

SHORELINE COMMUNITY COLLEGE
BOARD OF TRUSTEES REGULAR MEETING OF JULY 20, 2022
4:00 PM Regular Session – Board Room (#1010M), Bldg. 1000
Remote Option via Zoom: <https://us02web.zoom.us/j/86238744090> -or-
 (253) 215-8782 • Meeting ID: 862 3874 4090

A G E N D A

4:00 PM – REGULAR SESSION			
No.	AGENDA ITEM	RESPONSIBILITY	TAB
1.	Convene Regular Meeting & Land Acknowledgement	<i>Chair Kim Wells</i>	
2.	Report: Chair, Board of Trustees	<i>Chair Kim Wells</i>	
3.	Consent Agenda a. Approval of Previous Meeting Minutes • Regular Meeting of June 22, 2022	<i>Chair Kim Wells & Trustees</i>	
4.	Communication from the Public Public comment(s) will be presented to the Board verbally. • <u>For attendees attending in-person</u> : Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 3:45 PM–4:00 PM on July 20, 2022. • <u>For attendees connecting online</u> : Please sign up to provide a public comment via the Chat function in Zoom between 3:45 PM–4:00 PM on July 20, 2022.	<i>Chair Kim Wells</i>	
5.	Report: Full-Time Faculty Black, Brown & Asian American Pacific Islander Cluster Hires: Outcomes & Onboarding Plans	<i>Veronica Zura & Phillip King</i>	
6.	Report: Financial & Budget Update	<i>Bob Williamson</i>	
7.	Report: FY 2021 Financial Statement Audit	<i>Bob Williamson</i>	
8.	Action: Resolution No. 164—Commending Service of Trustee Catherine Post D’Ambrosio, PhD, RN	<i>Chair Kim Wells</i>	1
9.	Discussion: Board of Trustees Summer Retreat	<i>Chair Kim Wells</i>	
10.	Report: College President	<i>Jack Kahn</i>	
11.	Constituent Report: Shoreline Faculty	<i>Eric Hamako</i>	
12.	Constituent Report: Shoreline Classified Staff	<i>Ric Doike-Foreman</i>	
13.	Waves of Gratitude	<i>Jack Kahn</i>	
14.	Executive Session pertaining to: • RCW 42.30.110(1)(g)	<i>Chair Kim Wells</i>	
15.	Action: 2022 Exceptional Faculty Award	<i>Phillip King & Veronica Zura</i>	2
16.	Report: Closing Remarks – Board of Trustees	<i>Trustees</i>	
17.	Action: Adjournment	<i>Chair Kim Wells</i>	

SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JUNE 22, 2022

MINUTES – STUDY SESSION

The study session of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Vice Chair Eben Pobe at 3:06 PM by audio/visual conference. A quorum of the Board was present either in-person or remotely.

2022-2023 COLLEGE OPERATING BUDGET

Business & Administrative Acting Vice President Bob Williamson went over a slide presentation (attached) which included:

- Key points for 2022-23 budget
- What is the “budget”?
- What is the “operating budget”?
- Enrollment projections
- Revenues
- 2022-23 Operating Revenue
- Expenses – Personnel
- Expenses – Non-personnel
- 2022-23 Operating Budget Expenses
- International Education
- Proposed 2022-23 Operating Budget → DRAFT – 2022-23 Operating Budget (attached)
- Fee increases
- Recap

Vice Chair Pobe called for a five-minute break before the commencing of the regular session.

MINUTES – REGULAR SESSION

The regular session of the Board of Trustees of Shoreline Community College District Number Seven was called to order by Vice Chair Eben Pobe at 4:05 PM by audio/visual conference. A quorum of the Board was present either in-person or remotely.

MEMBERS PRESENT

Trustees Rebecca Chan, Tom Lux, Eben Pobe, and Kim Wells were present either in-person or remotely.

Assistant Attorney General (AAG) Tricia Boerger represented the Office of the Attorney General remotely.

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REGULAR MEETING OF JUNE 22, 2022

REPORT: CHAIR, BOARD OF TRUSTEES

Vice Chair Pobee spoke about the June 18, 2022 Commencement ceremonies and thanked everyone who made the ceremonies, a success.

CONSENT AGENDA

Vice Chair Pobee asked the Board to consider approval of the consent agenda. On the agenda for approval:

- a. Minutes from the special meetings of May 24 & 25, 2022.

Motion 22:38: Motion made by Trustee Wells to approve the consent agenda.

Motion seconded by Trustee Lux. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobee, Kim Wells) for this action item, voted *aye* to approve the motion.

COMMUNICATION FROM THE PUBLIC

Per the agenda for the June 22, 2022 regular meeting (“session”) of the Board of Trustees:

Public comment(s) will be presented to the Board verbally.

- For attendees attending in-person: Please sign-up to provide a public comment on the speaker sign-in sheet in the Board Room between 3:45 PM–4:00 PM on June 22, 2022.
- For attendees connecting online: Please sign up to provide a public comment via the Chat function in Zoom between 3:45 PM–4:00 PM on June 22, 2022.

No one signed up to provide public comment(s).

COLLEGE UPDATES

ctcLink

Technology Support Services Acting Director Gavin Smith went over a slide presentation which included:

- Background
- ctcLink Go-Live Highlights
- Current & Ongoing Challenges
- Stabilization & Support Recommendations

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General Education Outcomes Changes

Institutional Assessment & Data Management Executive Director Bayta Maring went over a slide presentation (attached) which included:

- Layers of Outcomes at Shoreline
- Revision Goal
- Programs at Shoreline
- Stakeholders Voices
- How do they apply to ALL programs?
- New Name for the Gen Ed Outcomes
- Shoreline Student Learning Outcomes
- Other Considerations
- Looking Ahead

REPORT: ENROLLMENT

Institutional Assessment & Data Management Executive Director Bayta Maring went over a slide presentation (attached) which included:

- Spring Quarterly Enrollment Update (Spring 2021; Spring 2022; Change)
- Annual Enrollment Update
- Enrollment Trends and COVID-19 & Shoreline Comparison
- FTE by Student Mission Area & Shoreline Comparison
- Recruitment and Retention & Shoreline Comparison
- Summer Preview

REPORT: FINANCIAL & BUDGET UPDATE

Business & Administrative Acting Vice President Bob Williamson went over a document entitled *2021-22 Revised Operating Budget, Revenues and Expenses—May 2022* (attached) which included 2021-2022 revenues and expenditures as of May 31, 2022.

REPORT: 2022-2023 COLLEGE OPERATING BUDGET

Acting Vice President Bob Williamson provided a recap of the study session related to the 2022-2023 College Operating Budget.

ACTION: 2022-2023 COLLEGE OPERATING BUDGET

Acting Vice President Bob Williamson read tab 1 [Action: 2022-2023 College Operating Budget].

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Motion 22:39: Motion made by Trustee Lux to approve the 2022-2023 College Operating Budget.

Motion seconded by Trustee Chan. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

ACTION: MEMORANDUM OF UNDERSTANDING BY AND BETWEEN SHORELINE COMMUNITY COLLEGE AND THE SHORELINE COMMUNITY COLLEGE FEDERATION OF TEACHERS REGARDING ARTICLE XXX AND THE DURATION OF THE AGREEMENT

Vice President Phillip King gave an overview of the Memorandum of Understanding, followed by reading tab 2 [Memorandum of Understanding By and Between Shoreline Community College and the Shoreline Community College Federation of Teachers Regarding Article XXX and the Duration of the Agreement].

Motion 22:40: Motion made by Trustee Wells to approve the Memorandum of Understanding as written and to include the right article number.

Motion seconded by Trustee Lux. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

ACTION: SUMMER & FALL 2022 SERVICES & ACTIVITIES (S&A) BUDGET

Director Sundi Musnicki read tab 3 [Action: Summer & Fall 2022 Services & Activities (S&A) Budget].

Motion 22:41: Motion made by Trustee Lux to approve the Summer and Fall 2022 Services & Activities (S&A) Budget.

