



## WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17

**November 14<sup>th</sup>, 2023**

### **NOTICE OF REGULAR MEETING**

*(Notice Date: Wednesday, November 8<sup>th</sup>, 2023)*

The Community Colleges of Spokane Board of Trustees will hold a regular meeting on Tuesday, November 14<sup>th</sup>, 2023, beginning at 8:30 AM. Should an executive session be held, adjournment is scheduled for 11:00 AM.

The regular meeting will take place in person at Spokane Falls Community College, 3410 West Whistalks Way, Spokane, Washington as well as a virtual space.

To connect to the November 14<sup>th</sup> meeting virtually, go to:

[Join Zoom Meeting](#)

Meeting ID: 846 9367 8376

Passcode: 610977

All Board of Trustees meetings include opportunity for public comment. The November 14<sup>th</sup>, 2023, meeting will be held both in person and virtually. Please email public comments to the Board Executive Assistant at [Breanne.Riley@ccs.spokane.edu](mailto:Breanne.Riley@ccs.spokane.edu) by 8:30 AM on Tuesday, November 14<sup>th</sup>, 2023. Please place "Public Comment" in the subject of your email. Public comments received will be provided to the Trustees, entered into the record, and attached to the minutes of the November 14<sup>th</sup> regular meeting.

A copy of the meeting material can be found online at:

<https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees>

**CCS MISSION**

To provide all students an excellent education that transforms their lives  
and expands their opportunities.

**CCS VISION**

Providing the best community college experience in the Northwest.

**CCS VALUES**

Students First | Equity | Access | Excellence | Integrity |  
Leadership | Responsiveness | Stewardship

# Washington State Community College District 17

3410 W. Whistalks Way  
Building 30, Room 212  
Spokane, WA 99224

## [Join Zoom Meeting](#)

Meeting ID: 846 9367 8376

Passcode: 610977

Regular Board Meeting: In-Person & Zoom

Tuesday, November 14, 2023

## AGENDA

Trustee Mike Wilson; Chair, Trustee Todd Woodard; Vice-Chair,  
Trustee Anna Franklin, Trustee Glenn Johnson, Trustee Steve Yoshihara  
8:30 a.m. – 11:00 a.m.

**PLEASE NOTE: The Board reserves the rights to alter the order of the agenda.**

11/14/2023	Regular Meeting Agenda			TAB #
8:30 a.m.	1.	<b>Fall 2023 Tenure Faculty Introductions</b>	<b>Report</b>	
	2.	<b>SFCC Celebrating Student Success: SFCC Bachelor of Applied Science in Integrated Behavioral Health</b> ↳ Ursula Heflick, SFCC	<b>Report</b>	<b>Tab 1</b>
		<b>Celebrating Success Q&amp;A</b>	<b>Discussion</b>	
	3.	<b>Call to Order, Pledge of Allegiance, Roll Call and Native Land Acknowledgement Statement</b> ↳ Trustee Mike Wilson, Chair	<b>Action</b>	
		<b>Public Comment</b>	<b>Discussion</b>	
	4.	<b>Consent Agenda</b> a. Board Minutes – 10/17/2023 b. Capital Projects – Nichole Hanna c. Budget and Expenditures – Linda McDermott d. Head Start - Bobbi Woodral e. NWAC Interlocal Agreement – Amy McCoy f. Admin Procedures – Greg Stevens	<b>Action</b>	<b>Tab 2</b>
	5.	<b>Chancellor's Report</b> ↳ Kevin Brockbank, CCS	<b>Report</b>	

- |              |   |                   |              |
|--------------|---|-------------------|--------------|
| 6.           | <b>Presidents Report</b><br>↳ Jenni Martin, SCC<br>↳ Kimberlee Messina, SFCC  | <b>Report</b>     |              |
| <b>BREAK</b> |   |                   |              |
| 7.           | <b>CRM Update</b><br>↳ Erin Schultheis, CCS   | <b>Report</b>     | <b>Tab 3</b> |
| 8.           | <b>Tenure Consideration</b><br>↳ Greg Stevens, CCS  | <b>Action</b>     | <b>Tab 4</b> |
| 9.           | <b>Executive Session</b><br>a. Reserved for potential action generated from executive session                                 | <b>Discussion</b> |              |
| 10.          | <b>Potential Action Generated from Executive Session</b>  | <b>Action</b>     |              |
| 11.          | <b>AHE/Faculty Report</b><br>↳ Beverly Daily, AHE<br>↳ Christina Momono, SCC<br>↳ Katie Satake, SCC<br>↳ Katella DeBolt, SFCC | <b>Report</b>     |              |
| 12.          | <b>WFSE/Classified Staff Report</b><br>↳ Alison Cooley, SFCC  | <b>Report</b>     |              |
| 13.          | <b>Student Government Report</b><br>↳ Tammy Pham, SCC<br>↳ Vishal Pathirana, SFCC   | <b>Report</b>     |              |
| 14.          | <b>Board Report</b>   | <b>Report</b>     |              |

## Adjournment

### CCS MISSION

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Leadership | Responsiveness | Stewardship

**Next Meeting will be held on Tuesday, December 19, 2023 at 8:30 a.m.  
Spokane Community College, 1810 N. Greene St, Spokane WA 99217**



**EXECUTIVE SESSION:** Under RCW 42.30.110, an Executive Session may be held. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session.

**PLEASE NOTE:** Times above are estimates only. The Board reserves the right to alter the order of the agenda.

**DISCUSSION/ACTION/REPORT:**

Bachelor of Applied Science in Integrated Behavioral Health Update:

The Bachelor of Applied Science (BAS) in Integrated Behavioral Health degree was created to prepare students who graduated with an AAS degree in Addiction Studies, Integrated Community Services, or closely related fields. Now in its first quarter, 13 students have been taking classes full-time. They have been attending on campus, on Zoom, and asynchronously. Two students are from rural areas, one student lives on the Westside, and 12 of the 13 work at least part-time, most of them in the behavioral health field. All are on track to pass all their classes.

**BACKGROUND: INFORMATION ABOUT THE PRESENTATION**

We will provide a short overview of students' progress in the BAS-IBH program, what challenges students have faced, and how they have overcome them. We will also speak about students' biggest takeaways from course content so far and their plans for future quarters, e.g. forming an IBH Student Council.

Prepared by: Ursula Heflick, BAS-IBH Program Lead

Presented by: Ursula Heflick, BAS-IBH Program Lead & two or three  
BAS-IBH students

November 14, 2023

**ACTION: CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL  
AND NATIVE LAND ACKNOWLEDGEMENT STATEMENTS**

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

Presented by: Mike Wilson  
Chair, CCS Board of Trustees  
November 14, 2023

# Washington State Community College District 17

## Community Colleges of Spokane Board of Trustees Meeting November 14, 2023

### Native Land Acknowledgment

*We are honored to acknowledge that the Community Colleges of Spokane, and our main campuses for Spokane Falls and Spokane Community College, are located on the traditional and sacred homelands of the Spokane Tribe. We also provide services in a region that includes the traditional and sacred homelands of the Coeur d'Alene Tribe, Confederated Tribes of the Colville Reservation, Kalispel Tribe and Nez Perce Tribe.*

*We pay our respect to tribal elders both past and present as well as to all indigenous people today. This land holds their cultural DNA and we are honored and grateful to be here on their traditional lands. We give thanks to the legacy of the original people and their descendants and pledge to honor their stewardship and values.*



**ACTION: APPROVAL OF CONSENT AGENDA**

**BACKGROUND**

Consent agenda items will be considered together and will be approved on a single motion. Any person desiring to remove an item for separate consideration should so request before approval of the agenda.

**AGENDA ITEMS**

- a. Board Minutes Approval - 10/17/2023
- b. Capital Projects - Nichole Hanna
- c. Budget and Expenditures - Linda McDermott
- d. Head Start - Bobbi Woodral
- e. NWAC Interlocal Agreement - Amy McCoy
- f. Admin Procedures - Greg Stevens

**RECOMMENDATION**

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the consent agenda as presented.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

Presented by: Trustee Mike Wilson  
Chair of Board of Trustees

November 14, 2023

**ACTION: APPROVAL OF MEETING MINUTES**

**RECOMMENDATION**

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the minutes from the October 17, 2023 meeting, as presented.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor  
November 14, 2023

**Minutes of the Board of Trustees Meeting**  
**Washington State Community College District 17**  
**Regular Meeting**  
**October 17, 2023 8:30am**  
**In Person and Zoom Option**

**Present:** Trustee Todd Woodard, Trustee Glenn Johnson, Trustee Steve Yoshihara. Also present: Kevin Brockbank, Jenni Martin, Kimberlee Messina, Carolyn Casey, Grace Leaf, Linda McDermott, Greg Stevens, Bonnie Glantz, Nichole Hanna, Jaclyn Jacot, Connan Campbell, Patrick McEachern, Jeff Williams, Brian Moyer, Russell Schluter, Carrie Culver, Katie Satake, Christina Momono, Beverly Daily, Abigail Affholter, Alison Cooley, Bobbi Woodral, Tammy Pham, Breanne Riley (recording secretary).

**Excused:** Trustee Mike Wilson, Trustee Anna Franklin, Lori Hunt, Katella DeBolt, Amy McCoy

**Guest:** Orville Williams

**Celebrating Student Success**

**Mr. Jeff Williams, Mr. Brian Moyer, and Mr. Russell Schluter** presented to the Board a report on the Welding program and Industrial Training Center at the SCC Colville Center. Mr. Williams gave an overview of the Industrial Training presence at the Colville Center. Mr. Williams reviewed the current form, funding, and program collaboration. Mr. Williams introduced former student Mr. Orville Williams, who gave a testimony of his experience while enrolled in the program. At 8:38am Mr. Russell Schluter took the Board on a walking tour of the Industrial Training Center. At 9:07am the Board returned from the walking tour of the Industrial Training Center.

