\$ 2,025	\$ 31,525	\$ 31,525	\$ 30,936
Unallocated Funds	E in 02x	\$ -	\$ -	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	N, P, x,	\$ 336,481	\$ 724,219	\$ 721,988	\$ 708,494
TOTAL		\$ 46,990,454	\$ 49,503,939	\$ 48,594,646	\$ 47,751,344

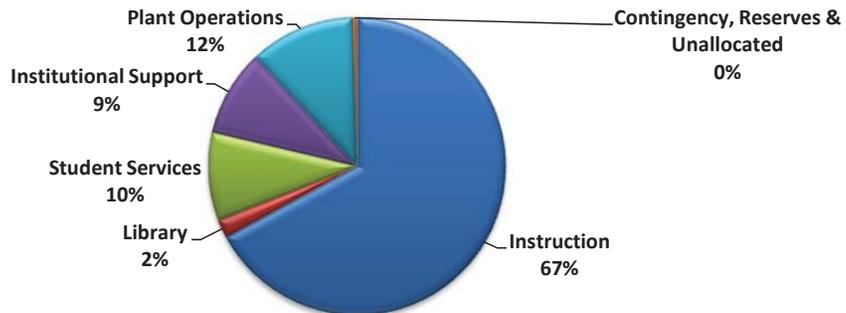


PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET

OPERATING	Programs	FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
Instruction	011 & 04x	\$ 21,351,243	\$ 20,476,239	\$ 20,678,364	\$ 21,873,527
Library	05x	\$ 579,626	\$ 655,706	\$ 619,881	\$ 655,709
Student Services	06x	\$ 2,162,713	\$ 2,752,046	\$ 2,951,302	\$ 3,121,881
Institutional Support	08x	\$ 3,032,490	\$ 3,222,166	\$ 2,895,159	\$ 3,062,493
Plant Operations	09x	\$ 3,488,378	\$ 3,482,245	\$ 3,543,563	\$ 3,748,373
Contingency, Reserves & Unallocated	02x	\$ 1,496,341	\$ 1,585,573	\$ 137,139	\$ 145,065
TOTAL		\$ 32,110,791	\$ 32,173,975	\$ 30,825,408	\$ 32,607,047

OPERATING CATEGORIES		FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
FT Faculty	AE	\$ 5,498,246	\$ 5,566,629	\$ 5,456,629	\$ 5,772,010
Faculty Stipend	AF	\$ 354,749	\$ 378,304	\$ 399,197	\$ 422,270
PT / Pro Rata Faculty	AG & AH	\$ 6,706,295	\$ 5,432,089	\$ 4,927,245	\$ 5,212,029
Classified	AK	\$ 4,218,168	\$ 4,449,576	\$ 4,327,317	\$ 4,577,426
Exempt	AA, AB, AC, AZ	\$ 4,005,158	\$ 4,106,293	\$ 3,994,001	\$ 4,224,845
Overtime	AU	\$ 2,600	\$ 1,500	\$ 1,500	\$ 1,587
Hourly, Students & Other	All other	\$ 449,612	\$ 430,519	\$ 385,260	\$ 407,527
Benefits	B-	\$ 7,448,080	\$ 6,953,701	\$ 6,628,645	\$ 7,011,766
Goods & Services	E- LESS 02X	\$ 3,045,083	\$ 4,016,774	\$ 3,976,324	\$ 4,206,147
Travel	G-	\$ 94,638	\$ 95,838	\$ 90,819	\$ 96,068
Equipment	J- & K-	\$ 144,979	\$ 114,044	\$ 103,582	\$ 109,569
Personal Services	C-	\$ 24,670	\$ 158,362	\$ 149,231	\$ 157,856
Unallocated Funds	E in 02x	\$ -	\$ -	\$ 15,924	\$ 16,844
Other (Training Cont., Client Svcs, etc.)	N, P, x,	\$ 118,513	\$ 470,346	\$ 369,734	\$ 391,104
TOTAL		\$ 32,110,791	\$ 32,173,975	\$ 30,825,408	\$ 32,607,047

North Seattle Budgeted Expenses by Program Code FY 2017-2018

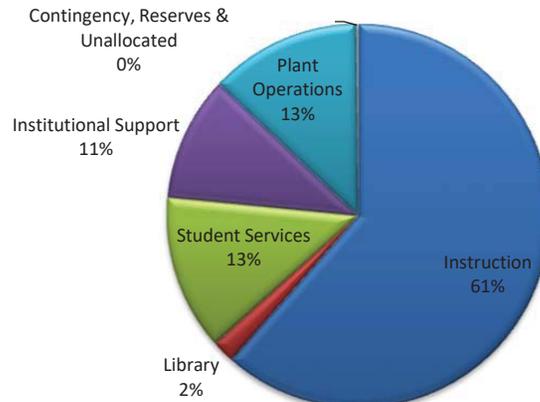


PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET

OPERATING	Programs	FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
Instruction	011 & 04x	\$ 19,360,786	\$ 19,727,614	\$ 19,830,503	\$ 19,909,555
Library	05x	\$ 670,119	\$ 647,730	\$ 619,730	\$ 622,241
Student Services	06x	\$ 3,855,314	\$ 4,207,502	\$ 4,222,267	\$ 4,239,372
Institutional Support	08x	\$ 5,500,950	\$ 4,763,451	\$ 3,391,549	\$ 3,405,288
Plant Operations	09x	\$ 4,087,087	\$ 4,248,525	\$ 4,116,914	\$ 4,133,593
Contingency, Reserves & Unallocated	02x	\$ 948,376	\$ 104,084	\$ 53,026	\$ 54,525
TOTAL		\$ 34,422,632	\$ 33,698,906	\$ 32,233,989	\$ 32,364,573

OPERATING CATEGORIES		FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
FT Faculty	AE	\$ 5,307,238	\$ 5,567,848	\$ 5,307,163	\$ 5,328,663
Faculty Stipend	AF	\$ 274,578	\$ 323,107	\$ 277,620	\$ 278,745
PT / Pro Rata Faculty	AG & AH	\$ 4,652,570	\$ 5,252,559	\$ 4,719,967	\$ 4,739,088
Classified	AK	\$ 4,158,814	\$ 4,292,419	\$ 4,276,681	\$ 4,294,007
Exempt	AA, AB, AC, AZ	\$ 4,532,417	\$ 4,933,597	\$ 3,992,326	\$ 4,008,499
Overtime	AU	\$ 6,100	\$ 8,517	\$ 7,417	\$ 7,447
Hourly, Students & Other	All other	\$ 484,244	\$ 676,944	\$ 581,749	\$ 584,106
Benefits	B-	\$ 6,164,278	\$ 6,473,142	\$ 6,033,211	\$ 6,057,652
Goods & Services	E- LESS 02X	\$ 6,521,573	\$ 3,567,605	\$ 3,497,598	\$ 3,511,767
Travel	G-	\$ 71,243	\$ 71,475	\$ 71,475	\$ 71,765
Equipment	J- & K-	\$ 416,515	\$ 312,000	\$ 115,100	\$ 115,566
Personal Services	C-	\$ 9,700	\$ 9,700	\$ 12,200	\$ 12,249
Unallocated Funds	E in 02x	\$ -	\$ -	\$ 5,998	\$ 6,022
Other (Training Cont., Client Svcs, etc.)	N, P, x,	\$ 1,823,362	\$ 2,209,993	\$ 3,335,484	\$ 3,348,996
TOTAL		\$ 34,422,632	\$ 33,698,906	\$ 32,233,989	\$ 32,364,573