Motion seconded by Trustee Wells. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

ACTION: BOARD OF TRUSTEES 2023 REGULAR MEETING SCHEDULE

Board Secretary Lori Yonemitsu read tab 4 [Action: Board of Trustees 2023 Regular Meeting Schedule].

Motion 22:42: Motion made by Trustee Wells to approve the Board of Trustees 2023 Regular Meeting Schedule.

SHORELINE COMMUNITY COLLEGE
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Motion seconded by Trustee Chan. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

REPORT: SHORELINE PRESIDENT

Interim President Hanson's report included recent events he attended: the Lavender Graduation; Employee Social; Nursing Graduation Ceremony; and the Commencement Ceremonies. "All of these were in-person and I'm thankful that I was able to meet so many people in-person that I've only seen in Zoom meetings up to this point. The commencement ceremonies were very successful and the speeches from the student and faculty speakers, powerful and moving."

Interim President Hanson noted that he was asked by several people to say a few words at the Board's June 22nd meeting as it was his last meeting. He remarked, "the work of Peter Senge came to mind and I'm going to do a brief PowerPoint [*The Fifth Discipline-The Art and Practice of the Learning Organization by Peter Senge* (attached)] on his work and say a few words about how I see connections to my experiences here at Shoreline."

"My final thoughts are to continue to do this good work, be aware of the mental models that can sometimes get in the way, try to consciously be aware of them, and encourage one another to think creatively and to do that in situations where people gather together and, are comfortable and willing to share their thoughts and ideas."

CONSTITUENT REPORT: SHORELINE ASSOCIATED STUDENT GOVERNMENT

Associated Student Government (ASG) President Sunshine Cheng read statement (attached).

CONSTITUENT REPORT: SHORELINE FACULTY

Professor and SCCFT President Eric Hamako read *Statement to the SCC Board of Trustees* (attached).

CONSTITUENT REPORT: SHORELINE CLASSIFIED STAFF

IT Administrator & Chief Shop Steward Ric Doike-Foreman was unable to join the meeting to present the report on behalf of the Classified Staff.

REPORT: CLOSING REMARKS – BOARD OF TRUSTEES

Trustee Lux:

- Wished ASG President Sunshine Cheng best of luck and that her leadership and insight, was appreciated.
- Recognized and thanked Steve Hanson for his leadership during his tenure as the College's interim president.

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- Welcomed Jack Kahn as the College’s new president.
- Noted that “we will be electing a new chair and vice chair tonight” and “wished them well.”

Trustee Wells:

- Spoke about what the College has gone through—from the “pandemic that we’re still in, to the really special commencement ceremony,” noting, “think this is a very exciting time for the College.”
- Thanked Steve Hanson for “stepping in, in an interim role, for his ability to listen to various groups around the campus and help pave the way for Dr. Kahn.”
- Wished ASG President Sunshine Cheng all the best and referred to Sunshine’s challenging the system to providing equity and access, as “such a key piece as we think about our journey in the DEI space.”
- Shared the Board will be reflecting on its own goals during the Board’s summer retreat and working with Dr. Kahn on the goals he will set forth.

Trustee Pobeec:

- Thanked everyone. “It’s been fantastic. I can’t imagine what Steve thought when he was coming in. He gave his very best.”
- Spoke about commencement and being moved and touched by Sunshine’s speech. “It gave us a lot to think about. It’s not about us, it’s about the students. They are the priority, and the reason why we are all there. We should continue to see that.”
- Spoke of his high school’s motto: Right in the corner where you are. “Wherever you find yourself, I strongly believe you have to give of your very best and that will make a huge difference.”

ACTION: ELECT BOARD OF TRUSTEES OFFICERS (2022-2023) •CHAIR •VICE-CHAIR

Lori Yonemitsu, Secretary to the Board of Trustees & Executive Assistant to the President read tab 5 [Action: Elect Board of Trustees Officers (2022-2023) •Chair •Vice Chair].

Trustee Pobeec responded in the affirmative when Trustee Lux stated and asked, “It is my understanding that Trustee Pobeec, due to his other obligations, is not accepting a nomination tonight. Is that correct?”

Motion 22:43: Motion made by Trustee Lux, nominating Trustee Kim Wells to serve as the 2022-2023 Chair of the Board of Trustees.

Motion seconded by Trustee Chan. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobeec, Kim Wells) for this action item, voted *aye* to approve the motion.

SHORELINE COMMUNITY COLLEGE
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Motion 22:44: Motion made by Trustee Lux, nominating Trustee Rebecca Chan to serve as the 2022-2023 Vice Chair of the Board of Trustees.

Motion seconded by Trustee Wells. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

EXECUTIVE SESSION PERTAINING TO RCW 42.30.110(1)(i); RCW 42.30.140(4)

At 6:05 PM, Vice Chair Pobe announced that the Board would convene in executive session for twenty minutes or as extended by the Board for the purposes of: (1) Discussing with legal counsel matters relating to litigation or potential litigation to which the College is, or is likely to become, a party and (2) Collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, and discussions relating to the interpretation or application of a labor agreement; or (b) planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress.

Vice Chair Pobe noted that adjournment of the meeting will follow the executive session.

Executive Session commenced at 6:11 PM.

At 6:31 PM, it was noted/announced in the open session's *Zoom Room* that the Board was extending its executive session by five minutes.

ADJOURNMENT

Motion 22:45: Motion made by Trustee Chan to adjourn the meeting.

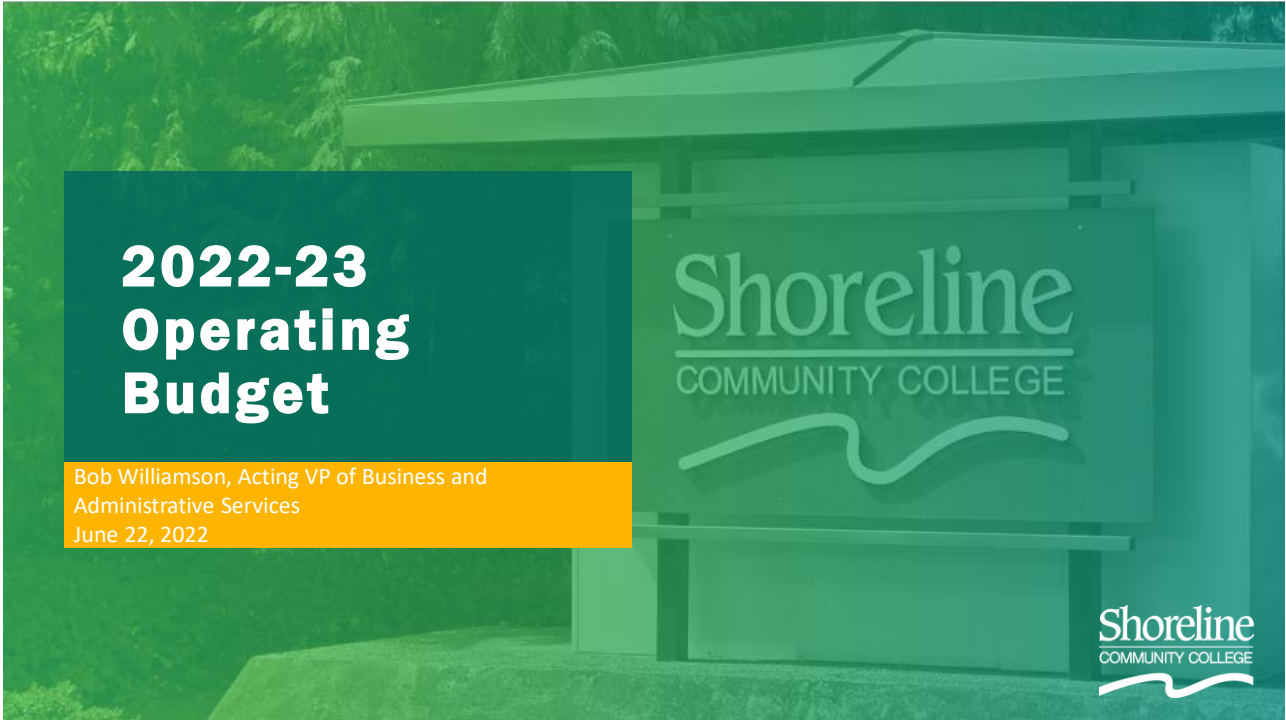
Motion seconded by Trustee Wells. All four Trustees present (Rebecca Chan, Tom Lux, Eben Pobe, Kim Wells) for this action item, voted *aye* to approve the motion.

