

Shoreline Community College  
2013-14 Strategic Action Plan Final Decisions and Rationale  
July 2013

Legend:

|                      |
|----------------------|
| Approved             |
| Conditional Approval |
| Not Approved         |

| Prop. # | Description                       | Sponsor            | SET Decision  | Conditions on Approval  | Next Steps  | Rationale for SET Decision  | \$ Requested | \$ Approved  |
|---------|-----------------------------------|--------------------|---|---|---|---|--------------|--|
| 1       | 12-13 Veteran Action Plan         | Kim Thompson       | Pre-existing SAP (2012); continued  | None  | For Information Purposes Only   | This SAP had been created as part of the existing Enrollment Management strategy from 2011-2012, and had been previously vetted/approved by SET   | \$ -         | \$ -   |
| 2       | Veteran's Resource Center upgrade | Kim Thompson       | Conditional Approval  | Per SPBC comments: 1) Strategic Objective is not sufficiently measurable. 2) Proper metric must be identified and tied to the strategic objective in order to satisfactorily measure effectiveness of this SAP.   | Revise SAP  | 1) VET Center currently has a limited capacity to serve/support only 12 veteran students at a time. 2) The Center is highly utilized and is identified by vet students as an effective tool in their academic success. 3) Use by Veterans has grown by 48% over the past 3 years, & the Veterans Resource Center must keep pace with the needs. | \$ 17,400    | \$ 17,400  |
| 3       | Disability Program Assistant      | Kim Thompson       | Conditional Approval  | SAP rationale cites heightened risk of legal non-compliance, but the SAP does not provide a way to measure how adding this position will reduce that risk. Proper metric must be identified and tied to strategic objective in order to satisfactorily measure effectiveness of this SAP. | Revise SAP  | 1) Substantial increase in demand for special services; 2) Substantially increased exposure to liability if understaffed; 3) Student:staff ratio that is almost 200% higher than next highest 5-Star Consortium CTC   | \$ 30,000    | \$ 28,000  |
| 4       | 1314 Veteran Action Plan          | Kim Thompson       | Approved  | None  | Continue per existing SAP   | Plan provided for information only  | \$ -         | \$ -   |
| 5       | VIGT - Bridge to Success          | Kim Thompson       | Not Approved  | None  | Seek alternative funding  | Other funding source(s) may be available and better suited to serve purpose   | \$ 7,000     | \$ -   |
| 7       | Marketing                         | Jim Hills          | Conditional approval; phases. Allocate \$ throughout the year; dependent upon measures. | SET is not comfortable making this level of investment without having substantial and meaningful data to assess the effectiveness/ROI on each of the marketing initiatives. SPBC noted that strategic objectives, actions or measures were not identified.                                | 1) Revise SAP; 2) Provide specific metrics to support each marketing initiative | 1) The baseline of marketing funding has proven to not be sufficient to effectively market college. 2) The \$135,000 requested in 2013-2014 was allocated for marketing on a one-time basis in 2012-13, with good results.  | \$ 135,000   | \$ 135,000   |
| 8       | Virtual College                   | Ann Garnsey-Harter | Approved  | None  | Continue per existing SAP   | Ongoing strategic initiative; met goals established by VCIT in 2012-2013. Previously vetted / approved by SET.  | \$ 175,400   | \$48,600 in pre-existing VCIT funds; add \$126,800 from 2013-14 operating budget |

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| 9       | Communication training               | Gary Kalbfleish / Stephen Smith | Conditional approval | Per SPBC feedback: 1) Make strategic objectives more specific; 2) Enhance measureable outcomes and mechanism for measurement   | Revise SAP       |   | \$ 8,000     | \$ 8,000    |
| 10      | Technology training                  | Gary Kalbfleish / Stephen Smith | Conditional approval | Per SPBC feedback: Metrics must be more relevant to the strategic objectives identified. SAP needs further refinement. In addition, SET needs more information about implementation - how will the college ensure that the program will be effective in the next year? Also, address SPBC concerns                         | Revise SAP       |   | \$ 15,000    | \$ 15,000   |
| 11      | SAFE College                         | Gary Kalbfleish / Stephen Smith | Conditional approval | Per SPBC feedback: Strategic objectives are not sufficiently specific nor measureable. Revisions to SAP required. In addition, SET needs additional information re: which aspects will be implemented in 2013-14, and specificity about longer range plans to build a more comprehensive training program for the college. | Revise SAP       | Enhancing professional development opportunities for all staff/faculty is mission critical. PD is a top priority of the new administration: 1) Surveys consistently show that the college has not sufficiently addressed issues of morale and training; 2) Technology skills are critical to faculty/staff success in higher ed; 3) Successful implementation of innovation strategies will require advanced technology skills; 4) Faculty must lead effort to improve student outcomes in teaching & learning.   | \$ 9,000     | \$ 9,000    |
| 12      | Financial Aid Process Reduction Time | Ted Haase                       | Approved             | <u>Not a condition on funding approval, but a recommendation from SET:</u><br>Reconsider goal/additional data to support 75% processing reduction time; revise goal in light of current staffing level.  | Continue per SAP | SAP aligns with core theme objective to provide "effective student support services." Financial aid processing time of 12 weeks is too long - funding is a priority need for virtually every student, particularly those that are the most vulnerable. The delay contributes unnecessarily to students' anxiety and creates a greater likelihood that students will seek alternative options (i.e., other colleges) which may not sufficiently meet their needs. Further, FA must have sufficient staff and organizational capacity to advance its ability to serve students via technological means (e.g., online services). | \$ 65,856    | \$ 65,856   |
| 13      | FA printers                          | Ted Haase                       | Not Approved         |  |                  | SAP was not sufficiently strategic  | \$ 4,000     | \$ -        |
| 14      | Remodel FA                           | Ted Haase                       | Not Approved         |  |                  | SAP was not sufficiently strategic; did not show a demonstrable ROI   | \$ 30,000    | \$ -        |