South Seattle Budgeted Expenses by Program Code FY 2017 - 2018



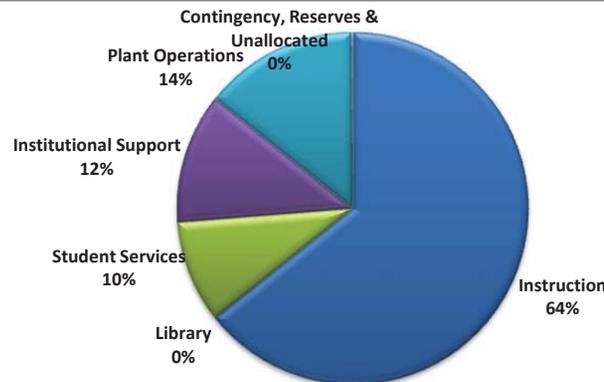


PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET

OPERATING	Programs	FY 2015-16	FY 2016-17	FY 2017-18 June	FY 2017-2018 October
Instruction	011 & 04x	\$ 3,231,167	\$ 2,995,735	\$ 2,494,978	\$ 2,435,309
Library	05x	\$ -	\$ -	\$ -	\$ -
Student Services	06x	\$ 318,509	\$ 535,230	\$ 365,282	\$ 356,546
Institutional Support	08x	\$ 356,910	\$ 266,910	\$ 464,381	\$ 453,275
Plant Operations	09x	\$ 357,218	\$ 486,385	\$ 549,289	\$ 536,153
Contingency, Reserves & Unallocated	02x	\$ 701,713	\$ 304,323	\$ 5,000	\$ 4,880
TOTAL		\$ 4,965,517	\$ 4,588,583	\$ 3,878,929	\$ 3,786,163

OPERATING CATEGORIES		FY 2015-16	FY 2016-17	FY 2017-18 June	FY 2017-2018 October
FT Faculty	AE	\$ 444,128	\$ 444,127	\$ 240,707	\$ 234,950
Faculty Stipend	AF	\$ 141,436	\$ 141,436	\$ 67,419	\$ 65,807
PT / Pro Rata Faculty	AG & AH	\$ 1,200,879	\$ 966,462	\$ 687,621	\$ 671,177
Classified	AK	\$ 659,583	\$ 619,583	\$ 550,615	\$ 537,447
Exempt	AA, AB, AC, AZ	\$ 514,173	\$ 464,173	\$ 397,981	\$ 388,463
Overtime	AU	\$ -	\$ -	\$ 3,470	\$ 3,387
Hourly, Students & Other	All other	\$ 92,500	\$ 92,500	\$ 191,261	\$ 186,687
Benefits	B-	\$ 1,091,980	\$ 1,090,965	\$ 1,057,554	\$ 1,032,262
Goods & Services	E- LESS 02X	\$ 434,422	\$ 368,018	\$ 434,968	\$ 424,566
Travel	G-	\$ 1,500	\$ 1,500	\$ 2,525	\$ 2,465
Equipment	J- & K-	\$ 384,916	\$ 183,097	\$ 9,427	\$ 9,202
Personal Services	C-	\$ -	\$ -	\$ -	\$ -
Unallocated Funds	E in 02x	\$ -	\$ -	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	N, P, x,	\$ -	\$ 216,722	\$ 235,381	\$ 229,752
TOTAL		\$ 4,965,517	\$ 4,588,583	\$ 3,878,929	\$ 3,786,163

SVI Budgeted Expenses by Program Code FY 2017 - 2018



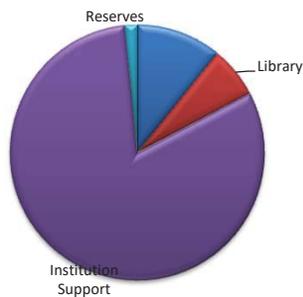
Seattle Colleges District-Wide & Siegal Center

PROPOSED FISCAL YEAR 2017-2018 OPERATING BUDGET

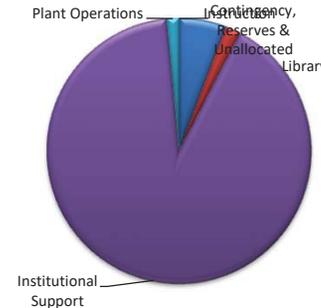
District Wide

OPERATING	Programs	FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
Instruction	011 & 04x	\$ 328,750	\$ 400,457	\$ 403,461	\$ 417,416
Library	05x	\$ 102,635	\$ 188,776	\$ 239,636	\$ 247,925
Student Services	06x	\$ -	\$ -	\$ -	\$ -
Institutional Support	08x	\$ 2,910,045	\$ 3,023,357	\$ 3,008,357	\$ 3,112,411
PlantsOperations	09x	\$ 57,326	\$ 58,000	\$ 59,600	\$ 61,661
Contingency, Reserves & Unallocated	02x	\$ 120,533	\$ -	\$ -	\$ -
TOTAL		\$ 3,519,289	\$ 3,670,590	\$ 3,711,054	\$ 3,839,413

OPERATING CATEGORIES		FY 2015-2016	FY 2016-2017	FY 2017-18 June	FY 2017-2018 October
FT Faculty	AE	\$ 119,217	\$ 124,003	\$ 126,483	\$ 130,858
Faculty Stipend	AF	\$ 56,227	\$ 118,892	\$ 118,566	\$ 122,667
PT / Pro Rata Faculty	AG & AH	\$ -	\$ 7,400	\$ 23,056	\$ 23,853
Classified	AK	\$ 225,552	\$ -	\$ -	\$ -
Exempt	AA, AB, AC, AZ	\$ 296,815	\$ 26,214	\$ 26,738	\$ 27,663
Overtime	AU	\$ -	\$ -	\$ -	\$ -
Hourly, Students & Other	All other	\$ 208,098	\$ 327,500	\$ 313,000	\$ 323,826
Benefits	B-	\$ 481,593	\$ 425,008	\$ 694,527	\$ 718,549
Goods & Services	E- LESS 02X	\$ 2,005,780	\$ 2,244,175	\$ 2,084,541	\$ 2,156,642
Travel	G-	\$ 37,227	\$ 24,477	\$ 24,477	\$ 25,324
Equipment	J- & K-	\$ 82,780	\$ 345,421	\$ 272,166	\$ 281,580
Personal Services	C-	\$ 6,000	\$ 27,500	\$ 27,500	\$ 28,451
Unallocated Funds	E in 02x	\$ -	\$ -	\$ -	\$ -
Other (Training Cont., Client Svcs, etc.)	N, P, x,	\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 3,519,289	\$ 3,670,590	\$ 3,711,054	\$ 3,839,413



District-wide



Siegal Center



Siegal Center

OPERATING	Programs	FY 2015-2016	FY 2016-2017	FY 2017-18 Proposed	FY 2017-2018
Instruction	011 & 04x	\$ -	\$ -	\$ 500,000	\$ 573,871
Library	05x	\$ 154,790	\$ 157,401	\$ 162,665	\$ 186,698
Student Services	06x	\$ -	\$ -	\$ -	\$ -
Institutional Support	08x	\$ 5,590,664	\$ 8,022,958	\$ 7,879,433	\$ 9,043,559
Plant Operations	09x	\$ 41,600	\$ 41,600	\$ 128,600	\$ 147,600
Contingency, Reserves & Unallocated	02x	\$ 1,063,066	\$ 35,168	\$ -	\$ -
TOTAL		\$ 6,850,120	\$ 8,257,127	\$ 8,670,698	\$ 9,951,727

MEMORANDUM

TO: Board of Trustees

FROM: Louise Chernin, Chair

DATE: October 12, 2017

SUBJECT: Board Position on Advancement

Background

The attached statement outlines the Board of Trustees' position of support for integration of the foundations and a cohesive advancement plan to strengthen the district.