Vice Chair Pobe adjourned the meeting at 6:37 PM.

Signed _____
Eben Pobe, Board Vice Chair

Attest: July 20, 2022

Lori Y. Yonemitsu, Secretary



1

Bottom line

Using data informed enrollment projections, conservative revenue estimates, net zero baseline expenses, and \$2.8 million in new state funding. Shoreline is presenting a balanced operating budget for 2022-23 without requiring any reductions in full-time permanent positions or cuts in programs or services.



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Key points for 2022-23 budget

- Intentionally used conservative budget approach and kept process simple this year due to demands of other college priorities, such as ctcLink, and transition in college leadership
- Operating budget will grow from \$47.5M to \$48.8M, due primarily to increase in state allocation
- Bulk of state increase is earmarked for wage/benefit increases
- Domestic FTES are projected to decline by 10% and International by 11%, reducing tuition revenue estimates by \$1.7M from current year
- 32% of budget depends on hitting enrollment targets
- Expenses include both “net zero” baseline spending estimates and increases in must-fund items (such as wages and benefits)



What is the “budget”?

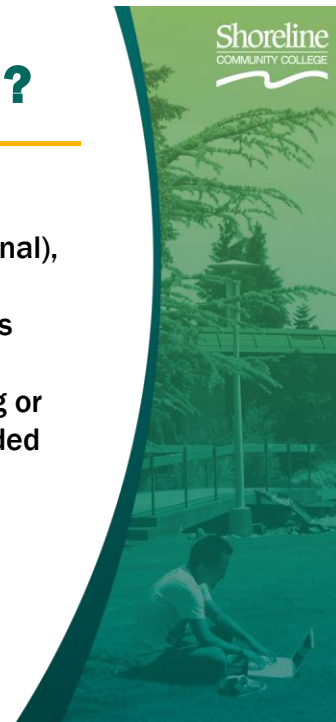
- It is the annual spending plan of the college
- It is a "look ahead" document, not a fiscal document or financial report
- It is snapshot in time that captures the college's revenue and expenditure assumptions based on the best information available at the time it's developed



What is the “operating budget”?

The operating budget includes revenues and expenses required for day-to-day operations:

- Revenue: state allocation, tuition (state support and International), Running Start reimbursement, student fees, grants
- Expenses: salaries, benefits, and standard non-personnel items (goods and services, contracts, travel, etc.)
- It does not include auxiliary services accounts, such as parking or student housing, or cash reserves. Those reports will be provided separately during the summer.



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Enrollment projections

Category	21-22 Budgeted	21-22 Mid-Year Adjusted	22-23 Projections	Difference	Notes
State support	3,129	2,999	2,699	-300	10% decrease
International	526	660	588	-72	11% decrease
Running Start	292	249	249	0	No change
CECO	159	170	170	0	No change
	4,106	4,078	3,706	-372	

- **State support FTES: 10% decrease** from mid-year adjusted projection
- **International FTES: 11% decrease** from mid-year adjusted projection
- **Running Start FTES: no change** from mid-year adjusted projection
- **CECO FTES: no change** from mid-year adjusted projection
- Overall, 2022-23 budget is based on 10% decline in enrollments

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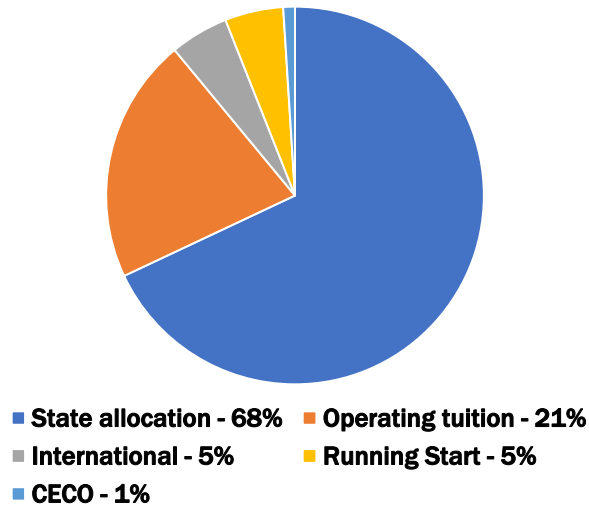
Revenues

Source	2021-22	2022-23	Difference	Notes
State Allocation	\$31,057,551	\$33,856,901	+\$2,799,350	
Tuition	10,354,133	9,363,611	-990,522	2.4% tuition increase, 10% enrollment decline
International	3,287,030	2,556,495	-730,535	2.4% tuition increase, 11% enrollment decline
Running Start	2,116,982	2,163,312	+46,330	7.06% rate increase, steady enrollment
CECO	727,701	951,320	+223,619	Steady enrollment
Totals	\$47,543,397	\$48,891,639	+\$1,348,242	

- **State allocation:** \$2.8M in new funding for wage adjustments, changes in benefits, Guided Pathways, and other provisos
- **Operating Tuition and International Tuition:** 2.4% rate increase
- **Running Start:** 7.06% rate increase for non-vocational students
- Tuition increases are not sufficient to offset projected losses in revenue due to 10% decline in domestic FTES and 11% in International FTES

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2022-23 Operating Revenue



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Expenses - Personnel

Category	2021-22	2022-23	Difference	Notes
Exempt	\$5,175,112	\$5,569,364	+\$394,252	3.25% WA, AD's salary, Business Analysts
FT Faculty	10,197,564	10,446,188	+248,624	4.74% COLA, faculty conversions, tenure
PT Faculty	9,124,446	8,937,688	-186,758	4.74% COLA, decrease due to enrollment drop
Classified	6,365,784	6,459,703	+93,919	3.25% WA, increments, new positions
Hourly/Others	578,233	628,233	+50,000	\$50K for employee backfill
Benefits	10,146,056	10,646,056	+500,000	State increases, employee leave cash outs
Totals	\$41,587,195	\$42,687,232	+\$1,100,037	

- **Wage increases:** based on 96% position fill rate
- **New faculty positions:** 7 FT conversions
- **New classified positions:** Payroll Technician, permanent funding for PS 2 in SLES
- **New admin/exempt positions:** 3 ctcLink Business Analysts (funded within existing operating budget), conversion of IE manager position to Asst Director

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Expenses – Non-personnel

Category	2021-22	2022-23	Difference	Notes
Contracts	\$320,500	\$320,500	\$0	Net zero
Goods & Services	3,926,457	4,044,589	+118,132	Cuts restored, BA position, innovation grants
Travel	102,270	102,270	0	Net zero
Foundation Support	0	181,047	+181,047	Quid pro quo agreement requirement
Capital Outlays/Assets	533,999	420,099	-113,900	BA position

- **Goods and Services:** partial restoration of current year cuts, \$240,000 moved to Exempt salaries for BA positions, \$100,000 added for Innovation Grants
- **Foundation Support:** Covered by BOT reserves for 3 years. \$181,047 is additional “must fund” portion of \$350,000 quid pro quo commitment (\$114,317 is already in operating budget and remaining \$54,636 is in-kind).
- **Capital Outlays/Assets:** \$113,900 moved to Exempt salaries for BA position