**Call to Order**

The Board of Trustees of Washington State Community College District 17 held a regular meeting on Tuesday, October 17, 2023. Trustee Woodard called the meeting to order at 9:10am. This was followed by the Pledge of Allegiance and roll call. It was announced that the meeting was open to the public. The motion to excuse the attendance of Trustee Franklin and Trustee Wilson was so moved by Trustee Johnson, seconded by Trustee Yoshihara, and approved unanimously by the Board. Individuals interested in addressing the Board were encouraged to speak up during the public comment section. The Native Land Acknowledgement was given by Trustee Woodard.

## **PUBLIC COMMENT**

There were no public comments.

## **CONSENT AGENDA**

Being no objections, the consent agenda was entered into the record. Topics included the following:

- a. Minutes of the September 12, 2023 Regular Meeting
- b. Capital Projects Status – Ms. Nichole Hanna
- c. Budget and Expenditures – Dr. Linda McDermott
- d. Head Start Updates – Ms. Bobbi Woodral
- e. Admin Procedures – Ms. Nichole Hanna and Ms. Amy McCoy

Trustee Johnson noted that there was headway being made with enrollment within the Head Start program, to which Ms. Bobbi Woodral reviewed enrollment and progress within the Head Start program. Trustee Johnson shared that other colleges have been struggling with enrollment and that Ms. Woodral was doing a wonderful job. The motion to approve the consent agenda was brought forth by Trustee Woodard, moved by Trustee Johnson, and seconded by Trustee Yoshihara. The consent agenda was approved unanimously by the Board.

## **Chancellor's Report**

**Dr. Kevin Brockbank, Chancellor,** shared that there were many announcements to be given and asked that Mr. Greg Stevens begin with the first announcement. Mr. Stevens shared that he will be retiring from CCS in September of 2024. Mr. Stevens shared his plan for his last year while being the CSAO at CCS. Mr. Stevens thanked the Board for their support and the opportunity to make his announcement at the meeting. Trustee Yoshihara expressed his thanks to Mr. Stevens for his work at CCS, and Trustee Johnson thanked him specifically for his role as acting chancellor of CCS in 2023. Dr. Brockbank reviewed the temporary positions and executive recruitments that are in the future for CCS and that all positions have been covered internally in a successful and strong way. Dr. Brockbank introduced Dr. Linda McDermott as the new Chief Financial Officer of CCS. Dr. McDermott introduced herself and gave a brief report of the history of her career. Dr. Brockbank noted his excitement of Dr. McDermott re-joining the CCS team and thanked her. Dr. Brockbank reviewed projects that are currently in the works at CCS and the status of each one including employee retention, Guided Pathways, and Board objectives. Dr. Brockbank commended the leadership team for their work and said that he is optimistic to share the progress. Trustee Johnson requested a meeting with Dr. Brockbank and Mr. Arlen Harris in preparation for the legislative tour on October 23<sup>rd</sup> at SCC.

## **Presidents Report**

**Jenni Martin, Acting President of SCC**, shared that the SCC corrections graduation will take place on October 18<sup>th</sup> and that she is very excited for the ceremony. Ms. Martin shared how the counseling program has assisted students who have experienced crisis and the exceptional job that they have done. The SEER counseling department has been moved to the regular counseling department and that was done for strategic reasons. Ms. Martin thanked Ms. Piper McCarthy and Mr. Connan Campbell for their work with students at SCC.

**Dr. Kimberlee Messina, President of SFCC**, shared the progress with Guided Pathways and that SFCC is fully implemented. Dr. Messina then shared the changes that have accompanied the integration of Guided Pathways. Dr. Messina noted that both SCC, SFCC, and Dr. Lori Hunt went to visit Selkirk College recently and they were impressed with the work that Selkirk has completed in working with and integrating with the local Native American community. Dr. Messina reviewed the work that has been done with the strategic plan and employee retention efforts at SFCC.

## **Marketing Update**

**Ms. Carolyn Casey**, gave an update on marketing at CCS. Ms. Casey reviewed current marketing practices and marketing campaigns. Ms. Casey shared the campaigns that are based on segment demographics with the highlight on dual credit students, transfer students, career/tech students, ABE and adult students in transition, and underrepresented students. Ms. Casey presented an example of the running start campaign to the Board. Trustee Yoshihara asked if Ms. Casey was able to view how many people have seen and responded to videos that have been posted on the Running Start program. Ms. Casey then reviewed the transfer student campaign and its components and results. Trustee Johnson asked if there was a contract for the purchase. Ms. Casey reviewed the campaign approach for career/tech students explaining that the goal was to showcase the wide variety of technical programs that are offered across CCS. Ms. Casey reviewed the campaigns for career/tech students at both SCC and SFCC and the viewing rates at each campus. Ms. Casey then reviewed the Google Adwords “Drip” campaign for SCC and SFCC CTE programs. Ms. Casey shared how the marketing office finds potential student at events such as Hoopfest and high school graduations through ads promoting attending CCS. Ms. Casey reviewed the FastTrack Accelerated degree promotion at SCC as well as the promotion of cybersecurity SFCC and CCE. The marketing program for the ABE and HS+ were reviewed and it was shared that it has been very effective. Trustee Johnson asked if the new stadium that was built in downtown Spokane would be utilized as a tool for advertising CCS. Trustee Yoshihara asked if students are questioned on what they know about CCS upon enrollment. Ms. Casey shared that welcome packet envelopes are mailed to students who applied monthly in order to maintain engagement and

provide additional connections. Public relations strategy was shared with the Board and the tools used to communicate to potential students about CCS programs. The use of social media for engagement was shared and it was noted that the video tour of SFCC was very successful. Trustee Johnson asked if CCS has reached out to local universities in an effort to reach out to students who may need to utilize general classes at CCS as an option to recover credits. Trustee Yoshihara asked if there were many out of state students that viewed social media posts and videos online. Ms. Casey shared a video with the Board highlighting former student Serenity Haines and her journey at CCS. Trustee Yoshihara noted that was a great video and Trustee Woodard said that it was a great story and gave his thanks to Ms. Casey and her department. Trustee Yoshihara asked how many people work in the marketing department.

## **BREAK**

Trustee Woodard reconvened the meeting at 10:25am.

### **2021-25 CCS Strategic Plan Update**

**Mr. Greg Stevens,** Dr. Brockbank noted the presentation was included in the agenda for the meeting in response to a Board objective on the strategic plan. Mr. Stevens noted that the next update will be in February and the last update was given to the Board in February 2023. Mr. Stevens reviewed the mid-point check in and items that were the focus of the check-in. Three additional projects were added by Cabinet in relation to employee retention for a total of 42 projects – 14 have been completed, 9 are in progress, and 19 are to be assigned. Mr. Stevens reviewed the three priority statements of the strategic plan which are student success, operational excellence, and employee success and excellence. The 2021-25 strategic priorities element objectives were reviewed by Mr. Stevens. Mr. Stevens reviewed the student success priority elements which included expanding student recruitment, enrollment, retention, and achievement as well as consistently providing high-quality academic programming and innovative student support models. Mr. Stevens reviewed how CCS compares in student retention and achievement with the largest ten districts by headcount. Mr. Stevens reviewed the improvement in student transfer rates overall and the number for targeted populations.

Mr. Stevens then reviewed the operational excellence plan and that the first objective is on-going academic and student service innovation. The consistent data-informed decision making and constant pursuit of organizational efficiencies was then reviewed. Organization efficiencies inquiring about CCS structures, processes, and performance standards, and resource allocations survey results were presented to the Board.

Purposeful recruitment, development and retention survey results were shared by Mr. Stevens. The increase in quality of the applicant pools as measured by a decrease in

the recruitment-to-hire timeline by 3% as compared to 2021 was illustrated and the effect that the pandemic had on the rates. The increase in the retention of employees and the reduction in overall turnover rate as compared to 2021 was then reviewed. First year job survival rates as compared to the average of 2018-21 were also reviewed. Trustee Yoshihara asked why the retention had dropped, to which Trustee Johnson asked if exit interviews were being conducted. Trustee Johnson asked if there was a rate of classified staff that applied for different positions and the rate of if they attained the position. Mr. Stevens then reviewed the consistent standards of performance and accountability and the “bad” turnover among FT employees compared to 2021. Employee satisfaction with the consistency of performance standards and accountability survey results were shared with the Board. Mr. Stevens reviewed the strategy map and the objectives that were established by cabinet and approved by the Board and how they are measured. Mr. Stevens reviewed the timelines for the current plan and successor planning. Trustee Woodard asked how much the rebranding project would affect the upcoming strategic project.

### **Joint Enrollment Report**

**Ms. Jenni Martin and Dr. Kimberlee Messina**, gave an update of the joint enrollment report that was given to the Board in the spring. The Fall quarter of this year compared to the Fall quarter of 2023 was reviewed, as well as the Fall quarter pre-pandemic enrollment. It was noted that enrollment has been increasing and both colleges are seeing similar trends in enrollment. There has been an increase of applications and Ms. Martin contributes this to the marketing plan as well as the Guided Pathways program at both campuses. Enrollment strategies regarding conversion have increased and retention continues to be a focus for both campuses. Ms. Martin shared that CCS is making a recovery from the pandemic decrease in enrollment, to which Dr. Messina shared her agreement.