Recommended Action

It is recommended that the Board of Trustees adopt the attached statement to support district advancement efforts.

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



Ms. Louise Chernin
Chair, Board of Trustees

Seattle Colleges Trustees Position on Advancement

The Board of Trustees of the Seattle Colleges supports the efforts of the district leadership to improve financial sustainability by seeking alternatives in addition to state funding. To support and encourage both the Achieving Systems Integration (ASI) and Joint Foundation Task Force efforts, the Board offers this direction and set of expectations for Advancement efforts at Seattle Colleges.

Background

The Seattle Colleges have a 50-year record of excellence and community impact. As the Colleges look to the future, they are challenged by a number of trends, well summarized in the May 17 Floten Report: “In the wake of the great recession of 2008, a multitude of forces have had a dramatic impact on the Seattle Colleges, including decreasing enrollment, dwindling state financial support, intense competition, the high cost of living in Seattle, and aging facilities. At a critical and unprecedented crossroads, the Seattle Colleges must proactively address these challenges to continue to succeed as a major resource to Seattle.”

In July 2016, the Board appointed Dr. Shouan Pan, a Community College leader with extensive experience in multi-College districts, as the new chancellor. The Trustees recruited Dr. Pan with the mandate to build on the strong traditions and excellence of the Colleges, address the challenges listed above and take the Colleges to a higher level of service, contribution and impact.

Over the last year, the Seattle Colleges leadership began this process with several efforts, including a Strategic Plan for the District with a unified Mission, Vision and Values and three District-wide goals: 1) Student Success, 2) Operational Excellence, and 3) Partnerships. Further, the Floten Consultancy was retained to study “management and organizational structures, service levels, staffing, and infrastructure and to identify opportunities for improvement.” The findings in this ASI Report offer a clear case and roadmap for change and improvement. We are looking forward to the Chancellor and his Cabinet executing this vision.

The Trustees honor and acknowledge the outstanding efforts by the Colleges, District and affiliated Foundations in private fund raising, particularly for scholarships and the 13th Year program. Our desire is to honor all donor intentions but also build upon this record to increase the overall level of engagement of donors, including major individual and corporate donors, in support of college facilities and programs. This requires a plan, a structure, and support from all affiliated Foundations that in combination is consistent with the Strategic Plan and focuses on students, the colleges, their programs, and the entire Seattle Colleges District.

An Aligned and Coordinated Advancement Program

The Joint Foundation Task Force is appropriately focused on structure and relationship with affiliated Foundations that support an overall Advancement program. A Seattle Colleges plan and organization for Advancement is necessary in order to define the appropriate Foundation structure.

We expect the Chancellor and Presidents, with the support of Associate Vice Chancellor of Advancement, to develop a District Wide Advancement plan that focuses on increasing funding for students, specific Colleges, their programs and district-wide needs. This plan should have clear goals for fund-raising levels by category, costs and service levels to donors and units of the District. It must be supported by common donor information and financial tracking systems. To carry out this plan, a unified and coordinated organization will be built with input from the Colleges, foundations, donors and other stakeholders. This will be led by the Associate Vice Chancellor of Advancement with the participation of Development officers at the Colleges. All employees in Advancement must report to College and District leaders with clear accountability measures for this organization and each of its members, including the Chancellor and Presidents. The Board expects annual reviews of results against the overall Advancement plan.

Foundation

The Board recognizes that a partnership with an affiliated Foundation is an important aspect of an Advancement Program, particularly to receive and administer donations for the benefit of the Colleges and to make contributions to Seattle Colleges and their programs. While the details of the future structure and scope of this affiliated Foundation is the task of the Joint Foundation Task Force, the Board believes, in keeping with the strategic goal of “Operational Excellence”, the future target should be one unified Foundation to support the Advancement program and goals of Seattle Colleges. The Floten Report and our knowledge of Foundation structures at major local and national colleges and universities is clear – a unified Foundation can be focused on supporting students, Colleges, programs and overall Seattle College goals. These models unify the administrative aspects of receiving and administering donations while supporting fund-raising at the College and department levels with strong college based advisory groups.

The Board recognizes that this is a significant change from the past structure of four foundations. In transitioning to a new structure, it is very important to honor donor intent and the independent status of the existing Foundations and their responsibility for the assets they hold. We ask the leadership of the Seattle Colleges to work with the leadership of the existing Foundations to develop a framework for a unified Foundation and an associated transition plan.

In this process, the Trustees ask Seattle Colleges leadership to ensure that all existing MOU provisions be followed, particularly those that relate to the use of foundation assets, access to accounts and records, dispute resolution, and termination. This transition from the prior Foundation structure to the new coordinated foundation needs to be completed by June 30, 2018. The new foundation, with its new mission, bylaws, volunteer and employee structure, data management, financial management, articles of incorporation, memos of understanding, etc. should be ready to operate by August 1, 2018.

Going forward the relationship between Seattle Colleges and its affiliated Foundation should be based on partnership principals – clarity of roles and responsibilities codified in a MOU. Further, the alignment with the mission and direction of Seattle Colleges should be maintained and strengthened through time.

Conclusion

The Floten Report describes four stages of effective change: Discovery, Design, Implementation, and Experience. In the case of Advancement, there has been a significant discovery effort over the last four years starting with the effort to organize and start a Seattle Colleges campaign. Today, there is important work necessary to design an Advancement program that is consistent with the Colleges' Strategic Plan and supporting the goals of Student Success and Operational Excellence. We offer this set of expectations for the leadership of Seattle Colleges in the spirit of encouraging and accelerating this design process so there is a clear plan for implementation.

We commit to working closely with a unified Advancement organization and Foundation in achieving goals by participating in major gift solicitations, speaking and writing publicly about the importance of the private sector and community donors supporting the Colleges, and encouraging and advocating for State and City support of the Seattle Colleges.

MEMORANDUM

TO: Board of Trustees

FROM: Shouan Pan, Chancellor

DATE: October 12, 2017

SUBJECT: WAC 132F-605, Refund of Tuition and Other Fees – Second Reading

Background

WAC 132F-605, Refund of Tuition and Other Fees, is a new WAC related to the protocol on refund policies that Seattle Colleges follows as part of the fiscal process.

This proposed rule was subject to a public rulemaking hearing on August 30, 2017. See attached for the comments received. One change was made to clarify the language in Section 132F-605-005.

Recommended Action

It is recommended that the Seattle Colleges Board of Trustees approve the adoption of WAC 132F-605.