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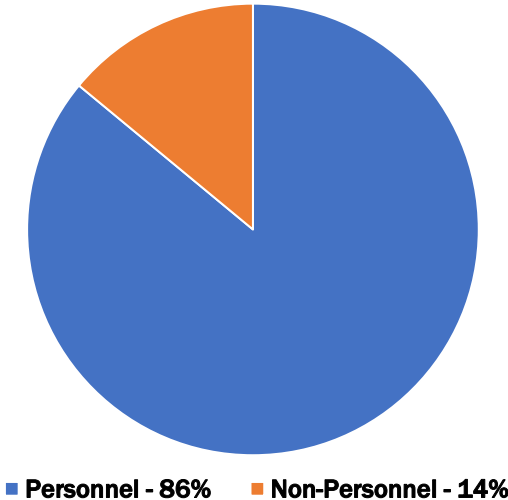
Expenses – Non-personnel

Category	2021-22	2022-23	Difference	Notes
Computers/Hardware	205,923	205,923	0	Net zero
Client Services/FA	828,543	828,543	0	Net zero
Debt Service	382,419	389,236	+6,817	Energy grant and PUB COP payments
Inter Agency	(368,200)	(368,200)	0	Net zero
TOTALS	\$5,931,911	\$6,124,007	+\$192,096	

- **Debt Service:** Foundation has provided \$340,000 for next year’s loan payment on the HSAMCC

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2022-23 Operating Budget Expenses



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International Education

	2021-22	2022-23	Difference
Total Revenue	\$5,896,656	\$5,166,121	(730,355)
Operating budget contribution	3,287,030	2,556,495	(730,535)
Program operating revenue	\$2,609,626	\$2,609,626	\$0
Program operating expenses	\$2,609,626	\$2,609,626	\$0
Surplus/deficit	\$0	\$0	\$0

- The difference in IE tuition revenue is due to changes in FTE projections. In October 2021, estimates were raised from 526 as originally budgeted to 687, reflecting actuals from summer and fall quarters. For 2022-23 we are budgeting 588 FTES (99 fewer), which accounts for the \$730,335 decrease in revenue.

Proposed 2022-23 Operating Budget

Fee Increases

Nursing Exam Soft fee:

- Current - \$20 per quarter
- Proposed - \$35 per quarter

Nursing Academic Resources fee:

- Current - \$0 per quarter
- Proposed: \$260 per quarter for six quarters, \$175 per quarter for 10 quarters

Duplicate Diploma fee:

- Current: \$0
- Proposed: \$13



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Recap

- 2022-23 budget is balanced without cutting permanent full-time positions or reducing programs or services
- Projecting 10% decline in state-support enrollment and 11% decline in International Education
- State allocation increased by \$2.8 million, mostly to fund wage and cost of living adjustments for staff and faculty
- Tuition rate increases are not sufficient to offset projected revenue losses due to declining enrollment
- Expenses include both “net zero” baseline budget, increases in must-fund items
- Budget intentionally built on conservative estimates
- 32% of budget depends on hitting enrollment targets



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Questions?



DRAFT - 2022-23 Operating Budget

Revenues	2021-22 Budget	2022-23 Budget	Difference
State Allocation	\$ 31,057,551	\$ 33,856,901	\$ 2,799,350
Operating Tuition	10,354,133	9,363,611	(990,522)
International	3,287,030	2,556,495	(730,535)
Running Start	2,116,982	2,163,312	46,330
CECO	727,701	951,320	223,619
	<u>47,543,397</u>	<u>48,891,639</u>	<u>1,348,242</u>

Expenditures	2021-22 Budget	2022-23 Budget	Difference
Exempt	5,175,112	5,569,364	394,252
Full-Time Faculty	10,197,564	10,446,188	248,624
Part-Time Faculty	9,124,446	8,937,688	(186,758)
Classified	6,365,784	6,459,703	93,919
Hourly, Students and Others	578,233	628,233	50,000
Benefits	10,146,056	10,646,056	500,000
Personal Services Contracts	320,500	320,500	-
Goods and Services	3,926,457	4,044,589	118,132
Travel	102,270	102,270	-
Foundation support	-	181,047	181,047
Capital Outlays - Fixed Assets	533,999	420,099	(113,900)
Computers and Related Hardware	205,923	205,923	-
Client Services and Financial Aid	828,543	828,543	-
Debt Service	382,419	389,236	6,817
Subtotal	<u>47,887,306</u>	<u>49,179,439</u>	<u>1,292,133</u>
Intra Agency Reimbursements	(368,200)	(368,200)	-
TOTAL EXPENDITURES	<u>47,519,106</u>	<u>48,811,239</u>	<u>1,292,133</u>
Surplus/(Deficit)	<u>\$ 24,291</u>	<u>\$ 80,400</u>	

International Program	2021-22 Budget	2022-23 Budget	Difference
Total revenue	5,896,656	5,166,121	-730,535
Contribution to operating budget	3,287,030	2,556,495	-730,535
Program operating revenue	<u>2,609,626</u>	<u>2,609,626</u>	<u>0</u>
Program operating expenses	2,609,626	2,609,626	0
Surplus/(Deficit)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

General Education Outcomes Revision

June 22, 2022



1

Layers of Outcomes at Shoreline

General Education Outcomes

General Education Outcomes apply to all associate degree programs at Shoreline.

Program Learning Outcomes

Each program has a set of **Program Learning Outcomes** (PLOs).
Note: Except for the Associate in Fine Arts and Associate in Music degrees, transfer programs do not have Program Learning Outcomes.

Course Learning Outcomes

Each course has a set of **Course Learning Outcomes** (CLOs).

2

Revision Goal

The goal is to revise General Education Outcomes so that they apply to *all associate degree programs* (professional-technical and transfer), are assessable, and are designed to close equity gaps.

Members of GEORG (2021-2022)

Mary Bonar (Humanities), Duvalle Daniel (ENGL), Rachel David (GWS), Amy Kinsel (HIST), Nirmala Savage (MATH), Kristine Petesch (CHEM), Jenifer Aydelotte (IADM), Lauren Bryant (Library), Bayta Maring (IADM), and Romina Plozza (ESL).

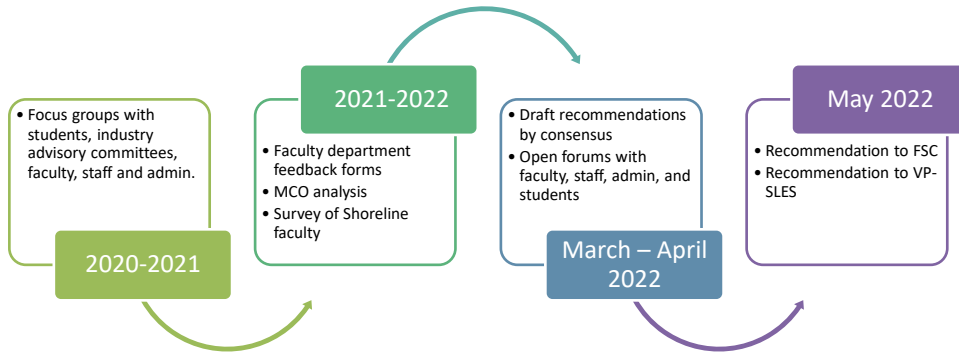
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Programs at Shoreline

Professional-Technical Programs		Transfer Programs	
<ul style="list-style-type: none"> Accounting Automotive Biotechnology Business Administration Business Technology Clean Energy Technology Criminal Justice Dental Hygiene Health Informatics/Info Mgmt. Manufacturing Medical Laboratory Technology 	<ul style="list-style-type: none"> Music Performance Music Technology Nursing (RN) Nursing Assistant Certified Performing Arts & Digital Filmmaking Phlebotomy Purchasing and Supply Chain Mgmt. Visual Communications Technology 	<ul style="list-style-type: none"> Associate in Arts - Direct Transfer Agreement Associate in Business Associate in Computer Science Associate in Construction Management Associate in Pre-Nursing Associate in Arts, Individual Plan Associate in Science - Track 1 Associate in Science - Track 2 Associate in Science - Track 2, Aeronautical, Civil, Industrial, Manufacturing, Materials Science, Mechanical Engineering, Plastics, and Composites 	<ul style="list-style-type: none"> Associate in Science - Track 2, Bioengineering and Chemical Engineering Associate in Science - Track 2, Computer and Electrical Engineering Associate in Fine Arts - Foundation Studio Art Associate in Fine Arts - Photography Associate in Music, Classical Piano Associate in Music, Classical Voice Associate in Music, Instrumental Music

4

Stakeholders Voices



5

How do they apply to ALL programs?