### **Rural Presentation**

**Mr. Connan Campbell and Ms. Jaclyn Jacot**, presented a report on SCC rural centers. A review of the rural centers, instructional programming, direct transfer degree programs, and professional/technical programs were shared with the Board. The SCC rural full-time faculty at the four centers was reviewed as well as the students in each program compared to the main campus. It was reported that there is a particularly high level of Running Start students at the rural centers and a low rate of transfer. Republic has the highest level of first-generation students at 60% and the gender breakdown at the rural campus is much higher amongst females than males as opposed to the main campus. Ms. Jacot shared the strengths and challenges at the SCC rural education centers. Mr. Campbell noted that an additional challenge has been that the companies locally encourage students to attend classes at the rural centers but the demand for employees is so high that the positions are open to non-

college graduates as well. Mr. Campbell then reviewed the challenge of maintaining relationships with the schools and their employees due to the high amount of turnover within the local school districts. Trustee Woodard asked how many students were enrolled in Republic.

### **IT Update**

**Ms. Grace Leaf**, shared that her report was meant to be a consent agenda item as opposed to a report, but she did want to introduce her employees that were present at the meeting. Mr. Sean Cotter, Mr. Nate Walker, Ms. Sara Covington, and Ms. Leslie Dawson were introduced. Trustee Johnson asked how the rural centers have been working with ctcLink in comparison to the main campuses. Trustee Woodard noted that the virtual meeting today was superb and flawless.

### **AHE/Faculty Report**

**Ms. Beverly Daily**, welcomed Dr. McDermott and stated that AHE is looking forward to working with her. Ms. Daily noted that AHE is sad to see Mr. Stevens leave CCS. Ms. Daily then shared that AHE is looking forward to bargaining in the coming year. Ms. Daily talked about Adjunct Parity Bill that was passed last year and that there is a group that is going to create a plan on how to obtain adjunct parity. AHE is hoping that the group will be able to supply AHE with more information on the bill.

**Ms. Christina Momono**, reported that Ms. Camille Kovarik shared that for Summer of 2023 the HS+ program served 118 HS+ students and had a total of 28 graduates and 308 credits earned. Ms. Intissar Yahia from the Pullman campus stated that she uses Universal Design for Learning and Differentiation Approaches in her classes. She incorporates numerous activities including art-based workshops, building relationships with Washington State University's international office, inviting guest speakers, and organizing field trips. She noted that this kind of practice enhances language skills, relieves refugees' trauma, and connects them with the local communities in the United States.

**Ms. Katie Satake**, reported that Mr. David Edwards, SCC Architecture faculty member took his first-year students to visit 8 architecture firms on the second and third day of the quarter so they could see where they might work in the future. The architects were very generous with their time explaining their jobs and answering students' questions. Mr. Edwards entered 10 projects that were done by his students last spring into a design competition sponsored by the Inland Northwest Architecture Foundation. Local and regional architects judged their work and awarded first, second and third place to his students. The winner received a \$1500 scholarship and the three have all been granted job interviews from local firms. Others are continuing their education down in Pullman by taking advantage of the 2+2 articulation with WSU Architectural Studies. Additionally, last year five of the students in the first year of a



two-year program found jobs in the industry and continued their studies while they are also gaining work experience. These employers have found that the students are good communicators and are likeable, teachable, and dependable. Mr. Andy Buddington, SCC Geology faculty member reported that SCC Geology students Alan Belasco & Marilyn Smith completed their geologic research project of the Antoine Peak Conservation Area, including a geologic guide to the hiking trails at Antoine Peak. The report and hiking guide was accepted by Spokane County Parks & Rec and linked to the Antoine Peak Conservation Area website. Ms. Amy Anderson, SCC communications faculty member reported that this summer she had nominated one of her Public Speaking students, Shawnee Munns, for the Statewide Inspirational Speech Championship at Centralia College and she placed third in the state.

#### **WFSE/Classified Staff Report**

**Ms. Abigail Affholter, SCC** was not able to share her report with the Board but it was included in the Board of Trustee packet that was sent to all parties.

#### **Student Government Report**

**Ms. Tammy Pham, SCC ASG President,** reported that the ASG had worked closely with numerous clubs to host several events. Ms. Pham shared that the Welcome Week at SCC was very successful as well as the first farmer's market for students. The Vice-President of ASG has been working closely with DEGA and the Center for Equity, Diversity, and Inclusion to obtain inclusive seating at campus. A new director position is being created with the focus on diversity and equity inclusion.

#### **Board Report**

Trustee Woodard wanted to thank Dr. Brockbank and Ms. Breanne Riley for a tour that was taken at Community College where he was able to tour the Okanagan College in Canada's Aviation Program, which he found very interesting.

#### **Executive Session**

There was no executive session.

#### **Potential Action Generated from Executive Session**

There was no action taken.

#### **Adjournment**

Being no further business, the meeting adjourned at 11:43am.

**CONSENT AGENDA ITEMS: CAPITAL PROJECTS**

Submitted by: Clinton Brown  
Chief Financial and Risk Officer  
November 14, 2023

PROJECT								FUNDING				DESIGN STATUS (Up To)				DOCUMENT STATUS (Up To)				Design Completion / Bid DATE		CONSTRUCTION STATUS (Up To)						LEGAL COMP DATE		
STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD		CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED	
18-063	SFCC Fine and Applied Arts Building, Phase 3		x		x		G	\$ 40,100,000	Project												07/08/21				o	●				08/05/23
18-063	SFCC Fine and Applied Arts Building, Phase 4		x		x		G	\$ 1,000,000	Project					●							04/01/24±									TBD
22-118	ESCO-CCS Utility Metering & Elec. Xfmr Repl (Trane)	x	x		x		C	\$ 2,500,000	Project												03/02/22					●				11/30/23
22-229	SCC Apprenticeship Center (Dates tentative, related to const. funding appropriation)	x			x		G	\$ 34,000,000	Project					●							8/1/27±									5/30/29±
22-737	SCC Building 10 Classroom Remodel, JOC	x			x		G	\$ 200,000	Project												07/01/23							●		09/15/23
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	x			x	x	C	\$ 1,900,000	Project												11/15/22		●							11/13/24
23-514	Lodge Renovation, Pre-Design/Design		x			x	G	\$ 170,000	Project					●							2/1/24±									
23-145	SCC Campus Security Upgrades Study	x				x	G	\$ 75,000	Study									o	●		12/1/23±									
23-568	SCC Campus Security Upgrades, Exterior Cameras	x			x		G	\$ 1,400,000	Project												09/21/23		●							8/31/24±
24-XXX	SCC Campus Security Upgrades, Access Controls	x			x	x	G	\$ 2,400,000	Project					o	●						2/1/24±									8/31/24±
24-XXX	SCC Campus Security Upgrades, Interior Cameras	x				x	G	\$ 800,000	Project					o	●						3/1/24±									8/31/24±
23-580	SFCC Campus Security Upgrades	x			x	x	G	\$ 4,500,000	Project			o	●								3/1/24±									4/30/25±
24-180	SFCC Stadium Roof Repairs, Phase 2		x		x		G	\$ 350,000	Project			o			●						3/1/24±									7/31/24±

**Total \$ 89,395,000**

PROJECT							FUNDING				DESIGN STATUS (Up To)				DOCUMENT STATUS (Up To)		Design Completion / Bid DATE	CONSTRUCTION STATUS (Up To)					LEGAL COMP DATE							
STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD		CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED	
NORTH SPOKANE CORRIDOR RELATED PROJECTS																														
23-051	SCC Campus Wayfinding, Monument Sign	x				x	G	\$ 1,000,000	Project			●									3/1/24±									8/31/24±
24-172	SCC Fire Tower Replacement	x				x	G	\$ 820,000	Project		○	●									1/31/24±									8/31/24±
Total								\$ 1,820,000																						
<div>● Current Status</div> <div>○ Previous Status</div>																														

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
18-063	SFCC Fine and Applied Arts Building, Phase 3	FAA, Phase 3 will be the construction of the new facility and site.
18-063	SFCC Fine and Applied Arts Building, Phase 4	FAA, Phase 4 will scope the demolition of existing Building 6, Fine Arts, and restore the site.
22-118	ESCO-CCS Utility Metering & Elec. Xfmr Repl (Trane)	Repair and replacement building utility metering in preparation to meet the requirements for the Clean Building Act; Repair and replacement of 5 50-60 year old transformers across the district. NOTE: Transformer lead times at the time of order was 64 weeks - 1500kVA due on site in May '23.
22-229	SCC Apprenticeship Center (Dates tentative, related to const. funding appropriation)	Design and Construction of replacement Apprenticeship Center to be erected on the SCC Campus. (Phs 1 Selection-2/23/22; Phs 2 Selection-3-10-22)
22-737	SCC Building 10 Classroom Remodel, JOC	Upgrades to the greenhouse classroom to include new lighting, ceiling, paint, windows, flooring, furnishings, and AV system. Delegated Authority project utilizing the State's Small Works Roster.
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	Replacement of aged electrical transformers across the district - continuation of Phase 1 utilizing supplemental legislative funding for outdated infrastructure replacement.
23-514	Lodge Renovation, Pre-Design/Design	Initial study to determine costs and feasibility of renovating the SFCC Lodge to support district functions currently housed in the Riverpoint One facility. Architectural team will develop scope to align with potential budget.
23-145	SCC Campus Security Upgrades Study	Project to develop strategic Campus-Wide access control and camera infrastructure upgrades.
23-568	SCC Campus Security Upgrades, Exterior Cameras	Project to design and implement campus-wide exterior video surveillance camera systems.
24-XXX	SCC Campus Security Upgrades, Access Controls	Project to design and implement integrated exterior and interior access control systems for all campus facilities.
24-XXX	SCC Campus Security Upgrades, Interior Cameras	Project to design and implement strategic placement of interior video surveillance camera systems.
23-580	SFCC Campus Security Upgrades	Project to develop and implement campus-wide security measures to include interior and exterior access control and video surveillance systems, utilizing the strategies developed during the SCC Campus Security Upgrades study.
24-180	SFCC Stadium Roof Repairs, Phase 2	Project to make structural steel repairs to the stadium, install expansion joints, and to repair lower roof sections.