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



Dr. Shouan Pan, Ph.D.
Chancellor

Chapter 132F-605 WAC

REFUND OF TUITION AND OTHER FEES

NEW SECTION

WAC 132F-605-005 Refunds. Tuition and fees (except those which are nonrefundable) will be refunded if complete or partial withdrawal from classes is accomplished within the first twenty calendar days of the regular college quarter following the beginning day of the quarter.

Refunds, except for self-support programs, e.g., continuing education, intensive English courses, will be made in accordance with the schedule below, subject to an administrative fee. In those instances where the fee subject to refund is less than the administrative fee, the minimum forfeiture will be reduced to that amount. No charge is made for dropping classes when no refund is involved. At least two weeks must elapse between payment and refund of fees.

International students who attend a college within the Seattle College District on an International Student Visa and make advance

payments must be enrolled at the college in the quarter for which they are requesting a refund and must provide documentation establishing extenuating circumstances, such as visa denial or medical reasons.

Refunds of financial aid recipients will be refunded to the appropriate financial aid account as required by federal and state regulations, including those students who are dismissed for disciplinary reasons.

[]

NEW SECTION

WAC 132F-605-010 Refund schedule—General. Withdrawal resulting from classes being canceled by the district, one hundred percent.

Before the first day of the college quarter, one hundred percent.

During the first five instructional days of the college quarter (less administrative fee), one hundred percent.

From the sixth instructional day through the twentieth calendar day of the college quarter, fifty percent.

After the first twenty calendar days of the college quarter, zero percent.

[]

NEW SECTION

WAC 132F-605-020 Refund schedule—Intensive English institute.

Withdrawal prior to first class, one hundred percent.

During the first five calendar days, eighty percent.

From the sixth through the fourteenth calendar day, fifty percent.

After the fourteenth calendar day, zero percent.

[]

NEW SECTION

WAC 132F-605-030 Refund schedule—Continuing education. Two business days prior to first day of class, one hundred percent, less administrative fee.

Within two business days of start of class/after class begins, zero percent.

[]

NEW SECTION

WAC 132F-605-040 Dismissal for disciplinary reasons. No refund will be given beyond the stated refund deadlines for a student who is dismissed or suspended from the district for disciplinary reasons.

[]

NEW SECTION

WAC 132F-605-050 Classes not following regular college quarter calendar. Refunds for summer quarter, or other short courses/programs that do not follow the regular college calendar, will be applied on a prorated basis to the specific class' shortened schedule.

[]

NEW SECTION

WAC 132F-605-070 Parking fees. Parking fees will be refunded only in the case of one hundred percent withdrawal from the college and surrender of the parking permit, in which case the fees will be refunded on the same basis as tuition.

[]



MEMORANDUM

TO: Board of Trustees
FROM: Dr. Shouan Pan
DATE: October 12, 2017
SUBJECT: Apprenticeship Training between the CITC & SSC

Background

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

South Seattle College desires to provide relevant related training instruction for Construction Industry apprentices as part of their vocational education programs.

CITC has the unique ability to provide such instruction, having access to appropriately prepared and qualified instructors for such apprenticeship training programs.

South Seattle College and Construction Industry Training Council desire to enter into this Agreement for the purpose of providing apprenticeship related instruction. South Seattle College agrees to remunerate the CITC \$934,500 at the rate of \$3,115 per AFTE (on 300 annualized FTE for Fiscal Year 2017-2018).

This agreement shall commence September 15, 2017 and shall terminate on June 30, 2018.

Recommendation

It is recommended that the Board of Trustees authorizes the Chancellor and his designee to enter into this Instructional contract, in the amount of \$934,500.00.

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
DATE: October 12, 2017
SUBJECT: Apprenticeship Training between the PSEJATC & SSC

Background

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

South Seattle College desires to provide related training for apprentice electrical workers as part of their vocational education programs.

Puget Sound Electrical Joint Apprenticeship Training Committee (PSEJATC) has the unique ability to provide this training, having access to the most appropriately prepared and qualified instructors and instructional materials for this apprenticeship-related training program.

South Seattle College and PSEJATC desire to enter into this Agreement for the purpose of both providing apprenticeship related instruction. South Seattle College agrees to remunerate PSEJATC for 395 AFTES, reimbursed at \$3,115 FTE, for a total of \$1,230,425 for Fiscal Year 2017-18.

This agreement shall commence September 26, 2017 and terminate on June 30, 2018.

Recommendation

It is recommended that the Board of Trustees authorizes the Chancellor and his designee to enter into this Instructional contract, in the amount of \$1,230,425.00.

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

DATE: October 12, 2017

SUBJECT: Apprenticeship Training between the Pacific Northwest Ironworkers EATC & SSC

Background

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

South Seattle College desires to provide relevant related training instruction for apprentice ironworkers as part of their vocational education programs.

Pacific Northwest Ironworkers and Employers Apprenticeship and Training Committee Local 86 (Pacific Northwest Ironworkers EATC) has the unique ability to provide such instruction, having access to appropriately prepared and qualified instructors for such apprenticeship training programs.

South Seattle College and Pacific Northwest Ironworkers EATC desire to enter into this Agreement for the purpose of providing apprenticeship related instruction. South Seattle College agrees to remunerate Pacific Northwest Ironworkers EATC for 100 AFTE (at \$3,115 per AFTE) for a total of \$311,500.

This agreement shall commence September 1, 2017 and shall terminate on August 31, 2018.

Recommendation

It is recommended that the Board of Trustees authorizes the Chancellor and his designee to enter into this Instructional contract, in the amount of \$311,500.00.

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: October 13, 2017

SUBJECT: **Approval to Exchange Atlas/Broadway Café Property for Site D**

Proposal

Pursuant to District Policy 108, the Board of Trustees has reserved authority to itself “[t]o authorize every sale or purchase of real property, and every lease of real property which is for a term of three years or more and requires payment by the district of \$50,000 or more in any fiscal year.”

Seattle Central holds an exclusive right of negotiation to acquire from Sound Transit 10,383 sf of surplus land adjacent to its North Plaza. Commonly referred to as “Site D”, this property directly adjoins the entryway to the Capitol Hill Light Rail Station and fronts on Broadway. Background on Seattle Central real estate is attached.

We propose to exchange two land parcels south of Pine Street, the Atlas Building at 1515 Broadway and the Broadway Café Building at 1519 Broadway, for title to Site D. Sound Transit, in partnership with Capitol Hill Housing Authority, will jointly develop the Atlas/Broadway Café site as affordable housing. Since the value of the Atlas/Broadway Café site exceeds the value of Site D, the college will receive the cash equivalent to the difference in appraised values of the respective properties. The figure is estimated at \$2 million.

Recommendation

It is recommended that the Board of Trustees authorize the Chancellor to:

- 1) Execute a purchase and sale agreement with Sound Transit and the Capitol Hill Housing Authority for the sale of approximately 14,400 square feet of land which is recorded with King County as parcel numbers 6003000510 and 6003000505 (Atlas / Broadway Café parcels). The recommended sale price will be determined by an appraisal that is underway.
- 2) Execute a purchase and sale agreement with Sound Transit for the acquisition of approximately 10,383 square feet of land which is recorded with King County as parcel number 60003001320 (Site D). The recommended purchase price for this land is \$5.7 million, based on an April 2017 appraisal by Sound Transit.
- 3) Seek approval of these transactions from the State Board of Community and Technical Colleges at their October 25th meeting.