- Outcome categories and descriptions apply to all programs
- Each program selects from a list of outcome statement versions
- Each program selects a method of assessment

Outcome Category: Written Communication			
Outcome Description: Communicate ideas in written form			
Outcome	Version 1	Version 2	Version 3
	Summarize information to meet a specific communicative purpose.	Synthesize information from multiple sources with a particular purpose or thesis.	Evaluate multiple sources of information to support a unique thesis or argument.
Assessment	Program A: Summarize results from a technical report in an email for a client or customer	Program B: Describe different diagnoses or outcomes based on several sources of technical information or research	Program C: Evaluate different perspectives on a complex topic in an essay, with an original thesis and supporting evidence Program D: Evaluate results of several experiments in a written lab report that includes a summary conclusion

6



New Name for the Gen Ed Outcomes

Based on survey feedback and common language in the field, the committee proposes changing the name of these outcomes to **Shoreline Student Learning Outcomes (SSLOs)**.

This language combines the two most highly ranked options in the survey and aligns with the language used by the Northwest Commission on Colleges and Universities to describe outcomes that apply to all programs.

In addition, using this naming convention provides parallelism between the different level of outcomes at Shoreline: Shoreline Student Learning Outcomes, Program Learning Outcomes, Course Learning Outcomes.



7



Shoreline Student Learning Outcomes

Multicultural Understanding

Quantitative and Symbolic Reasoning

Written Communication

Information Literacy

Critical Thinking



8



Other Considerations

Shoreline Learning Support Outcomes

Global Awareness: Transfer Program Outcome

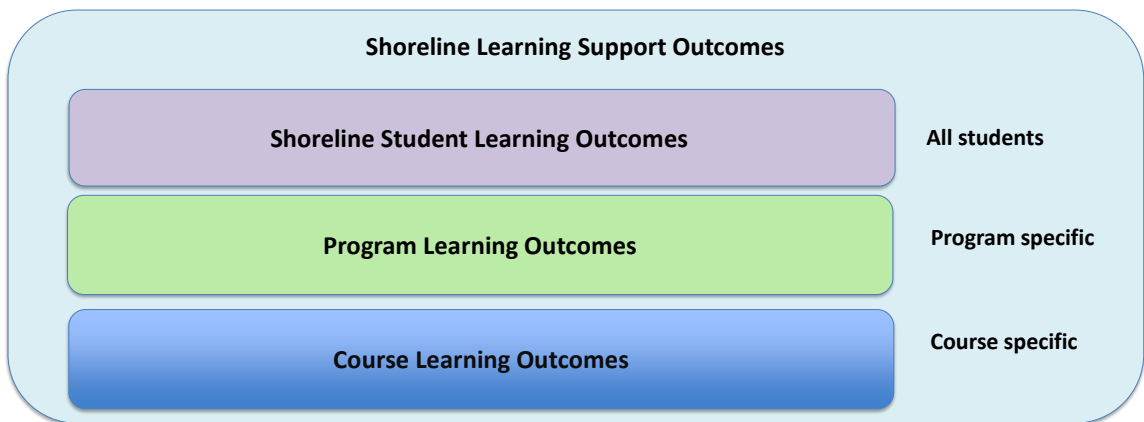
Other Forms of Communication: Program Specific Outcomes



9



Layers of Outcomes at Shoreline



10



Other Considerations

Shoreline Learning Support Outcomes

Global Awareness: Transfer Program Outcome

Other Forms of Communication: Program Specific Outcomes



11



Looking Ahead

2022-2023

Writing Outcome Versions

Transfer Program Outcomes

Identify Appropriate Versions

2023-2024

Revision Complete: Implementation

Mapping Outcomes to Curriculum

Incorporate into Curriculog system

Assess the Outcomes



12

Spring 2022 Enrollment Update



1

Spring Quarterly Enrollment Update

	Spring 2021	Spring 2022	Change
Total FTE	3704	3180	-14.1%
State-Supported	2625	2266	-13.7%
International Contract	577	534	-7.2%
Running Start	279	215	-22.9%
Center for Education and Career Opportunities (CECO)	186	149	-19.6%
Other	40	17	-58.8%
	Spring 2021	Spring 2022*	Change
New to Shoreline	428	421	-1.6%
Veterans	157	103	-34.4%
Online^	1059	1624	+53.4%
Basic Skills	262	307	+17.2%

2

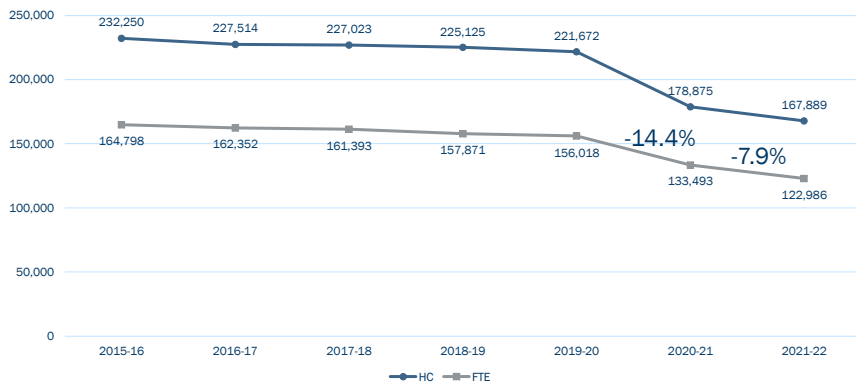
Annual Enrollment Update

Category	Spring 2021	Spring 2022*	Change Spring	Change Winter	Change Fall	Change Summer	Year-to-Year
State-Supported	875	755	-13.7% (-120)	-8.5% (-79)	-9.2% (-93)	-12.0% (-63)	-10.7% (-357)
International Contract	192	178	-7.2% (-14)	-5.0% (-10)	-8.8% (-20)	-33.4% (-48)	-12.1% (-92)
Running Start	93	72	-22.9% (-21)	-15.6% (-16)	-19.3% (-22)	n/a	-19.2% (-59)
CECO	62	50	-19.4% (-12)	-24.6% (-17)	-24.1% (-17)	-38.0% (-13)	-25.3% (-60)
Other	13	6	-53.8% (-7)	+337% (+10)	+72% (+5)	+73% (+5)	+39.7% (+12)
TOTAL	1235	1060	13.1% (-175)	-8.8% (-115)	-10.3% (-146)	-16.9% (-119)	-11.9% (-555)