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
NORTH SPOKANE CORRIDOR RELATED PROJECTS		
23-051	SCC Campus Wayfinding, Monument Sign	Project to design and construct two new campus entrance monuments; at Mission/Sycamore and at Greene/Ermina.
24-172	SCC Fire Tower Replacement	Project to develop the site and procure / install replacement fire tower at SCC. Currently tower owned by WSDOT in association with the NSC agreement and will be demolished in 2024.

**CONSENT AGENDA ITEMS:**

Community Colleges of Spokane  
Business and Finance Office

Fiscal Year 2023-24 Financial Reports: State Allocation and Tuition Operating Budget Status Report and All-Funds Revenue and Expenditures as of September 30, 2023, and preliminary reports as of October 31, 2023

The consent agenda item is provided by the Business and Finance Office of the Community Colleges of Spokane, for review and consideration.

Enclosed for the Board's review are the Operating Budget Status Reports and the summary of All-Funds Revenue and Expenditures as of September 30, 2023. Preliminary reports as of October 31, 2023, are also included in advance of the final October fiscal month close. Both reports reflect the 3<sup>rd</sup> State Allocation received from the State Board for Community and Technical Colleges (SBCTC).

The Operating Budget Status Report includes actual tuition collected. Based on the October 31, 2023, preliminary report, year-to-date actual collections are slightly ahead of the target revenue projection (+\$133,160). Actual expenditures year-to-date are also on target for the time of the year and academic quarter. The All-Funds Summary Report of Revenues and Expenditures through October 31 reflects an excess of revenue over expenditures of \$20M. These results will fluctuate significantly due to the timing of revenue collected and actual expenditures incurred.

Attachments:

1. State Allocation and Tuition Operating Budget Report 2023.09 – 2023-11-06
2. Revenue & Expenditures 2023-07-01 through 2023-09-30 – 2023-11-06
3. PRELIMINARY State Allocation and Tuition Operating Budget Report 2023.10 2023-11-06
4. PRELIMINARY Revenue & Expenditures 2023-07-01 through 2023-10-31 – 11/6/2023

Submitted by: Dr. Linda McDermott, CPA  
Acting Chief Financial Officer  
Nov 7, 2023

# State Allocation and Tuition Operating Budget Report

for Fiscal Year 2023 - 2024

Tuition revenue and GL expenditures through September 30, 2023



## State Allocation #3

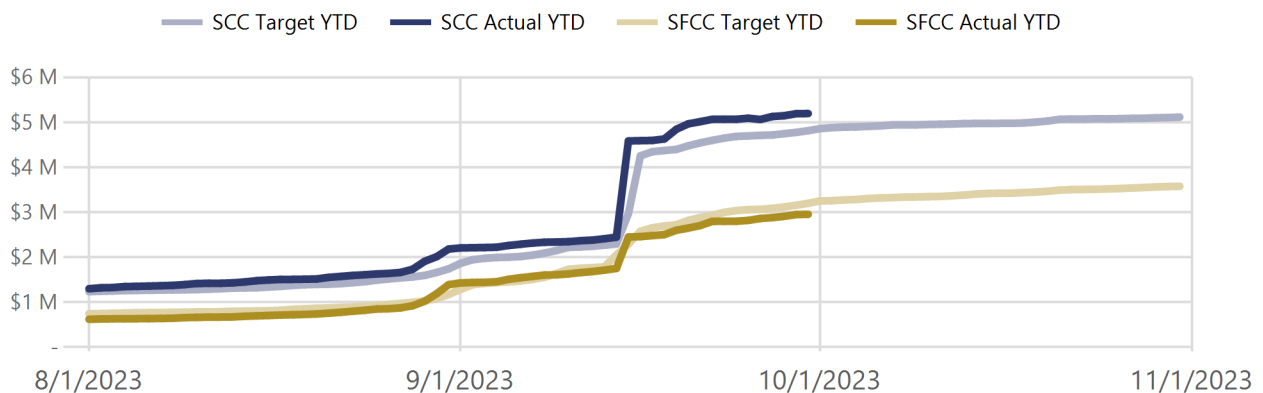
	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	\$45,323,266	\$21,491,400	\$18,189,069	-	\$85,003,735
Tuition Revenue Estimate	\$5,247,268	\$3,855,450	\$3,538,401	\$9,455,135	\$22,096,254
One-time Distribution of FY23 Tuition Revenue over Budget & Unspent DMC	\$1,158,426	\$411,799	\$455,558	-	\$2,025,783
<b>Total State Allocation &amp; Tuition Operating Budget</b>	<b>\$51,728,960</b>	<b>\$25,758,649</b>	<b>\$22,183,028</b>	<b>\$9,455,135</b>	<b>\$109,125,772</b>

## Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$51,728,960	\$9,107,993	18%	41%
SFCC	\$25,758,649	\$5,032,899	20%	22%
Central Administration	\$22,183,028	\$6,159,780	28%	28%
<i>Administration (HR, CEO, CCO, CFO, CIAEAO)</i>		\$1,899,352		8.5%
<i>IT, Facilities, Security, Provost</i>		\$4,260,428		19%
District Managed Costs	\$9,455,135	\$2,081,631	22%	9.3%
<b>Total</b>	<b>\$109,125,772</b>	<b>\$22,382,303</b>	<b>21%</b>	

## Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$12,964,497	\$5,194,577	\$4,812,720	\$381,857	2.9%
SFCC	\$9,131,756	\$2,952,426	\$3,196,955	(\$244,528)	-2.7%
<b>District Total</b>	<b>\$22,096,253</b>	<b>\$8,147,003</b>	<b>\$8,009,674</b>	<b>\$137,329</b>	<b>0.6%</b>







District Business & Finance Office

## Revenue & Expenditures

7/1/2023 through 9/30/2023

Revenue	July	August	September	Total
Tuition and Student Fees				
Tuition	\$7,068,593	\$2,097,210	\$243,240	\$9,409,043
Tuition AR	(\$5,189,662)	(\$409,307)	\$4,336,929	(\$1,262,040)
S&A Fee	\$836,588	\$346,825	\$30,115	\$1,213,528
Student Fees	\$1,217,651	\$456,232	(\$25,691)	\$1,648,192
Grants & Contracts				
Head Start & ECEAP	\$2,920,951	\$1,474	\$2,301,442	\$5,223,867
Running Start	(\$3,348,788)	\$3,514,036		\$165,249
Perkins	-	\$247,994	\$103,306	\$351,300
WorkFirst	-	\$175,651	\$105,869	\$281,519
BFET	-	\$154,960	\$226,552	\$381,512
Corrections	-	\$175,438		\$175,438
Grant Indirect	\$158,410	\$172,884	\$161,870	\$493,163
Other Grants & Contracts	(\$289,026)	\$997,712	\$539,610	\$1,248,296
Financial Aid				
PELL	\$529,216	(\$2,524)	\$5,292,252	\$5,818,944
Work Study	(\$60,688)		\$86,843	\$26,155
Other Federal Financial Aid	(\$47,267)	\$28,758	\$197,477	\$178,968
Other State Financial Aid	\$111,756	\$200,059	\$265,112	\$576,928
Direct Loan	(\$685,063)	(\$19,879)	\$5,405,720	\$4,700,778
Other Revenue				
State Allocation	\$4,667,534	\$7,506,703	\$8,016,041	\$20,190,279
Capital Projects	\$167,975	(\$74,737)	\$3,645,453	\$3,738,691
Auxiliary	\$703,051	\$770,210	\$329,021	\$1,802,282
Other Revenue	\$2,689,392	\$756,433	\$264,047	\$3,709,872
Accounts Receivable	\$11,965,357	\$2,057,409	(\$1,769,698)	\$12,253,068
<b>Total Collected Revenue</b>	<b>\$23,415,981</b>	<b>\$19,153,538</b>	<b>\$29,755,511</b>	<b>\$72,325,030</b>