Submitted by:



Shouan Pan, Ph.D.
Chancellor

Background

Over the last year, Seattle Central College has conducted a review of its facilities on the main Capitol Hill campus. The goal was to assess the adequacy of current instructional facilities to meet the needs of the Seattle Colleges' Strategic Plan. We have concluded that the college needs to redirect its real estate assets to accommodate growth in the STEM and Information Technology programs. Antiquated buildings south of Pine Street should be replaced with a new instructional facility north of Pine Street. This will reduce the distance students need to traverse between buildings while also reducing the deferred maintenance drain on the college budget.

Analysis of our classroom utilization shows that 91% of available classrooms in the Broadway/Edison and Math & Science Buildings are fully booked during the peak demand hours (mornings.) The instructional model for our most in-demand programs, the STEM and Information Technology sequences, require hands-on lab instruction and skill practice, not general purpose classrooms. Existing classrooms do not have enough power receptacles or Ethernet connections to allow for large group instruction in information technology. Our existing science labs are fully utilized.

The existing one story structures at the Atlas Building and Broadway Café sites are antiquated and have no present capacity to provide instructional facilities. They were acquired for anticipated future expansion of the main campus. However, because the land just to the north has been redeveloped in the last decade, the value of Atlas/Broadway Café for future campus expansion is now diminished. It is unlikely the college could afford to acquire the adjoining buildings and create a large enough footprint to redevelop as an instructional building.

Site D, by contrast, has a greater potential for the college to develop. Combined with the campus' North Plaza it represents a developable parcel of 25,000 sf, rather than Atlas/Broadway's 14,400 sf. Acquiring Site D allows the college to create a weather-protected connection from the new light rail station to the main campus buildings.

All three parcels were evaluated during the 2016-17 review of facilities which was conducted with the assistance of a volunteer real estate advisory committee and the architectural firm of Schreiber Starling & Whitehead. Seattle Central has determined that future campus expansion will be concentrated north of Pine Street.

Sound Transit proposed this exchange of land parcels, contingent on Region 10 Federal Transit Administration approval of a transfer of their beneficial interest in Site D to the Atlas/Broadway Café parcels. Sound Transit is planning to enter into a joint development agreement with Capitol Hill Housing to develop the site as affordable housing.

We have accepted Sound Transit's April 2017 appraised valuation of Site D at \$5.7. Dept. of Enterprise Services commissioned an appraisal of the Atlas/Broadway Café site which placed its value at \$7.37 to \$7.84 million. An update to that October 2016 appraisal has been requested.

Capitol Hill Housing and Sound Transit will jointly develop the Atlas/Broadway Café site as affordable housing and will grant employees of the Seattle Colleges District an opportunity to lease units in advance of marketing the project to the public.



Central · North · South · SVI

OFFICE OF THE CHANCELLOR

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

Process

Seattle Central, Sound Transit and Capitol Hill Housing have agreed to enter into a three party agreement which will memorialize the deal terms in advance of closing.

The Washington State Board of Community and Technical Colleges holds all land parcels and buildings in trust for Seattle Central College. To make this exchange the Seattle Colleges District must receive approval from SBCTC. The Washington State Department of Enterprise Services must conduct any sale. The District has the authority to negotiate terms of this exchange.

Sound Transit and college staff have agreed on a target date of completing this transaction by the end of this calendar year. Knowing the available land footprint, staff and our real estate consultants will begin pre-development work on a new instructional building and “welcome center” on the North Plaza.

September 27, 2017

Louise Chernin
Chair, Board of Trustees
and Members of the Board
Seattle Colleges
1500 Harvard Avenue
Seattle, WA 98122

Dear Chair Chernin and Trustees:

We were asked by Seattle Colleges Chancellor Shouan Pan to serve as an external panel of community leaders as the Colleges undertake significant strategic realignments. Specifically, we were charged with reviewing two important documents under your consideration: the “Achieving System Integration” organizational recommendations prepared by Floten Consultancy and the “Observations, Questions and Recommendations” document prepared by the Committee for District Operations Review, a committee of employees who represented the Seattle Colleges and employee groups across the District. We applaud the overall goals and significant efforts of both of these important and challenging processes, and the many people who have supported the preparation of these reports.

As you know well, for over 50 years Seattle Colleges has offered critical workforce education and training, professional-technical programs, bachelor’s degrees in career areas and transfer degree programs to nearly 50,000 students each year. However, as you know, in recent years, enrollments have dropped dramatically – 13% since FY 2009 (while international enrollment grew by 23%, and is now declining) – a decline worse than statewide trends. Meanwhile, budgets have remained flat or have been reduced over the past five years. Despite these realities, Seattle Colleges staffing has increased, and the cost of educating students has increased by 24% since Fiscal Year 2012. Budgets have been balanced with contracted enrollment and one-time only funding, which is not sustainable.

We are severely concerned with the current pressures and trends the Seattle Colleges are facing, and the lack of a clear path toward sustainability. The critical work and important mission of the Seattle Colleges is at serious risk if a new direction is not established and a new course is not chartered. We are optimistic that the Achieving System Integration process will be placed at the forefront and the crisis facing Seattle Colleges can create tremendous opportunities for the Colleges and its students.

Our panel brings extensive experience and diverse perspectives in higher education administration, organizational development, strategic planning, customer service, regional economic trends and employers’ workforce needs. We are all keenly aware of the imperative to maintain high quality services while also becoming more efficient in today’s fast-paced, rapidly changing, globalized world. In light of our external perspective, we have agreed on the following high-level responses to the two reports. In summary, we support the goals of each document and believe they are very consistent with the goals outlined in the Board’s adopted 2017-2023 Strategic Plan. We strongly encourage this process and support the Board and the Administration’s implementation of the crux of the recommendations included in each report. We find Floten Consultancy’s recommendations to be based on significant evidence, solid benchmarking and a thoughtful analysis of best practices of peer institutions, financial benchmarks and trends, as well as significant consultation with internal and external constituencies.

Opportunities for improvement and strategic realignment must be found, and districtwide opportunities must be seized. We strongly endorse efforts toward centralization where it makes sense, and support

increased efficiencies in areas of administration which do not undermine teaching and learning such as the following:

- Creation of a districtwide Strategic Enrollment Management System, so that functions such as marketing, recruitment, admission, registration, financial aid and course scheduling can be streamlined and become much more efficient. The Colleges' customers, from students to employers potentially hiring college students and graduates, will benefit greatly from a more efficient "one stop shop" of services.
- An integrated and consolidated approach to the District's financial management.
- Hiring of a Chief Information Officer, who will report to the Chancellor, and an integrated and consolidated approach to improve and streamline technology systems and contain costs.
- An integrated and consolidated approach to Marketing and Communications, including web development and SCCTv.
- An integrated and consolidated approach to Human Resources and Professional Development.
- An integrated and consolidated approach to Corporate & Customized Training.
- An integrated and consolidated approach to other areas under exploration such as environmental health and safety, security, emergency planning, capital project planning and implementation, purchasing/procurement and fundraising, including consistently supporting one Seattle Colleges Foundation.
- Exploration of an integrated and consolidated approach to grantwriting, and at least a more coordinated district wide process.
- Continued implementation of a unified approach to external and government relations and strategic planning led by the District.
- Continued exploration of organizational improvements and efficiencies in instruction and student services.