3



ENROLLMENT TRENDS AND COVID-19

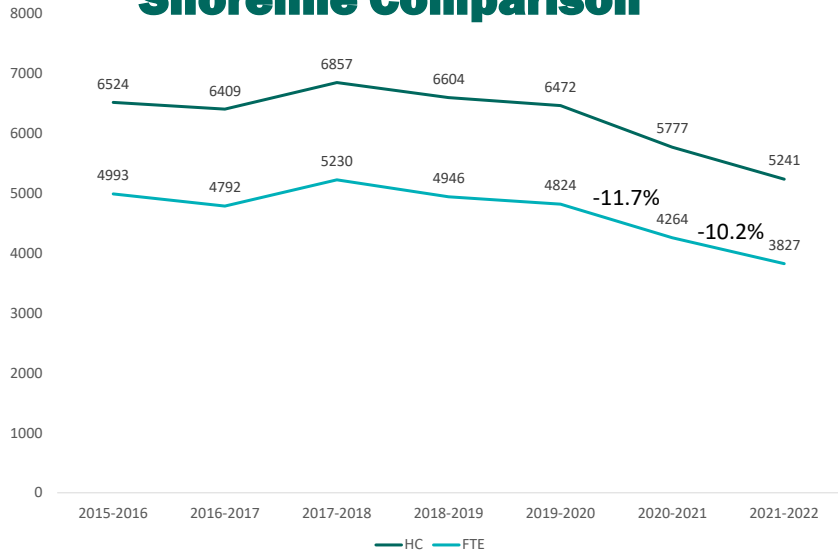


Fall Quarter

4

4

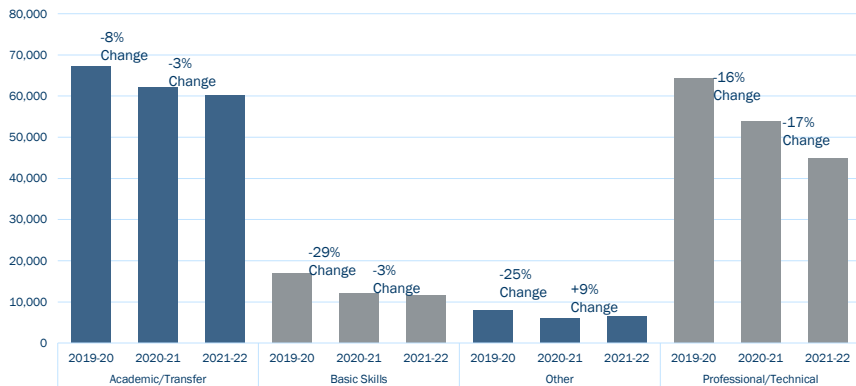
Shoreline Comparison



5



FTE BY STUDENT MISSION AREA

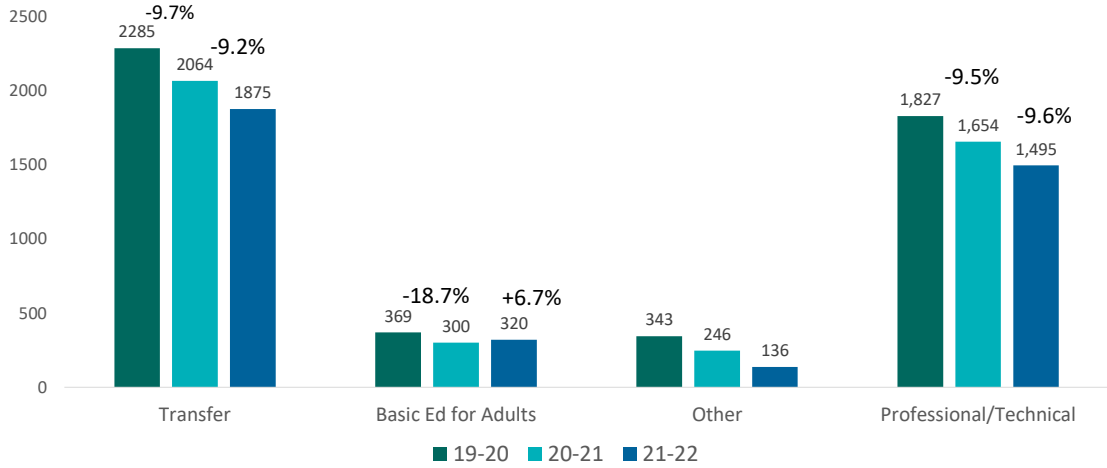


Fall Quarter

6

6

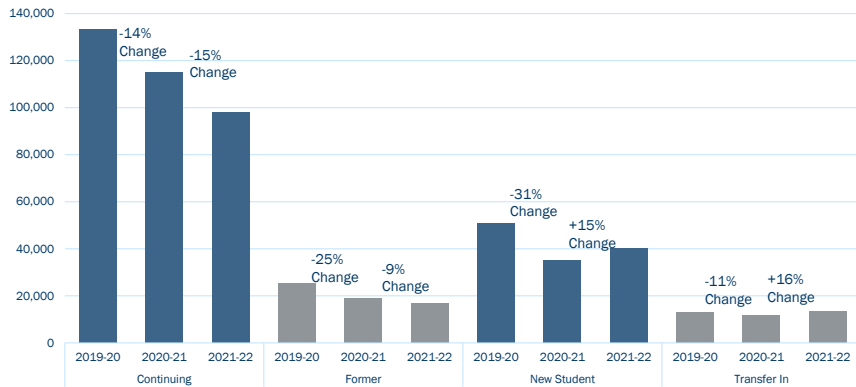
Shoreline Comparison



7



RECRUITMENT AND RETENTION

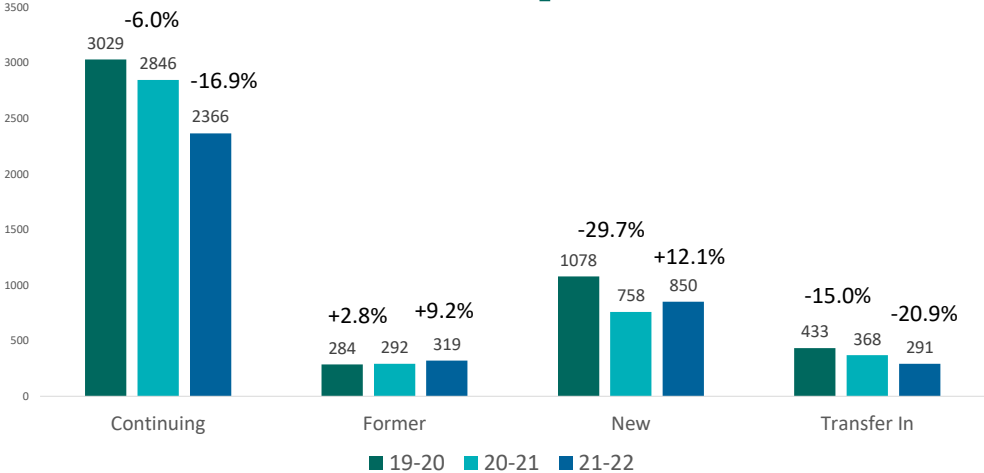


Fall Quarter

8

8

Shoreline Comparison



9

Summer Preview

- -6.5% Overall
- -5.5% State-Supported
- -9.3% International Contract
- Up 144 Quarterly FTE in New to Shoreline (+49.7%)

10

SHORELINE COMMUNITY COLLEGE

2021-22 Revised Operating Budget, Revenues and Expenses - May 2022

Revenues	2021-22 Budget	As of 5/31/22	Difference	% Received
State Allocation	\$ 31,057,551	\$ 24,879,725	\$ (6,177,826)	80.11%
Operating Tuition	10,354,133	9,178,723	(1,175,410)	88.65%
International	3,287,030	3,013,111	(273,919)	91.67%
Running Start	2,116,982	1,940,567	(176,415)	91.67%
CECO	727,701	667,058	(60,643)	91.67%
	47,543,397	39,679,184	(7,864,213)	
	47,543,397	39,679,184	(7,864,213)	
Expenditures	2021-22 Budget	As of 5/31/22	Difference	% Spent
Exempt	5,175,112	4,472,831	702,281	86.43%
Full-Time Faculty	10,197,564	9,055,466	1,142,098	88.80%
Part-Time Faculty	9,124,446	7,429,365	1,695,081	81.42%
Classified	6,365,784	5,422,140	943,644	85.18%
Hourly, Students and Others	578,233	671,026	(92,793)	116.05%
Benefits	10,146,056	8,255,142	1,890,914	81.36%
Personal Services Contracts	320,500	554,718	(234,218)	173.08%
Goods and Services	3,926,457	2,637,034	1,289,423	67.16%
Travel	102,270	31,564	70,706	30.86%
Capital Outlays - Fixed Assets	533,999	163,638	370,361	30.64%
Computers and Related Hardware	205,923	76,062	129,861	36.94%
Client Services and Financial Aid	828,543	453,242	375,301	54.70%
Debt Service	392,419	473,091	(80,672)	120.56%
Subtotal	47,897,306	39,695,319	8,201,987	
Intra Agency Reimbursements	(368,200)	(337,530)	(30,670)	
Total Expenditures	47,529,106	39,357,789	8,171,317	
Surplus/(Deficit)	\$ 14,291	\$ 321,395	\$ 307,104	

Notes

State allocation will be spent down in spring to cover faculty salary balloon payments

Due to extension of drop-for-non-payment deadline for spring quarter, tuition revenue is down and expected to fall below budget projections

International, Running Start and CECO revenues are on target

Faculty salaries will increase with balloon salary payments this spring

Salary costs previously mapped to "Exempt other" have been re-evaluated and moved to Hourly, Students, and Others, where these costs belong

Contracts are over budget due to extension of agreement with 25th Hour Communications

All other spending is either at or below target



The Fifth Discipline

The Art and Practice of the Learning Organization

by Peter Senge

1

1



The Fifth Discipline

“One of the seminal management books of the past seventy-five years.”