# Revenue & Expenditures

7/1/2023 through 9/30/2023

Expenditures to Date	July	August	September	Total
<b>Tuition and Student Fees</b>				
S&A Fee	\$12,781	\$53,106	\$141,166	\$207,053
Student Fees	\$162,219	\$479,129	\$396,429	\$1,037,777
Building & Innovation Fee	\$100,513	\$209,483	\$288,304	\$598,300
<b>Grants &amp; Contracts</b>				
Head Start & ECEAP	\$803,458	\$1,238,457	\$1,841,850	\$3,883,766
Running Start	-	-		-
Perkins	\$36,881	\$31,164	\$64,912	\$132,957
WorkFirst	\$96,627	\$66,345	\$104,970	\$267,942
BFET	\$58,050	\$34,363	\$116,075	\$208,488
Corrections	\$146,799	\$179,921	\$171,366	\$498,086
Other Grants & Contracts	\$88,221	\$61,555	\$131,686	\$281,462
<b>Financial Aid</b>				
PELL	\$1,369,565	\$1,818	\$5,184,862	\$6,556,245
Work Study	\$32,230	\$39,174	\$35,366	\$106,770
Other Federal Financial Aid	\$107,621	(\$480)	\$115,644	\$222,785
Other State Financial Aid	\$1,335,215	\$31,025	\$5,502,840	\$6,869,080
Direct Loan	\$1,140,139	\$236,360	\$3,571,411	\$4,947,910
<b>Other Expenditures</b>				
Salary & Benefits	\$5,045,060	\$8,156,586	\$8,540,330	\$21,741,975
Capital Projects	\$3,011,258	\$3,825,466	\$358,748	\$7,195,471
Rent & Utilities	(\$82,820)	\$435,532	\$330,249	\$682,961
Travel	\$16,910	\$30,737	\$23,772	\$71,419
Goods, Equipment, and Supplies	\$59,742	\$134,018	\$156,103	\$349,864
Auxiliary	\$107,666	\$200,365	\$112,817	\$420,848
Other Expenses	\$1,321,718	\$506,464	\$858,076	\$2,686,258
<b>Total Expenditures</b>	<b>\$14,969,852</b>	<b>\$15,950,590</b>	<b>\$28,046,976</b>	<b>\$58,967,418</b>
<b>Net Activity</b>	<b>\$8,446,129</b>	<b>\$3,202,948</b>	<b>\$1,708,535</b>	<b>\$13,357,612</b>

# State Allocation and Tuition Operating Budget Report

for Fiscal Year 2023 - 2024

Tuition revenue and GL expenditures through October 31, 2023



## State Allocation #3

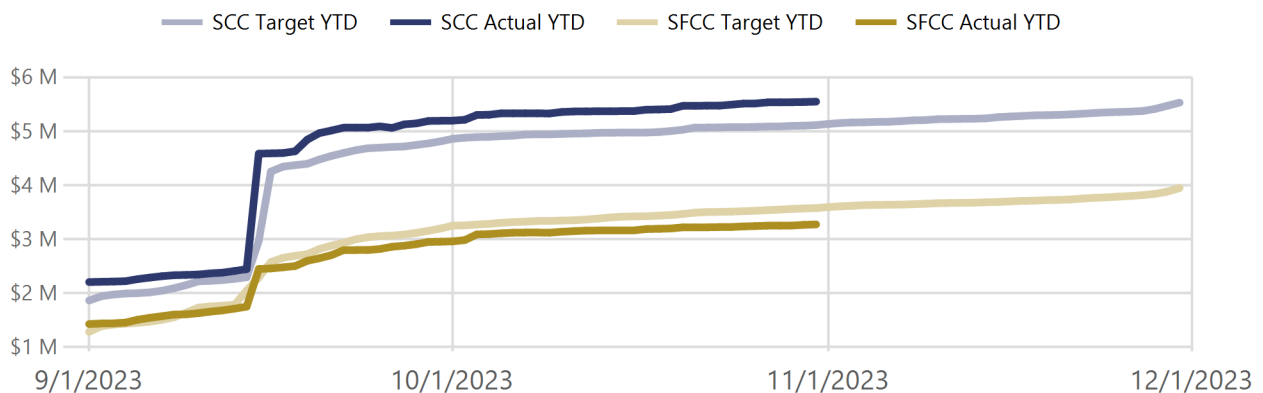
	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	\$45,323,266	\$21,491,400	\$18,189,069	-	\$85,003,735
Tuition Revenue Estimate	\$5,247,268	\$3,855,450	\$3,538,401	\$9,455,135	\$22,096,254
One-time Distribution of FY23 Tuition Revenue over Budget & Unspent DMC	\$1,158,426	\$411,799	\$455,558	-	\$2,025,783
<b>Total State Allocation &amp; Tuition Operating Budget</b>	<b>\$51,728,960</b>	<b>\$25,758,649</b>	<b>\$22,183,028</b>	<b>\$9,455,135</b>	<b>\$109,125,772</b>

## Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$51,728,960	\$11,712,197	23%	41%
SFCC	\$25,758,649	\$6,614,728	26%	23%
Central Administration	\$22,183,028	\$7,510,052	34%	26%
<i>Administration (HR, CEO, CCO, CFO, CIAEAO)</i>		\$2,316,807		8.1%
<i>IT, Facilities, Security, Provost</i>		\$5,193,245		18%
District Managed Costs	\$9,455,135	\$2,789,592	30%	9.7%
<b>Total</b>	<b>\$109,125,772</b>	<b>\$28,626,568</b>	<b>26%</b>	

## Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$12,964,497	\$5,550,075	\$5,114,416	\$435,659	3.4%
SFCC	\$9,131,756	\$3,272,748	\$3,575,247	(\$302,499)	-3.3%
<b>District Total</b>	<b>\$22,096,253</b>	<b>\$8,822,823</b>	<b>\$8,689,663</b>	<b>\$133,160</b>	<b>0.6%</b>





# Revenue & Expenditures

7/1/2023 through 10/31/2023

Revenue	July	August	September	October	Total
Tuition and Student Fees					
Tuition	\$7,068,593	\$2,097,210	\$243,240	\$1,260,947	\$10,669,990
Tuition AR	(\$5,189,662)	(\$409,307)	\$4,336,929	(\$585,127)	(\$1,847,167)
S&A Fee	\$836,588	\$346,825	\$30,115	\$156,465	\$1,369,993
Student Fees	\$1,217,651	\$456,232	(\$25,691)	\$211,061	\$1,859,253
Grants & Contracts					
Head Start & ECEAP	\$2,920,951	\$1,474	\$2,301,442	\$2,148,446	\$7,372,313
Running Start	(\$3,348,788)	\$3,514,036		\$21,964	\$187,213
Perkins	-	\$247,994	\$103,306	\$30,334	\$381,634
WorkFirst	-	\$175,651	\$105,869	\$65,445	\$346,964
BFET	-	\$154,960	\$226,552	\$11,052	\$392,564
Corrections	-	\$175,438		\$524,190	\$699,627
Grant Indirect	\$158,410	\$172,884	\$161,870	\$32,125	\$525,288
Other Grants & Contracts	(\$289,026)	\$997,712	\$539,610	\$565,558	\$1,813,854
Financial Aid					
PELL	\$529,216	(\$2,524)	\$5,292,252	(\$4,329)	\$5,814,615
Work Study	(\$60,688)		\$86,843	\$50,000	\$76,155
Other Federal Financial Aid	(\$47,267)	\$28,758	\$197,477	\$18,005	\$196,973
Other State Financial Aid	\$111,756	\$200,059	\$265,112	\$4,053,498	\$4,630,426
Direct Loan	(\$685,063)	(\$19,879)	\$5,405,720	(\$1,324,637)	\$3,376,141
Other Revenue					
State Allocation	\$4,667,534	\$7,506,703	\$8,016,041	\$7,061,833	\$27,252,112
Capital Projects	\$167,975	(\$74,737)	\$3,645,453	\$331,509	\$4,070,200
Auxiliary	\$703,051	\$770,210	\$329,021	\$484,089	\$2,286,371
Other Revenue	\$2,689,392	\$756,433	\$264,047	\$334,324	\$4,044,196
Accounts Receivable	\$11,965,357	\$2,057,409	(\$1,769,698)	\$4,202,740	\$16,455,808
<b>Total Collected Revenue</b>	<b>\$23,415,981</b>	<b>\$19,153,538</b>	<b>\$29,755,511</b>	<b>\$19,649,492</b>	<b>\$91,974,522</b>



# Revenue & Expenditures

7/1/2023 through 10/31/2023

Expenditures to Date	July	August	September	October	Total
Tuition and Student Fees					
S&A Fee	\$12,781	\$53,106	\$141,166	\$158,862	\$365,916
Student Fees	\$162,219	\$479,129	\$396,429	\$678,570	\$1,716,347
Building & Innovation Fee	\$100,513	\$209,483	\$288,304	\$763,366	\$1,361,666
Grants & Contracts					
Head Start & ECEAP	\$803,458	\$1,238,457	\$1,841,850	\$1,549,891	\$5,433,657
Running Start	-	-			-
Perkins	\$36,881	\$31,164	\$64,912	\$69,947	\$202,903
WorkFirst	\$96,627	\$66,345	\$104,970	\$34,553	\$302,495
BFET	\$58,050	\$34,363	\$116,075	\$10,818	\$219,306
Corrections	\$146,799	\$179,921	\$171,366	\$86,907	\$584,993
Other Grants & Contracts	\$88,221	\$61,555	\$131,686	\$136,869	\$418,331
Financial Aid					
PELL	\$1,369,565	\$1,818	\$5,184,862		\$6,556,245
Work Study	\$32,230	\$39,174	\$35,366	\$39,123	\$145,893
Other Federal Financial Aid	\$107,621	(\$480)	\$115,644	\$15,556	\$238,341
Other State Financial Aid	\$1,335,215	\$31,025	\$5,502,840		\$6,869,080
Direct Loan	\$1,140,139	\$236,360	\$3,571,411		\$4,947,910
Other Expenditures					
Salary & Benefits	\$5,045,060	\$8,156,586	\$8,540,330	\$5,318,660	\$27,060,635
Capital Projects	\$3,011,258	\$3,825,466	\$358,748	\$2,263,009	\$9,458,481
Rent & Utilities	(\$82,820)	\$435,532	\$330,249	\$308,548	\$991,509
Travel	\$16,910	\$30,737	\$23,772	\$38,069	\$109,488
Goods, Equipment, and Supplies	\$59,742	\$134,018	\$156,103	\$163,235	\$513,098
Auxiliary	\$107,666	\$200,365	\$112,817	\$227,043	\$647,891
Other Expenses	\$1,321,718	\$506,464	\$858,076	\$974,899	\$3,661,157
<b>Total Expenditures</b>	<b>\$14,969,852</b>	<b>\$15,950,590</b>	<b>\$28,046,976</b>	<b>\$12,837,924</b>	<b>\$71,805,342</b>
<b>Net Activity</b>	<b>\$8,446,129</b>	<b>\$3,202,948</b>	<b>\$1,708,535</b>	<b>\$6,811,568</b>	<b>\$20,169,180</b>