We strongly endorse efforts to set a new strategic direction for Seattle Colleges. It is also critical that the entire district be working toward one mission, vision, values, and set of common goals. As the Board of Trustees works in partnership with district Administration to move forward with implementation of the new direction, we hope that you will strongly support the recommendations in these reports. While some recommendations may be "low hanging fruit," and be accomplished with more achievable change, implementation of some of the recommendations will require significant leadership, innovation and even some risk-taking as the Colleges implement new ways of doing business. Cultural and structural barriers will have to be overcome. It will be critical through this process that College stakeholders -- from students to employees to employers and customers to partners -- be engaged, involved and consulted.

For Seattle Colleges to continue to provide excellent, innovative and accessible educational opportunities and prepare students for a globalized world and a challenging future, strong leadership must be supported. We endorse Chancellor Shouan Pan's initiative in working with the Board, college leadership, staff and students, as well as external stakeholders to facilitate these challenging but exciting changes. As you work with District leadership to grapple with prioritizing areas for integration and support management through organizational change, we ask that you support leadership's efforts to "push the envelope" and charter a new course in order for the Seattle Colleges to be sustained, and to excel.

Seattle Colleges Board of Trustees
September 27, 2017
Page Three

We greatly appreciate the difference you and the entire team at the Seattle Colleges are making in the lives of students, the local workforce and our community. Thank you for the opportunity to review and consider these important recommendations for the Seattle Colleges.

Sincerely,

Daryl Campbell
President & CEO
Seattle Goodwill

Steve Johnson
CEO
Impact Hub Seattle

Suzanne Dale Estey
Partner
Gallatin Public Affairs

Pearl Leung
External Affairs Director
Vulcan, Inc.

Al Davis
Principal
Revitalization Partners

Sandra E. Madrid, PhD
Former Assistant Dean
UW School of Law

Veronica Alicea-Galvan
Judge
King County Superior Court

Steve Mullin
President
Washington Roundtable

**** Note: Organization listings are for identification purposes only and are not a statement of expression of support nor an endorsement by these organizations for any position.***

Cc: Dr. Shouan Pan, Chancellor, Seattle Colleges
Jean Floten, Consultant to Seattle Colleges

MEMORANDUM

TO: Board of Trustees

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

DATE: October 12, 2017

SUBJECT: Chancellor's Report to the Board of Trustees

I. Student Success
a. Enrollment, Enrollment Management

Online registration for orientations makes enrolling easier for new students

Seattle Central recently made a change that makes it easier for new students to navigate the enrollment process. New students can now register for orientations online. In the past, students had to register in person, which required a time-consuming visit. Since the online registration opened in July, each orientation session has been at or near capacity.

Seattle Central integrates student enrollment at SVI

In an effort to better integrate enrollment operations, Seattle Central has taken charge of enrollment for SVI students, beginning with Fall Quarter. This change allows SVI's enrollment team to focus on working directly with students, including holding weekly orientations for new students. Having one enrollment database will streamline operations between the two service locations since SVI is now considered a satellite location. From now on, any student who enrolls in a SVI program will be enrolled as a Seattle Central student.

@ Seattle Colleges, September Episode

SCCtv is excited to have produced a new edition of "@ Seattle Colleges". Last month SCCtv launched a new television program focused on what's happening at Seattle Colleges. The new program will broadcast weekly on Saturdays at 5:30pm and 8:30pm and Sundays at 5:30am on SCCtv's cable channel, Comcast Ch 28, Wave Ch 19, Century Link Ch 8005/8505. The September edition features stories on North's PE Program, Central's 50th Anniversary and South's Hospitality BAS program. One of the segments that appears in the September episode is a video SCCtv created for North about the concept of contextualizing classes for health care-focused students. Here's a link to one of the segments on the show.

<https://youtu.be/D5HB1CIAMFo> .

Welcome Week Activities Connect Students with Campus Benefits and Fun

South Seattle College's Student Services and Public Information Office teamed up to provide new and returning students with support, information, food and fun during the first week of Fall Quarter, September 25-29. "Ask Me" volunteers were stationed around campus the first two days to help students find classes, answer questions and send them into a new year with warm drinks and snacks. On Wednesday, the Clock Tower Plaza came to life with the musical stylings of *D'Vonne Lewis Limited Addition* and a BBQ hosted by Student Life, and on Thursday the Resource and Involvement Fair connected students with campus clubs, resources and fellow students – an experience that can lead to a more successful and engaging higher education experience.

South Welcomes Largest the 13th Year Promise Scholarship Class in 10 Year History

South Seattle College welcomed 150 students to Fall Quarter with their first year of tuition covered in full by the 13th Year Promise Scholarship. It was the largest incoming class in the scholarship program's 10-year history. In advance of Fall Quarter, on September 14, the incoming class celebrated as they finished their three-day "Summer Bridge" orientation, which prepares the scholars for transition from high school to college. During the celebration, students heard inspiring words of encouragement from keynote speaker Seattle City Councilmember Lorena González, South's Interim President Peter Lortz and Vice President of Student Services Rosie Rimando-Chareunsap, South's Foundation Board Chair Cat Arnold, and alumni of 13th Year Promise program.

New to North Information Sessions for Students

The outreach department added "New to North" information sessions, which will occur twice a month at North. North is also reaching out to newly admitted students and inquiries. On Oct. 6, North incorporated a calling campaign into their outreach procedures, in order to check in on newly admitted students for winter quarter 2018. North's Admissions, Registration, Records and Credentials department along with Testing was open on Saturday, Sept. 23 from 10 a.m. to 2 p.m. to assist students wanting to enroll for fall 2017.

13th Year Email Campaign

In partnership with Seattle Public Schools, Seattle Colleges has obtained 2017-2018 directory information for all high school students. The information has been loaded into Seattle Colleges' Customer Relationship Management (CRM) system. North, South, and Central will target an email campaign to high school seniors at our 13th year schools (Ingraham, Garfield, West Seattle and Chief Sealth) this fall and measure the response and follow up activities. This is the first time the CRM will be used to manage 13th year communications across the Seattle Colleges.

b. Student Learning, Retention and Completion

Attorney General Bob Ferguson Speaks at Campus

Washington State Attorney General Bob Ferguson spoke at North Seattle College on Oct. 10 and shared an insider's look on the legal challenges and tactics the state faces in the wake of new federal orders and policy changes, including the halting of the Deferred Action for Childhood Arrivals (DACA) program and a January Executive Order to restrict travel to the U.S. from citizens and refugees from six predominately Muslim countries. This was Ferguson's first time speaking at the college. He was introduced by President Warren Brown and held a brief question and answer following his presentation in the college's former cafeteria.

Ribbon Cutting for New Active Learning Classroom

North Seattle College held a ribbon cutting for a new Active Learning Classroom on Sept. 22. The college was selected to receive an active learning classroom through the Active Learning Center program, a grant initiative founded by Steelcase Education. The installation of the classroom is valued at \$65,000 and includes movable furniture, design, onsite training, installation, and a pre- and post-occupancy measurement tool. The new active learning classroom is located in the Arts and Sciences building. During Fall Quarter, the space will be broken in with the course, Atoms to Ecosystems, which combines the first quarter of general chemistry and biology in a supportive learning community.