Harvard Business Review

2

2

The Five Disciplines of a Learning Organization

- Systems Thinking
- Personal Mastery
- Team Learning
- Shared Vision
- Mental Models

3

Systems Thinking

Systems thinking means seeing the overall structure of an organization and the interconnectedness of its elements. It is a complex system and like anything in a dynamic environment, organizations must continually adapt and improve in order to survive.

4

Personal Mastery

Personal mastery means a commitment to personal growth and self awareness on the part of the individual. It is seeing the impact of one's behavior in the context of the group and being willing to have one's personal beliefs and values challenged.

5

Team Learning

Conversation, reflection, and inquiry in a team setting can build the foundation for a shared vision of change, When teams composed of diverse people start "thinking together" and sharing experience it is the best way to find innovative solutions to problems.

6

Shared Vision

Through interaction and discussion, a shared vision is achieved between people at all levels who are participating in the organization's goals. It's not enough for senior leaders to have their vision; they must compromise, building common understandings and commitments.

7

Shared Visioning Exercise

- What are the top three characteristics of the culture that you desire for Shoreline Community College?
- What are the top three characteristics of the current culture at Shoreline Community College?
- What attitudes, behaviors, or habits do we need to change; what specific actions do we need to take and with whom?

Adapted from *Leadership on the Line* by Ronald A. Heifetz and Marty Linsky.

8

Mental Models

Mental models refers to deeply ingrained assumptions and generalizations that influence how people understand the world. Reframing one's mind for flexibility, learning and adapting allows one to overcome mental blocks, and move to the vision of where an organization needs to go to achieve its shared vision.

Peter Senge: "Structures of which we are unaware hold us prisoner."

David Brooks: "Expand your imaginations."

9

Examples of Mental Models

- We tried that five years ago. It didn't work.
- We've been doing things this way for the last 10 years. Why do we need to change?
- This is how we do things at our college.
- That's not the way we do things at our college.

10

“The increasing complexity of today’s world leads many managers to assume that they lack information they need to act effectively. I would suggest that the fundamental “information problem” faced by managers is not too little information but too much information. What we most need are ways to know what is important and what is not important, what variables to focus on and which to pay less attention to—and we need ways to do this that can help groups or teams develop shared understanding.”

Senge, Peter M. *The Fifth Discipline* (p. 174). Crown. Kindle Edition.

To the Board of Trustees, good evening.

This last weekend, we were excited to celebrate the class of 2022's commencement, and it is bittersweet for me to be attending this final meeting as a Shoreline alumna. Naturally, I have been spending a lot of time these last few weeks reminiscing, and recounting the last three years I have been here. While last Saturday was a day of excitement and celebration for us, I can't help but think of my peers who should have been there, but weren't, the ones who fell through the cracks and those we failed to support in the way that they needed. There are many that I could name.

The transition to being involved in a leadership role was an interesting change in perspective as a student. I've talked a lot with my colleagues this year about what it's like to pull back the curtains and see things as they are. While I have met some of the most dedicated, passionate, and hard-working people here, I've also seen a college that stretched our faculty and staff so thin that it shook the integrity of our education. I saw academia as an industry that has been built on the unnamed labor of its community, and austerity measures that hurt not only our educators, but our students who needed them. I can't tell you how much of a gap the absence of our faculty and staff have left in our learning potential - and how often I hear from my peers, still - how much they are missed.

I saw a college whose community is deeply invested in achieving educational equity, but who has not been given the space and tools to make this a reality. I witnessed, many times over, the teeth taken out of groups with the lived experience needed to make meaningful change. To illustrate, what it communicates to have reduced the DEI Council to only an Advisory Group, or that I served on the Strategic Planning/Budget Council for three years and that our participation never felt meaningful, and that I experienced dismissal, over and over again, when I spoke to the ways in which this harms us. In order to create the kind of college we want and need, we must have the willingness and honesty with ourselves to confront how the structures we have created either power or disempower our community. It is one thing to open our doors and say all are welcome here, and it is another thing to embody this through our actions.

It's true that the needle must be moved at a systemic level to make the changes our students need and deserve, but I believe that reimagining access and equity begins right here, because no amount of funding or legislation will be enough to change our culture. With Shoreline turning a new leaf, there is an opportunity for us to redefine who we want to be, not only in name or face, but institutionally. Change, when it requires us to first take ourselves apart to put things back together, can be a daunting thing to embrace. But, when we begin to recover from the pandemic, it will be critical for us to take the steps necessary to ensure nobody is left behind, where the students who should have been in the room with me on Saturday would be. We have the opportunity to be the gateway to long-term economic recovery during this time, but we won't get there until we become the college our students need us to be- the students whose calls and email went unanswered, who were refused the accommodations they needed, who experienced crisis, and who couldn't but were made to navigate the system alone. Equity as a vision or ideal

is not enough. It is our responsibility to realize, and it is time to leave behind everything that is holding us back from bringing it to fruition.

Heartfelt honesty can be harsh to the ear, but I believe that we have it within ourselves to make a difference. I want to thank Shoreline's community for your fortitude and perseverance these last few years. It has been a privilege to serve in this capacity, and I hope to have the opportunity to return to this community in other ways. I look forward to seeing you all again one day.

Thank you.



SCCFT President Eric Hamako
Statement to the SCC Board of Trustees
2022.06.22
Permalink: <https://bit.ly/SCCFTtoBOT2022-06>

I ask that my comments be read into the record.

Trustees of the Board:

My name is Eric Hamako. I am the President of the faculty's union, the Shoreline Community College Federation of Teachers (SCCFT), Local 1950 of the American Federation of Teachers (AFT).

When I was in College, I studied Social Psychology. As a discipline, Social Psychology studies the influence of social situations on individuals' thoughts, feelings, and actions. Rather than primarily diagnosing problems at the level of individual bad actors, Social Psychology suggests that we look to the power of the *situations* in which we find ourselves. Rather than primarily suggesting solutions that focus on replacing one individual with another hopefully better individual, Social Psychology suggests that we must change the situations in which individuals take action. So, as our College prepares to welcome a new College President, replacing former College President Roberts, former Acting President King, and Interim President Hanson, I'd like to update you about a labor-management problem that has been ongoing since 2017: the College's actions that have, to date, deprived our faculty of approximately \$1.7 million dollars in bargained salary raises over the past six years – and which continues to deprive faculty of those raises at a rate of more than a quarter million dollars each year.

The Washington State Legislature has a long history of failing to approve funding for Community & Technical College (CTC) faculty salary raises. Consequently, many long-time faculty members have gone years without raises – and sometimes even without Cost of Living Adjustments (COLAs). So, in 2017, during contract collective bargaining with the College, our faculty labor union prioritized bargaining faculty salary increases worth approximately half a million dollars per year. At the bargaining table, the College and the Federation agreed to general contract

language and, importantly, agreed to a process for subsequently determining exactly how the funds would be distributed among faculty. However, rather than following through on its responsibilities to work with the Federation in that subsequent process, the College made a series of unilateral decisions that have harmed faculty. For example, the College unilaterally reduced the amount of money that it would pay faculty as salary increases by almost one quarter of the agreed upon amount, costing our faculty body more than \$125,000 each year in lost raises. Not only did the College unilaterally reduce the amount of the raises, it also unilaterally decided on a new method for distributing those funds to faculty, disregarding the agreed upon process and our faculty union's detailed method. Consequently, not only did the College hold onto more than a hundred thousand dollars in lost raises each year, it also distributed the remaining raises in a way that allowed it to claw back additional dollars. Rather than following the faculty union's prescription for directing proportionately more raise dollars to those long-time faculty who have gone without raises for years, the College unilaterally decided to distribute proportionately more of the funds to some of the newest – and most vulnerable – Associate Faculty members. So, as the College decides to “not rehire” Associate Faculty members, the College is also able to claw back the dollars it mis-distributed to those faculty members, without having to re-distribute those dollars to the remaining faculty. In the intervening years since that bargaining, the Federation estimates that the College's actions have cost the faculty some \$1.7 million, to the College Administration's benefit.