**CONSENT AGENDA ITEMS: HEAD START UPDATES**

Submitted by: Bobbi Woodral  
District Director Head Start/EHS/ECEAP  
November 14, 2023

# STATUS REPORT HEAD START/ECEAP/EHS

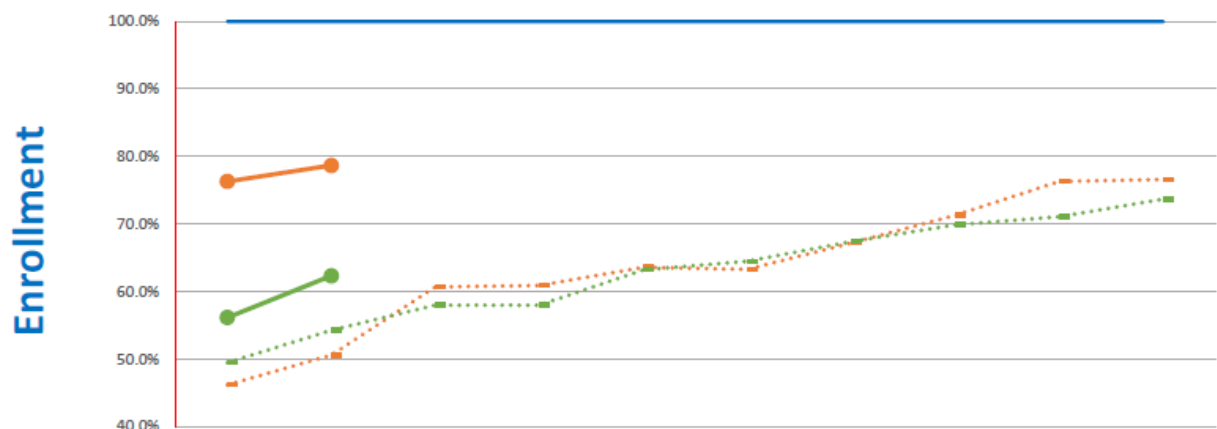
## NOVEMBER 2023

### ENROLLMENT

Head Start Enrollment for the month of October was under-enrolled by 226 slots or 62.4% fully enrolled. Early Head Start was under-enrolled by 72 slots or 78.7% fully enrolled.

October 2023

### Head Start/Early Head Start Policy Council Graphs



		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
2023/24	EHS	76.3%	78.7%								
	HS	56.2%	62.4%								
2022/23	EHS	46.2%	50.6%	60.7%	60.9%	63.6%	63.3%	67.2%	71.3%	76.3%	76.6%
	HS	49.5%	54.3%	58.0%	58.0%	63.2%	64.5%	67.4%	69.9%	71.1%	73.7%

Enrollment continues to be of utmost importance in ensuring that Head Start (HS)/Early Head Start (EHS) effectively reaches the maximum number of children we are obligated to serve, despite the ongoing challenges and limitations caused by staffing shortages. In October, seven HS (preschool) classrooms were closed, resulting in 120 vacant slots. Furthermore, there are an additional 106 slots that remain unfilled due to various obstacles, such as staffing shortages and low student waitlists, which hinder full enrollment in our preschool classrooms. The presence of alternative preschool options in our community, such as Transitional Kindergarten and expanded ECEAP, has further compounded the difficulty in attracting eligible children for our HS programming.

In October, EHS (infant and toddler) continued to have eight classrooms closed, resulting in a total of 64 unoccupied slots. Unlike HS, EHS waitlists are in favorable condition, and the primary obstacle in opening and achieving full enrollment in classrooms has been the recruitment of staff.

Efforts to enhance recruitment have been ongoing, resulting in successful hiring of additional staff. As we continue to onboard and integrate new employees, we can effectively assess and strategize for the expansion of our classroom capacity. To address the high demand reflected in our waitlists, priority is given to assigning new staff members to these specific EHS classrooms. Notably, on November 1, a classroom was opened at the Martin Luther King Community Center, accommodating eight children. Furthermore, SFCC's Early Learning Center opened an additional toddler classroom on November 6, with a second one scheduled to commence on November 20, accommodating a total of 16 more children.

Lastly, SCC's Bigfoot Center will open a classroom on November 20, catering to eight children. The opening of these four classrooms is expected to significantly boost EHS enrollment by 32 children.

## **PROGRAM PLANNING**

Each year, our program conducts a comprehensive analysis of our internal operations, systems, and objectives to evaluate our effectiveness and progress. Additionally, we assess the needs of the community and stay updated on current trends in the early learning field. Currently, the HS/EHS program is undergoing a formal self-assessment, focusing on three specific areas: compliance with performance standards, staff onboarding, and addressing challenging child behaviors/incidents. This assessment, along with other data, will inform our decision-making process as we consider potential changes to our program structure and models.

In April 2023, our program was placed on an under-enrollment plan as a monitoring mechanism and strategic tool to ensure that our enrollment capacity reaches the required minimum of 97%. Given the challenges we have previously faced in recruiting preschool children and maintaining a sufficient waitlist in our community, it is inevitable that we explore budget-neutral options to reduce HS enrollment in order to meet the requirements set by the Office of Head Start (OHS). Throughout the planning process, our program will collaborate with our Regional Office and OHS to develop a feasible plan for future programming. As always, our planning, decision-making, and determinations will be presented to the Board of Trustees for their review and approval.

**Prepared by:** Bobbi Woodral, District Director



# HEAD START/EARLY HEAD START FY 23-24 BUDGET REPORT SEPTEMBER 2023

September 30, 2023

HEAD START 4SA6/HS24 - Grant Period 9/01/2023 Thru 8/31/2024							EARLY HEAD START 4SC6/EHS24 - Grant Period 9/01/2023 Thru 8/31/2024						
	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed		Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed
<b>FEDERAL FUNDING</b>													
Personnel	4,150,948		387,024	3,763,924	9%	8%		4,390,875		395,324	3,995,551	9%	8%
Fringe Benefits	2,048,713		173,167	1,875,546	8%	8%		2,108,781		181,766	1,927,015	9%	8%
Travel				0	0%	8%					0	0%	8%
Equipment				0	0%	8%					0	0%	8%
Supplies	101,030		6,038	94,992	6%	8%		122,826		4,696	118,130	4%	8%
Contractual				0	0%	8%					0	0%	8%
Facilities/Construction				0	0%	8%					0	0%	8%
Other	727,681		4,522	723,159	1%	8%		628,888		4,487	624,401	1%	8%
Indirect	612,305		45,485	566,820	7%	8%		610,167		46,592	563,575	8%	8%
Unobligated/To Be Reassigned	0	0		0	0%	8%		0	0		0	0%	8%
<b>FEDERAL FUNDING TOTAL</b>	<b>\$7,640,677</b>	<b>\$0</b>	<b>\$616,236</b>	<b>7,024,441</b>	<b>8%</b>	<b>8%</b>		<b>\$7,861,537</b>	<b>\$0</b>	<b>\$632,865</b>	<b>7,228,672</b>	<b>8%</b>	<b>8%</b>
<b>OTHER FUNDING</b>													
SCC/SFCC Student Gov't Funds	66,381		0	66,381	0%	8%		60,323		0	60,323	0%	8%
Child Care Fees	1,864,036		0	1,864,036	0%	8%		2,148,318		0	2,148,318	0%	8%
<b>OTHER FUNDING TOTAL</b>	<b>\$1,930,417</b>	<b>\$0</b>	<b>\$0</b>	<b>1,930,417</b>	<b>0%</b>	<b>8%</b>		<b>\$2,208,641</b>	<b>\$0</b>	<b>\$0</b>	<b>2,208,641</b>	<b>0%</b>	<b>8%</b>
<b>TOTAL FUNDING</b>	<b>\$9,571,094</b>	<b>\$0</b>	<b>\$616,236</b>	<b>8,954,858</b>	<b>6%</b>	<b>8%</b>		<b>\$10,070,178</b>	<b>\$0</b>	<b>\$632,865</b>	<b>9,437,313</b>	<b>6%</b>	<b>8%</b>
<b>Training &amp; Tech Assistance Funds</b>	<b>\$76,563</b>		<b>\$53,885</b>	<b>22,678</b>	<b>70%</b>	<b>8%</b>		<b>\$145,055</b>		<b>\$40,295</b>	<b>104,760</b>	<b>28%</b>	<b>0%</b>
<b>Non-Federal Share Match HS/EHS</b>	<b>\$3,991,767</b>		<b>\$209,749</b>	<b>3,782,017</b>	<b>5%</b>	<b>8%</b>		<b>**Head Start and Early Head Start Non-Federal Share is Combined**</b>					

This document has been prepared on the basis of information available to the program's Fiscal Office through:

NOTE: Both a report listing credit card expenditures and a report with greater budget detail are regularly provided to the HS/EHS Board of Trustees liaison and the Policy Council Treasurer. These reports are also available upon request.