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| 15      | Emergency Management                   | Robin Blacksmith | Conditional approval, with funds estimated         | A full and complete SAP must be developed   | Develop SAP                                 | \$25,000 has been conditionally approved to advance the college's Emergency Management Plan, which is currently in development. The requested SAP identified a "public address" system for campus emergencies and estimated the cost at \$100,000. If purchased, funds used would be 'capital' v. operating funds. \$25k is a reasonable 'estimate' to fund EM priorities, but that could increase throughout the year. | \$ 100,000   | \$ 25,000  |
| 16      | AmeriCorps                             | Kathie Hunt      | Conditional Approval                               | Per SPBC feedback: Strategic objectives are not sufficiently specific nor measurable. Revisions to SAP required.  | Revise SAP                                  | Current program which has demonstrated proven success. Position provides peer mentors to provide support to students transitioning from ESL to college-level academic/workforce education programs. \$7,000 must be used to provide 'matching' funds. Cost/benefit ratio to SCC is extremely beneficial.  | \$ 7,000     | \$ 7,000   |
| 17      | High School 21 Advisor/<br>GED Advisor | Bill Sperling    | Partial Approval; Partial Conditional Approval     | Unclear whether advisor position will be needed in 2013-14. SPBC generally views SAP as containing sufficient strategic objectives and measures, but recommends further refining measurable outcomes.   | Further revise SAP to address SPBC concerns | 1) Changes to GED program delivery and curriculum are strongly recommended by state Department of Education. 2) Curriculum development is key priority in 2013-2014. 3) Capacity to retain students likely to increase substantially with conversion of advisor position to FT status (from PT)   | \$ 31,000    | \$ 28,000  |
| 18      | Writing Studio                         | Grace Rhodes     | Conditional Approval                               | SET is not yet able to ascertain from the SAP goals identified how student use of the Writing Studio supports student success. The SAP identifies an "increased use" goal, but does not identify meaningful data to assess the impact of investments on student success goals. The SPBC also identified this in its feedback, suggesting that additional measures for "retention" should be provided. The SAP will have to be revised to make these outcomes and measures of success clearer. | Revise SAP                                  | 1) Students who utilize the Writing Studio currently tend to perform better; intuitively, it makes sense that increased studio availability/accessibility will lead to better outcomes for more students; 2) WLC directly supports the Virtual College initiative through Western eTutoring Consortium (free online tutoring); additional use will require additional funding to meet demand.                           | \$ 15,000    | \$ 15,000  |
| 19      | ESL Faculty                            | Kathie Hunt      | Approve 2 minimal; 4 possible, depending upon need | Only condition on funding is accurate representation/ identification of need  | Determine accurate needs                    | 1) Meet current demand; 2) Meet anticipated demand for fall 2013 IE; 3) Retirements anticipated; 4) Potential and existing initiatives/business proposals involving ESL program; 5) Strong competition for faculty w/ limited qualified associate personnel in marketplace.   | \$ 340,000   | \$170,000 (with potential for full funding of request) |