NSC Students visit Kogakuin University

10 North students from Japanese class 121 went to Kogakuin University in Tokyo, Japan this summer as a part of an academic cooperation agreement between the two schools. The students stayed in traditional Japanese-style rooms with Tatami mats and futon sets, through Kogakuin University campus housing. Five to six Kogakuin students stayed in the housing each day with the North students to give them a true local experience. North students took Japanese class in the mornings and spent the rest of the day taking in the sights and sounds of the city.

Seattle Central launches new app for students

Students now have an easier time navigating campus and connecting with fellow students thanks to a new mobile application. Created in conjunction with OOHLALA, a developer that has worked with hundreds of colleges and universities, the smartphone app enables students to perform a variety of key functions, such as viewing class schedules, learning about events, reading college news and connecting with fellow students. Citing a need for better communication, student government leaders decided last year to use student funds to pay for the app.

South's Nursing Program Approved by Nursing Commission

The Washington State Nursing Care Quality Assurance Commission has approved South Seattle College's Nursing program in advance of Fall Quarter, a huge milestone for South and the Seattle Colleges District's Nursing program. Several years of hard work have gone into restructuring both the District and South's program. South will now offer the Associate in Nursing Direct Transfer Agreement/Major Related Program (AN DTA/MRP) degree to train registered nurses. This is the same nursing degree offered by Seattle Central and North Seattle Colleges. It is serendipitous that the college's new cohort of nursing students will start their education in our new Cascade Hall building, and two new full-time faculty members have recently been hired. Maria Azpitarte, Kim Robitaille, and Jennifer Lowe from South were critical in making this milestone a reality, and also pivotal in this work were faculty and staff from North and Central as the programs came together to build this new curriculum and revamp the program(s).

Seattle Central hosts students from Taiwan

Students studying Chinese at Seattle Central spent an afternoon in late August hosting students from Yunlin University, located in Taiwan. Seattle Central instructor Tsai-En Cheng, who teaches Chinese, coordinated the visit as an opportunity for her students to participate in a cultural exchange. Students from each college learned about differences in culture, communication and the education system in their respective countries. Following the presentation, each college exchanged gifts.

II. Financial Health

a. College/District Budgets

Revenue Forecast Update from SBCTC

The State Board's work on the system's 2018 Supplemental Budget Request continues. The State Board adopted WACTC's budget recommendations at its September retreat. The total request will be approximately \$16 million. Here is a summary of the requests that will be included:

- **\$3.5 million to Invest in Teaching and Learning** – This funding will be used by districts to address critical faculty staffing issues that impact student outcomes. Depending upon local priorities, the funding would be used to provide increments that encourage professional development and faculty retention and/or improve student support and access to teachers by hiring more full-time faculty and lessening reliance on part-time instructors.
- **\$10 million for Adjustment to Compensation Funding** – This funding will be used to make up the shortfall between the amount provided to pay for employee salary increases and the new revenue projected from the tuition increase.

- **\$1.1 million to Allow Opportunity Grant and other SBCTC Financial Aid Programs to Keep Pace with Tuition Increases** – This funding will be used to maintain participation rates and award amounts within the Opportunity Grant and other State Board financial aid programs.
- **\$2.2 million for Student Success/Guided Pathways** – Improving student achievement and success is the system’s highest priority. Guided pathways is a proven model that substantially increases college completion rates by streamlining curriculums, providing additional student guidance and giving students a clear a road map for their college career.
- **Move Maintenance and Operations Funding Authorization from Capital Budget to Operating Budget** – This policy change would move the authority to access funds in the Capital Contraction Account from the capital to the operating budget, allowing colleges to maintain safe learning and working environments.

b. College/District fundraising and grant activities

Dollars raised in September

In September the district foundation received and dispersed to the colleges \$125K for current use scholarships from Costco. This brings the total disbursement for scholarships from the District this year to a total of: \$542,450.18 . At the end of September, the District Foundation received a \$100K gift to set up an endowment for the Martin Luther King Dream Scholarship. Along with the \$100K check, a current use check for \$5K was received to implement the MLK Dream Scholarship during the current school year.

Support of fundraising efforts

District Advancement worked collaboratively with Workforce Development on the long-term strategy and application for the \$550K grant through JPMorgan Chase submitted on August 30, 2017. Advancement also worked collaboratively with both Central and North regarding the next concept for the Norcliffe Foundation. The Norcliffe Foundation will be making a visit to North Seattle College on October 27th to meet with the president, staff, and students to learn more about the concept and the required support.

Raiser’s Edge work

Training on the new Raiser’s Edge system, including the coding, processes, and policies begins in October. Of the 431 potential major donors identified through the analytics work on the new Raiser’s Edge system, 223 of these potential donors have been identified as alumni of Seattle Colleges.

III. Strategic Planning/Strategic Initiatives

Convocation: Mission, Vision, Values, Goals Presented to Employees and Partners

Trustee Chernin, Trustee Hill, the three college presidents and the chancellor together hosted a Convocation breakout session on Sept 20, with a specific focus on the new Seattle Colleges Mission, Vision, Values, and strategic Goals. Dozens of faculty, staff, and administrators engaged in a meaningful discussion about the new Strategic Plan and its significance for guiding the strategic and operational focus for the district for the next 5 years.

In the afternoon of the 2017 Convocation Day, Chancellor Pan hosted special community reception in Pacific Tower to publicly unveil the new Mission, Vision, Value and Strategic Goals. Over a dozen community leaders from the the State, City, University of Washington, Seattle Public Schools, the Providence Hospitals, WA Credit Union were on hand to help celebrate the beginning of a new Strategic process at Seattle Colleges. At the same event, Board Vice Chair, Trustee Hill, and Chancellor Pan formally recognized former Trustee Jorge Carrasco for his long-term service to Seattle Colleges and presented him with a certificate and plaque on behalf of the Board of Trustees.

IV. External Affairs

a. Legislative engagement

Engaging Speaker Chop on SCC's Real Estate Options

President Edwards Lange and her staff of Seattle Central College and Chancellor Pan met with Speaker Chop and staff in September to explore options concerning lease or sale options for several buildings owned by Seattle Central, including Site D. and South Annex. Future Options related to the SVI building were also explored. Conversations concerning Seattle Central's Real Estate are complex and will continue.

Laverne Lamoureux Announced Retirement

Seattle Colleges' Director of Government Relations, Laverne Lamoureux, is scheduled to officially retire beginning November 2017. She will take vacation days during the Month of October. We recognize and thank you Ms. Lamoureux for her dedication and successful efforts on advancing the legislative agenda, both at the City and state levels, on behalf of Seattle Colleges.

b. Business/Community/Partnerships

Partnerships with JPMorgan Chase and Seattle Housing Authority

Beginning in 2014, JPMorgan Chase funded the Workforce Opportunity System, a partnership between Seattle Colleges, Seattle Housing Authority (SHA), and the Workforce Development

Council of Seattle-King County. For the past three years, project partners have provided career training and support services to assist SHA residents with securing middle-wage jobs. Seattle Colleges funded two college navigators through the grant, and the navigators have served 431 students, with over 250 enrollments across all three colleges. Recognizing the necessity and success of the navigator function, SHA will provide funding to maintain the two navigators when JPMorgan Chase shifts funding to a new project this fall. Workforce Development and the Seattle Colleges Foundation have collaborated on a new \$550K JPMorgan Chase proposal for 2017. The grant will provide funding to carry out the Workforce Development 2017 - 2019 Work Plan, developed by the Executive Deans and Basic Studies Deans at each college. Initiatives within the Work Plan include transitioning programs to accelerated modalities, building regional healthcare and IT pipelines, and streamlining transitions from Basic Skills into career-training programs.