September 30, 2023  
 Policy Council Treasurer \_\_\_\_\_  
 CCS HS/EHS Board Liaison \_\_\_\_\_

Initials

## USDA CACFP Meal Service Report - September 2023

Number of Reimbursable Meals		Actual HS/EHS Reimbursement		
5,035	Breakfast	\$11,479.80	Total Attendance	6,258
0	AM Snacks	\$0.00	Average Number of school days	16.86
5,973	Lunch	\$25,385.25	Average daily attendance	369.85
4,779	PM Snacks	\$5,590.26		
0	Supper	\$0.00		
0	Evening Snacks	\$0.00		
15,787	<b>Total</b>	<b>\$42,455.310</b>	<b>Cash-In-Lieu</b>	<b>Total</b>
			\$1,762.04	<b>\$44,217.35</b>
	Monthly Food Operating costs		\$49,095.06	
	September Farm to School Grant reimbursement		\$0.00	

**CONSENT AGENDA ITEMS: NWAC INTERLOCAL AGREEMENT**

Submitted by: Amy McCoy  
Chief Compliance Officer  
November 14, 2023

## **NORTHWEST ATHLETIC CONFERENCE INTERLOCAL AGREEMENT OF PARTICIPATING COLLEGES**

**WHEREAS**, the Washington Interlocal Cooperation Act, RCW 39.34.030, authorizes any two or more public agencies to enter into interlocal agreements for joint or cooperative action; and

**WHEREAS**, the undersigned public two-year colleges of the Pacific Northwest (“Participating Colleges”) established the Northwest Athletic Conference (“NWAC”), existing in various forms since 1946, for the purpose of sponsoring and regulating competition in intercollegiate athletics among the Participating Colleges; and

**WHEREAS**, the Participating Colleges desire to renew that NWAC Interlocal Agreement executed in 2013-14 for a ten-year term expiring in 2023-24;

**NOW, THEREFORE**, the Participating Colleges hereby mutually agree to be bound by the provisions of this renewed NWAC Interlocal Agreement.

1.     **Purpose.** This NWAC Interlocal Agreement (“Agreement”) establishes the Northwest Athletic Conference (“NWAC”) as a voluntary association of member institutions governed by contract for the purpose of sponsoring and regulating competition in intercollegiate athletics.

2.     **Parties.** The parties to this Agreement consist of the undersigned Participating Colleges and such other public two-year colleges of Washington, Oregon, Idaho, and British Columbia as may hereafter be accepted into membership and agree to be bound by this Agreement.

3.     **Governance.** The Participating Colleges agree to be bound by this Agreement and by all applicable provisions of the NWAC Athletic Code (“Codebook”) as now or hereafter adopted. In accordance therewith, the NWAC shall be funded by membership dues and governed by its Athletic Commission and NWAC Executive Board. The NWAC shall be staffed by an Executive Director reporting to the Executive Board. The NWAC’s administrative offices shall be located at a Participating College designated as NWAC’s fiscal agent.

4.     **Effective Date; Duration; Dissolution.** This Agreement, which must be approved by the governing boards of the Participating Colleges, shall become effective upon the date signed by the chief executive officers of the Participating Colleges and shall remain in effect until modified or terminated by mutual agreement. In the event the Participating Colleges should, by majority vote of the then-Participating Colleges, elect to end participation in NWAC, each member institution shall be equally responsible for a proportionate share of NWAC’s then existing assets and liabilities.

5. **NWAC Code Controlling.** The Participating Colleges mutually agree to be bound by the NWAC Athletic Code incorporated herein by this reference, including its Constitution, Bylaws, and Sport Rules and Regulations. It is expressly agreed that the NWAC Code shall be controlling and shall provide the sole and exclusive remedy for resolving issues arising thereunder, including but not limited to student-athlete eligibility determinations and enforcement sanctions or penalties imposed for Code violations.

6. **Complete Agreement; Modification.** This Agreement constitutes the entire agreement between the parties and supersedes all previous agreements relating to the subject matter hereof. No modification or waiver of this Agreement shall be valid or binding unless in writing signed by the Participating Colleges.

7. **Governing Law; Venue; Severability.** This Agreement shall be governed by the laws of the State of Washington. Venue for any dispute under this Agreement shall be in Thurston County, Washington. If any provision of this Agreement shall be held invalid, such invalidity shall not affect the other provisions of the Agreement that can be given effect without the invalid provision, if such remainder is consistent with applicable law and with the fundamental purpose of this Agreement.

**IN WITNESS WHEREOF**, this Agreement, which may be signed in counterparts, has been executed by and on behalf of the Participating Colleges by their authorized representatives on the dates written below.

#### **PARTICIPATING NWAC COLLEGES**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
College / Member Institution

**CONSENT AGENDA ITEMS: ADMIN PROCEDURE**

Submitted by: Greg Stevens  
Chief Strategy Administration Officer  
November 14, 2023

## CCS Administrative Procedure

### 2.00.01 – A Classification

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Implementing Board Policy [2.00.01](#)  
Contact: Human Resources

#### 1.0 Classification Objective and Responsibilities (summary of Board of Trustees Policy 2.00.01)

Community Colleges of Spokane (CCS), aware of its obligations as an institution of higher education and steward of the public trust, will ensure that personnel administration procedures and practices comply with federal, state and local laws and statutes. All CCS positions shall be part of a classification plan, established and/or maintained by the Chief Strategy and Administration Officer (CSAO) pursuant to applicable collective bargaining agreements, [Washington Administrative Code \(WAC\) 357-13](#) and rules established by the State of Washington [Office of Financial Management](#) (OFM), or as outlined in this procedure.

- 1.1 The classification plan shall provide for the grouping of positions by job description into a system of classes, occupational categories and/or unit allocations.
- 1.2 The classification plan shall be the basis for other procedures and rules related to recruitment/selection, compensation, training, promotion, demotion, reduction in force, reemployment and related issues as stipulated by applicable rules and collective bargaining agreements.
- 1.3 The classification plan shall provide the basis for compliance with the following federal and state laws, rules and regulations:
  - 1.3.1 [Fair Labor Standards Act](#) (FLSA)
  - 1.3.2 [Equal Pay Act](#)
  - 1.3.3 [Uniform Guidelines on Employee Selection](#)
  - 1.3.4 [Americans With Disabilities Act](#) (ADA)
  - 1.3.5 [WAC 357-13](#) and related rules of OFM
- 1.4 The classification plan shall be maintained consistent with this procedure to ensure continued compliance with these statutes and, further, to ensure ongoing compliance with the compensation principles of internal consistency and external competitiveness.
- 1.5 Immediate supervisors are responsible to ensure accurate position descriptions for each position under their supervision are established and maintained. Immediate supervisors must submit any edits to position descriptions to the Human Resource Office (HRO) for review and approval. The HRO maintains all official position description and personnel records.
- 1.6 The CSAO, having delegated responsibility to the HRO, is responsible for maintaining, periodically reviewing and analyzing the position description for each CCS position.
- 1.7 The CSAO is responsible for ensuring job analyses are consistent and accurate across units and divisions.
- 1.8 For classified service positions, the job descriptions will conform to the requirements of [WAC 357-13](#) and rules established by the OFM.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 2.1 Allocation: a process to determine a position's proper employment category and placement within the category based on the position's duties.
- 2.2 Appointing authority: only the Chancellor and campus presidents have the authority to make employment appointments. This authority may be delegated by these parties as appropriate.
- 2.3 Classification: a grouping of similar positions with significantly similar responsibilities and competencies.
- 2.4 Classification series: all classifications within a recognized career ladder or training series.
- 2.5 Employment categories: the various categories of employment recognized by CCS and described in more detail in section 3.0 below
- 2.6 Incumbent: the current holder of a position within the organization.
- 2.7 Occupational category: a grouping of two or more classifications performing similar work e.g., Administrative Services, Education, Information Technology.
- 2.8 Office of Financial Management (OFM): the State of Washington department charged under [WAC 357-13](#) with development of the state's classified service classification plan.
- 2.9 Position analysis: a process by which the duties, responsibilities, competencies and other aspects of a position are reviewed to determine proper classification.
- 2.10 Position description: the description of the specific duties and responsibilities performed, the competencies, the essential functions, licenses and certifications required, and the working conditions for a specific position.
- 2.11 Reallocation: a process that is initiated by the employee or management to request the HRO conduct a position analysis to review a position's duties, based on substantial and permanent changes to the position, for proper classification.

### 3.0 Employment Category Allocation

Positions are allocated to a specific employment category by the CSAO. Allocation is based upon the following criteria.

- 3.1 Academic: any instructor, counselor, or librarian who is employed by CCS and not otherwise excluded by law pursuant to Revised Code of Washington (RCW) [Chapter 28B.52](#).
- 3.2 Administrator position: a contracted leadership position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA, and/or is designated as exempt from the application of the rules provided in [WAC 357](#).
- 3.3 Classified: all positions subject to the provisions of [Chapter 41.06 RCW](#) and [WAC 357](#). These positions follow the guidelines outlined by OFM's occupational categories and the classification rules outlined in [WAC 357-13](#). In addition to regular appointments, there are four other appointment types:
  - 3.3.1 Cyclic: positions for which employment is less than twelve full months and may be less than forty hours per week due to known recurring work breaks in the annual cycle.