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| 20      | Credentials Evaluator (Enrollment Svcs)  | Chris Melton    | Approved             | None  | Continue per SAP  | Position required to fully implement and provide on-going maintenance to the Degree Audit Module, which includes online self-service for students, and provides Advisors with online access to accurate student data, incorporating incoming and SCC credits via download into the Advising Data Portal.   | \$40,714 - \$49,578 | \$ 50,000                                  |
| 21      | Library - Primo                          | Bob Francis     | Conditional Approval | Per SPBC Feedback: "Not clear how Primo will support the goals – need more information regarding Primo and its importance to library and student success."                                | Revise/enhance SAP  | 1) Ex Libris Primo has been confirmed as the discovery layer of choice for LMDC libraries - now standard for entire state of WA; 2) Will provide more complete and seamless access to resources; 3) Supports Virtual College initiative  | ~\$36,000           | \$ 12,490                                  |
| 22      | Paraprofessional                         | Bob Francis     | Not Approved         |   | See #23   | Eventual Library Director should have stake in determining how to best meet Library needs, including Parapro position. Funding can be provided once LD is selected.  | \$28,000 - \$35,000 | \$ -                                       |
| 23      | Library Director                         | Bob Francis     | Conditional Approval | 1) Search process for permanent LD; 2) Consider possible options for Acting Director to be selected during Fall 2013; 3) Funding source to be determined                                  | Begin recruitment process for Library Director in Fall 2013, anticipate hire in Spring/Summer 2014; Possibly identify Acting Director | Although LD position supported by Accreditation report, questions re: available funding precluded optimal timing on a search process. Beginning search in Fall 2013 expected to yield appropriate level candidate in time for hiring by Spring/Summer 2014. 2) Funds likely to be available via lapse salaries by late 2014; 3) Acting Director salary/benefits funding TBD  | \$ 100,000          | To be determined                           |
| 24      | Travel and Supplies Government Relations | McKinzie Strait | Conditional Approval | Per SPBC Feedback: Strategic objectives need more specificity; current strategic objectives are not sufficiently measureable. Likely that additional budget information will be required. | Revise SAP  | 1) In 2012-13, no budget was established for this purpose - funds came from President's office budget; 2) This SAP directly addresses the business partnerships/community relationships CT and college strategic goals; 3) Increased presence and visibility continues to be an essential and growing need for SCC; 4) Given new emphasis on "Resource Development," college will need to broaden and expand its presence within the local (as well as statewide) community. | \$ 5,000            | \$ 5,000                                   |
| 25      | International Education                  | Diana Sampson   | Approved             | Ongoing Development: Must further develop the connection between budget requests and strategic goals/outcomes. Requests must be more evidence-based, and must be measureable.             | Proceed with SAP; Ongoing review by President & SET   | 1) Existing strategic initiative; 2) Current performance indicators support consistent growth in IE enrollment in 2013-14; 3) Virtually 100% of 2012-13 investments were successfully "operationalized"; 4) Low risk strategy to utilize one-time funds  | \$ 762,235          | \$762,235 from "one-time" investment funds |
| 26      | Math Course Development                  | Susan Hoyne     | Not Approved         |   |   | Course no longer needed  | \$ 3,000            | \$ -                                       |
| 27      | MLC - Tutors                             | Susan Hoyne     | Approved             | None  | Continue per SAP  | Decision previously made   | \$ 15,000           | \$ 15,000                                  |
| 28      | MLC Director                             | Susan Hoyne     | Approved             | None  | Continue per SAP  | Decision previously made   | \$ 5,000            | \$ 5,000                                   |
| 29      | Clean Technology                         | Susan Hoyne     | Not approved         |   |   | Funds available via alternative source(s)  | \$ 7,000            | \$ -                                       |
| 30      | Computer Science / CIS                   | Susan Hoyne     | Conditional Approval | Per SPBC feedback: Strategic objectives are not sufficiently specific nor measureable.  | Revise SAP  | 1) Course development to support students wishing to prepare for 4-year programs; 2) Supports Virtual College initiative;  | \$ 10,000           | \$ 10,000                                  |
| 31      | Engineering                              | Susan Hoyne     | Not approved         |   |   | Funds available via alternative source(s)  | \$ 2,500            | \$ -                                       |

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| 32      | Oceanography | Susan Hoyne | Conditional Approval | Per SPBC feedback: Strategic objectives are not sufficiently specific nor measureable. | Revise SAP | 1) Development of online and hybrid courses in support of Virtual College initiative; 2) Increase enrollment | \$ 2,000     | \$ 2,000    |
| 33      | Biology      | Susan Hoyne | Conditional Approval | Per SPBC feedback: Strategic objectives are not sufficiently specific nor measureable. | Revise SAP | 1) Development of online and hybrid courses in support of Virtual College initiative; 2) Increase enrollment | \$ 3,000     | \$ 3,000    |

|                |                     |                     |                             |
|----------------|---------------------|---------------------|-----------------------------|
| <b>TOTALS:</b> | <b>\$ 2,024,127</b> | <b>\$ 733,546</b>   | <b>From Operating Funds</b> |
|                |                     | <b>\$ 762,235</b>   | <b>From One-Time Funds</b>  |
|                |                     | <b>\$ 1,495,781</b> | <b>Total Approved</b>       |