Pacific Tower wins award

The Pacific Tower project has been selected by the National Development Council as one of four semi-finalists for a national award in the “Rebuilding our public infrastructure” category. Seattle Central, whose Health Education Center is a tenant in the revitalized historic building, played a major role in developing the project. The project was nominated based on the innovative financing model, impact on the local community and the partnerships between state, local government, higher education and local non-profits to rehabilitate the building and improve community health. The attendees at the NDC’s Academy will select a winner this month. The tower is also in the running for two additional categories, the President’s Award and the Chairperson’s Award.

DACA info session held on campus

Seattle Central’s Multicultural Services office and the Office for Diversity, Equity and Inclusion organized two Deferred Action for Childhood Arrivals (DACA) information sessions – held last month and this month -- to help students cope with the uncertainty around President Trump’s decision to rescind the program. The sessions provided important information on what the program’s cancellation means for students now and in the future. The first session counseled DACA students about renewing their status prior to the Oct. 5 deadline. The second session focused on next steps post-deadline.

Supporting the White Center Community Development Association

South Seattle College’s Brockey Center was the host location for the White Center Community Development Association’s 15th Anniversary Fundraising Gala on September 22. Several members of South’s leadership team attended the event in support of the WCCDA’s mission to revitalize the amazingly diverse White Center community (located just south of the college)

through economic development, increased educational access, and community connections and events. It was an honor to host and support WCCDA's work as it closely aligns with our college's mission to support our community members with accessible, affordable educational and workforce placement opportunities.

SCCtv's New Show "Challenge 2.0"

SCCtv is working with Jeff Renner, former weather anchor at KING 5 News, who is resurrecting a program that used to broadcast in the early 1960's on KOMO TV called "Challenge." That show looked at social issues of the day through a faith-based lens and was hosted by Rabbi Levine and Father Treacy. 50 years later, given the trying times we now live in, Renner is bringing the show back to the air, calling it "Challenge 2.0." Renner hosts the show- that now airs on SCCTV - along with a group of panelists.

V. Pride Points

ACCT Leadership Congress Presentations

Trustee Chernin, Trustee Gayton, Trustee Hill, Chancellor Pan, and Associate Vice Chancellor Malcolm Grothe attended the 2017 ACCT leadership Congress, Sept 23-28, in Las Vegas.

Trustee Gayton, Chancellor Pan, and AVC Grothe were invited to present several different panel and breakout sessions on Applied Baccalaureate Programs during the 1st Baccalaureate Summit. Trustee Hill and Chancellor Pan also served on a Panel on Fiscal Planning and Accountability

Instructor's art shines light on homelessness

Faculty member Tatiana Garmendia has created an art installation to draw attention to the plight of homeless individuals and families in the Seattle area. Titled, "No Hiding Place Down Here," her work depicts a homeless encampment, using paintings, tents, video and other media, to show real people who are experiencing this pressing issue. It was on display through mid-October at the Seattle Presents Gallery at Seattle Municipal Tower downtown. Garmendia, who teaches drawing, painting and other art courses, has experienced homelessness personally. Growing up in Cuba, her family was evicted from their home for political reasons and forced to stay in a shelter.

NSC Classified Employees of the Quarter

For the first time in its history, the STARS committee, an authorized and representative committee of Classified Staff, which acts as a liaison between Classified staff and the college President, awarded joint Employee of the Quarter Awards to members of North's web team. Luv Sharma, web applications developer, and Nico Inzerella, web/UX designer, received awards for their work on the design and development of North's new website. The site was launched in June 2017.

Vice President of Instruction Accepted for Executive Leadership Institute

North's Vice President of Instruction Kristen Jones was selected through a competitive process to attend the Executive Leadership Institute hosted by the League for Innovation in the Community College. Dr. Jones was among only 38 participants in the country selected by a panel of national community college leaders. The institute sessions will be from Dec. 10 through Dec. 14.



To: Seattle Colleges District Board of Trustees

From: Annette Stofer, AFT Seattle President

Re: Report for October 2017

As I write this, we are just a few days into Fall Quarter. There have been very few reports of issues negatively impacting instruction. That is great news. Kudos to everyone who works to make sure the classrooms, computers, and support services are ready. The only things that have been brought to my attention are: Incidents of disruptive students that prompted information about how best to handle such situations; and the beautiful new building at South not being fully ready. It is a fabulous facility, though. I was able to tour it with some of my colleagues who will be teaching in the building. What a giant step up from the old Cascade Court.

AFT Seattle has a new Executive Board, and we met for a pre-Fall retreat on September 18 at Pacific Tower. The group brings energy, enthusiasm, and great ideas to our work. I am looking forward to our work together, and I believe the board will make important contributions to our college communities. Already, we are sending an officer to AFT's Human & Civil Rights Conference; we are attending the Economic Opportunity Institutes upcoming event where one important topic is free higher education; and during the summer, several officers attended leadership trainings that benefit our organization.

There are a number of changes in the new CBA for the faculty that will need to be implemented in the upcoming weeks and months. We have three new joint committees to establish so that they can begin work that will be valuable to us in many ways. There is always an on-going educational process that goes with our contract. We will be working with our officers and faculty on that. And we hope to keep dialog open with administrators so that we are operating with matching interpretations of how things are meant to be.

Thank you.



MEMORANDUM

TO: Board of Trustees
Seattle Colleges District

FROM: Dakota Chronis
Student Body President
North Seattle College

DATE: October 12th, 2017

SUBJECT: STUDENT ADMINISTRATIVE TEAM REPORT -Information Only

NSC Student Leadership and Multicultural Programs has made some exciting progress with our team and is eagerly looking forward to the challenges and successes that Fall Quarter will bring.

- **Student Leadership and Multicultural Programs** - The Student Leadership Hiring Team from the 2016-2017 school year has certainly outdone themselves as the 2016-2017 Student Leaders have already begun to show great promise. In the first week of the quarter, school can be hectic. Despite this, I have personally seen a large percent of Student Leaders already present in the office space on campus, working avidly to ensure that the start of the academic year goes well for our organization. This school year there are many returning leaders from last year's team, including myself. Throughout the summer, we have gone through rigorous training covering a plethora of topics such as the roles and responsibilities of each Student Administrative Team member as well as each Board Member, the policies and procedures of the North Seattle College institution in addition to the greater Seattle Colleges District structure, and diversity and inclusion training around race, ability, sexual orientation, gender/gender identity, cultural competency, and identity. Activities during these trainings have included, but are not limited to: interactive workshops, lecture-style presentations, personal and group reflections, and team-building activities.
- **Welcome Day Barbeque** - With the start of the quarter already underway, the organization of Student Leadership is all working together to ensure the first event of the school year will be an even bigger success than the last. Stay tuned for the next report where the event is discussed in further detail.