So, over the past several years, our faculty union has fought to get the College to do right by us. We filed an Unfair Labor Practice (ULP) with the Public Employee Relations Commission (PERC). We won our initial case, with the PERC Examiner finding that the College had, in fact, bargained with our union in bad faith. However, the College appealed the ruling, arguing that the contract language agreed upon was broad enough that the College was allowed to do what it wanted – and that the PERC shouldn't involve itself in the case. Bear in mind, both labor and management had agreed that the contract language would be broad, to provide latitude for the agreed upon more detailed process of determining the raises – the process that the College decided not to engage after it had agreed. Then, in a stunning change of course, the PERC Commission, in a rare split decision, agreed that the PERC itself would not involve itself in the case. Instead, the PERC Commission said, the conflict should be decided by an arbitrator. So, our faculty union, with the support of our national and state federations, the American Federation of Teachers (AFT) and the American Federation of Teachers Washington State (AFT-Washington), appealed the PERC Commission's decision all the way up to the Washington State Supreme Court. And, although the State Supreme Court declined to hear our union's case, we continue to pursue the salary raises that we are due.

The PERC Commission deferred our case to arbitration. Our faculty union indicated to the College that we're ready to go to arbitration. But, the College insisted that we first jump through the additional hoops of grieving the College at Step 1 and Step 2 of the grievance process. In our grievance, our faculty union seeks back pay for those faculty the College has underpaid over the past seven years – and whom the College continues to underpay each year. Our faculty union seeks to protect those faculty the College unilaterally overpaid, so that the College does not punish those faculty members for the College's actions. And, our faculty union seeks to have the bargained salary raises appropriately implemented from here onward. But, at Step 1 and at Step 2, the College has refused our remedies and has maintained that what was agreed upon at the bargaining table doesn't matter – only what was written into the CBA matters – and that what was written, the College says, allows the College to make the unilateral changes it has made.

So, we have grieved the College and, having been again refused by the College, we now arrive at the next step: Going to arbitration. In the past few days, our faculty union has requested an arbitrator decide our case. We continue to seek back pay for those faculty wrongly deprived of bargained salary increases. We continue to seek protection for those faculty the College mistakenly overpaid. We continue to seek correct implementation of the bargained faculty raises going forward. Over the past six years, our faculty union has been resolute in pursuing the salary raises that we bargained with the College. We have pursued them via the Public Employee Relations Commission. We have pursued them via the state court system. We have pursued them through the grievance process. And now we will pursue them through arbitration. We have been resolute; we continue to be resolute.

And, it appears, the College continues to be resolute in its position, continuing to deprive us of those salary increases we bargained. Some might hope that a change in College leadership will change the College's position. But, Social Psychology suggests that the individual in the situation may be less influential than the situation itself. And, if this problem could be resolved by changing who leads the College, then this problem might have already been resolved. You see, most of the College's original key players have already been swapped out for new people who sit in those same positions of power. Former Vice President Stuart Trippel is now gone, replaced by Interim VP Bill Saraceno, who was replaced by VP Dawn Beck, who was replaced by Interim VP Bob Williamson. And yet, the College has not relented, nor made good on our raises. Former Executive Vice President Allison Stevens is now gone, replaced by VP Phillip King and, for a time, VP Marisa Herrera. And yet, the College has not relented, nor made good on our raises. Former President Cheryl Roberts is now gone, replaced by Acting President Phillip King, who was replaced by Interim President Steve Hanson. And yet, the College has not relented, nor made good on our raises. Three of the five College Trustees have been replaced. And yet, the College has not relented, nor made good on our raises. Perhaps, with another changing of the College

President, the College will relent. But, Social Psychology and the power of the situation suggests otherwise. After all, the College has 1.7 million reasons not to change course, regardless of who sits at its helm; 1.7 million reasons and counting, at more than a quarter million dollars each subsequent year. But, so does our faculty. After six years of unrelenting refusals by the College and six years of administrative churn, our faculty are not resigning ourselves to hoping that a new Administrator or a new Board Chair will do right where others have refused – instead, we will see you at arbitration.

Good night.

###

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JULY 20, 2022**

TAB 1

ACTION

**Subject: Board Resolution No. 164
(Commending Service of Trustee Catherine Post D’Ambrosio, PhD, RN)**

**Resolution No. 164
Commending Service of
Trustee Catherine Post D’Ambrosio, PhD, RN**

WHEREAS, Trustee Catherine Post D’Ambrosio has served Shoreline Community College as a member of the Board of Trustees from 2013; and

WHEREAS, Trustee Post D’Ambrosio has worked diligently and tirelessly on behalf of all students and their families—establishing stronger connections between the College and the communities it serves; and

WHEREAS, Trustee Post D’Ambrosio has provided outstanding leadership to the Board; and

WHEREAS, her wisdom, advocacy and experiences have brought strength and commitment to the Board; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Shoreline Community College to publicly proclaim its appreciation to Trustee Post D’Ambrosio for her extraordinary service to the students, staff, and trustees; and,

BE IT FURTHER RESOLVED that the Board wishes Trustee Post D’Ambrosio every success as she continues to serve the community-at-large and stays connected to the College.

The Board hereby adopts Resolution No. 164.

Done in Open Public Meeting by the Board of Trustees this 20th Day of July, 2022.

Board of Trustees
Shoreline Community College
District Number Seven

By: _____
Kim Wells, Chair

Recommendation

That the Board of Trustees, by motion and subsequent action, approve Resolution No. 164 (Commending Service of Trustee Catherine Post D'Ambrosio, PhD, RN).

Prepared by: Lori Yonemitsu
Executive Assistant to the President
Shoreline Community College
July 18, 2022

**SHORELINE COMMUNITY COLLEGE
DISTRICT NUMBER SEVEN
BOARD OF TRUSTEES
REGULAR MEETING OF JULY 20, 2022**

TAB 2

ACTION

Subject: 2022 Exceptional Faculty Award

Background

Shoreline Community College has annually recognized one or more faculty member(s) through the Exceptional Faculty Award Program. Each year since Fall 1998, the Shoreline Community College Foundation has received matching funds from the State Board for Community and Technical Colleges to be used for exceptional faculty awards pursuant to [RCW 28B.50.844](#). The endowment established by these funds is used to annually recognize exceptional faculty at Shoreline Community College.

The Exceptional Faculty Award(s) Recommendation Committee (“committee”) met during the spring 2022 quarter to review and discuss the nominations received by the deadline established for the Exceptional Faculty Award. Traditionally, recognition of the recipients occurs at the Fall Convocation during Opening Week. **The confidentiality of the award recipient(s) is maintained until that time.**

Each of the nominees was found worthy of the committee's serious consideration. The main criteria used by the committee: exemplary work performance. Other criteria considered included: 1. positive impact on students; 2. professional achievement; 3. commitment to diversity; 4. cooperative spirit; 5. leadership; and 6. contributions to the College or community.

Although the committee recognized the value of each nominee's contributions, one of the candidates was significantly distinguished for recognition based on the criteria.

Recommendation

That the Board of Trustees, by motion and subsequent action, approve the committee’s recommendation to grant the 2022 Exceptional Faculty Award to Candidate A in the amount of \$1,000.00 (one-thousand dollars).

Prepared By: Phillip King, Vice President—Student Learning, Equity & Success
Veronica Zura—Executive Director—Human Resources
Shoreline Community College
July 18, 2022