- 3.3.2 In-training: positions, or groups of positions, linked into a classification series providing for advancement to the next level upon successful completion of a designated training program period at the lower level.
- 3.3.3 Non-permanent classified: a temporary position with a set full-time equivalent (FTE)/schedule of twenty hours or more per week that is expected to last for six months or more. Non-permanent classified positions are overtime-eligible, benefit eligible and retirement eligible. Non-permanent classified positions are not to exceed eighteen months.
- 3.3.4 Non-permanent part-time hourly: a temporary, hourly position used to fill the absence of a permanent employee, during a workload peak, while recruitment is conducted, or to reduce the possible effects of a layoff. Non-permanent part-time hourly positions are not to exceed eighteen months and are defined by OFM's classification and compensation structure.
  - 3.3.4.1 To retain a non-permanent part-time hourly employee in an ongoing manner, a minimum of a two-week short work break must be used during each eighteen-month period. Non-permanent part-time hourly positions are overtime eligible and may be benefit eligible and retirement eligible. Hours can be reduced or increased at the supervisor's discretion.
- 3.3.5 Temporary part-time hourly: an at-will, temporary position created for a limited period to cover unanticipated workloads, emergency situations, peak workloads of a limited duration, or other situations involving a fluctuating staff. Temporary part-time hourly employees are not part of the civil service job classification and compensation structure and are defined locally. Temporary part-time hourly positions can work up to a lifetime maximum of 1050 hours or twelve months, whichever comes first. Once the 1050 hours or twelve-month maximum is reached with CCS, the individual is no longer eligible for this same type of employment with CCS.
- 3.3.6 Project: positions for which employment is contingent upon state, federal, local, grant, or other special funding of specific time-limited duration.
- 3.4 Exempt: any contracted, non-faculty position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA, and/or is designated as exempt from the application of the rules provided in [WAC 357](#).

#### 4.0 Classification Allocation

- 4.1 Full-time CCS positions, other than faculty, are described by a position description based upon an analysis of the duties and responsibilities performed. Also included are the competencies necessary to adequately perform the required duties, physical requirements, essential functions, conditions of employment and other preferred competencies. Each full-time position description will be assigned to a classification.
- 4.2 New faculty, professional exempt and administrative positions are recommended by the appointing authority and approved by the CSAO, consistent with the overall classification plan.
- 4.3 Each recognized bargaining unit and the appropriate appointing authority will be notified of position reallocation and/or changes in classification.
- 4.4 Allocation of new positions will be initiated by the supervisor using the allocation review forms provided by the HRO. Allocation review forms will be submitted to the HRO for position analysis, approval of the position description and allocation to the appropriate employment category and classification.

#### 5.0 Reallocation

- 5.1 Reallocation requests for existing positions may be initiated by either the employee or management.
- 5.2 Reallocation must be based upon the belief that substantive and permanent changes in job duties and scope of responsibility have occurred for more than six months.
  - 5.2.1 The incumbent initiating an employee reallocation request will submit completed and signed reallocation review forms to the HRO.
    - 5.2.1.1 The immediate supervisor and appointing authority will review the request, provide comment, verify the accuracy of the request and sign the request prior to HRO conducting a position analysis.
  - 5.2.2 The supervisor initiating a management reallocation request will submit completed and signed reallocation review forms to the HRO.
    - 5.2.2.1 The appointing authority will review the request, indicate support/non-support and sign the request prior to HRO conducting a position analysis.
- 5.3 The HRO will complete an analysis of the request and will issue a reallocation determination to the appointing authority, immediate supervisor, incumbent and the unit's union representative. Analysis will include appropriate classification, effective date, estimated budgetary impact and any other relevant information.
- 5.4 Notice of reallocation must include:
  - 5.4.1 Information regarding the employee's right to request a director's review of the reallocation per [WAC 357-13-080](#).
  - 5.4.2 Written notice of reallocation may be provided using alternative methods, such as email, except for notice or reallocation to a class with a lower salary range maximum.
  - 5.4.3 If the reallocation is to a class with a lower salary range maximum, the employee must receive at least fifteen calendar days' written notice of the reallocation per [WAC 357-13-070](#) by hand delivery or U.S. mail. The employee may request to waive or shorten the fifteen-day notice period.
- 5.5 Reallocation analysis and determination will be completed by the HRO within sixty calendar days after receipt of request and all necessary documentation.
- 5.6 Reallocation determinations will be implemented on the effective date determined as follows:
  - 5.6.1 If employee initiated, effective the pay period start date (1<sup>st</sup> or 16<sup>th</sup>) closest to the date the request was signed by the employee for submission to the immediate supervisor.
  - 5.6.2 If initiated by management, effective the pay period start date (1<sup>st</sup> or 16<sup>th</sup>) closest to the date the request was signed by the supervisor for submission to the appointing authority.
- 5.7 The appointing authority retains the right to implement the reallocation or to change the duties of the position consistent with the current classification.
  - 5.7.1 If choosing to implement the reallocation, the appointing authority or designee shall notify the HRO via [Employee Action Notice](#) (EAN).

- 5.7.2 If changing the duties of a classified position back to the current allocation, layoff rights may be exercised. Contact the HRO.

## 6.0 Working Conditions Analysis

- 6.1 Allocation, reallocation, and review of vacant positions will include analysis of the working conditions to determine requirements and inform reasonable accommodations for the position.
- 6.1.1 The immediate supervisor will provide relevant information to the HRO to complete a working conditions analysis (WCA) for the position.
- 6.1.2 The HRO may periodically request updated information from immediate supervisors to ensure WCAs are current.
- 6.1.3 Working conditions are documented as physical requirements on the position description.

## 7.0 Appeals

- 7.1 Classified employees have the right to appeal reallocation decisions to [OFM State HR](#), with a copy to the HRO within thirty calendar days of receiving the results of the analysis per [WAC 357-13-080](#).
- 7.2 All other employment categories may appeal reallocation decisions to the proper appointing authority within thirty calendar days of receiving the results of the analysis.

## 8.0 Related Information

- 8.1 [Americans With Disabilities Act of 1990, as amended](#)
- 8.2 Applicable Collective Bargaining Agreements:
- 8.2.1 For represented classified employees – [Collective Bargaining Agreement with Washington Federation of State Employees](#)
- 8.2.2 For represented faculty – [Master Contract with Association of Higher Education](#)
- 8.3 [CCS Employee Action Notice](#)
- 8.4 [Chapter 28B.52 RCW](#) Collective Bargaining – Academic Personnel in Community Colleges
- 8.5 [Chapter 41.06 RCW](#) State Civil Service Law
- 8.6 [Equal Pay Act](#)
- 8.7 [Fair Labor Standards Act](#)
- 8.8 State of Washington [Office of Financial Management](#)
- 8.9 [Uniform Guidelines on Employee Selection \(1978\)](#)
- 8.10 [WAC 357](#) Office of Financial Management – State Human Resources Director
- 8.10.1 [WAC 357-13](#) Classification

8.10.1.1 [WAC 357-13-070](#) Must an employer notify an employee when the employee's position is reallocated?

8.10.1.2 [WAC 357-13-080](#) Can an employee request a director's review of a position review or reallocation of the employee's position?

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**Originated:** June 2005, Revised June 2023

**Cabinet approval:** June 2005; August 2023

DRAFT

## CCS Administrative Procedure

### 2.00.01 – A Classification

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#### Implementing Board Policy [2.00.01](#)

Contact: ~~Human Resources~~

#### 1.0 Classification Objective and Responsibilities (summary of Board of Trustees Policy 2.00.01)

Community Colleges of Spokane (CCS), aware of its obligations as an institution of higher education and steward of the public trust, will ensure that personnel administration procedures and practices comply with federal, state and local laws and statutes. All CCS positions shall be part of a classification plan, established and/or maintained by the Chief ~~Strategy and~~ Administration Officer (CSAO) pursuant to applicable collective bargaining agreements, [WAC 357-13 Washington Administrative Code \(WAC\) 357-13](#) and rules established by the State of Washington's [Office of Financial Management](#) (OFM), or as outlined in this procedure.

[1.1](#) ~~1.1~~—The classification plan shall provide for the grouping of positions by job description into a system of classes, occupational categories and/or unit allocations.

[1.2](#) ~~1.2~~—The classification plan shall be the basis for other procedures and rules related to recruitment/selection, compensation, training, promotion, demotion, reduction in force, reemployment and related issues as stipulated by applicable rules and collective bargaining agreements.

[1.3](#) ~~The classification plan shall provide the basis for compliance with the following federal and state laws, rules and regulations:~~

[1.3.1](#) ~~Fair Labor Standards Act (FLSA)~~

[1.3.2](#) ~~Equal Pay Act~~

[1.3.3](#) ~~Uniform Guidelines on Employee Selection~~

[1.3.4](#) ~~Americans With Disabilities Act (ADA)~~

[1.3.5](#) ~~WAC 357-13 and related rules of OFM~~

~~1.3—The classification plan shall provide the basis for compliance with the following federal and state laws, rules and regulations:~~

~~1. (FLSA)~~

~~2.~~

~~3.~~

~~4. (ADA)~~

~~• WAC 357-13 and related rules of the Office of Financial Management (OFM).~~

[1.4](#) ~~1.4~~—The classification plan shall be maintained consistent with this procedure to ensure continued compliance with these statutes and, further, to ensure ongoing compliance with the compensation principles of internal consistency and external competitiveness.

[1.5](#) ~~1.5~~—Immediate supervisors are responsible to ensure accurate position descriptions for each position under their supervision are established and maintained for each position under their supervision. Immediate supervisors must submit any edits to position descriptions to the Human Resource Office (HRO) for review and approval. The HRO maintains all official position description and personnel records.

~~1.6~~ ~~1.6~~ The CS~~AO~~, ~~having delegated responsibility to the HRO~~, is responsible for maintaining, periodically reviewing and analyzing ~~when requested~~, the position description for each ~~CCS~~~~district~~ position.

~~1.7~~ ~~1.7~~ The CS~~AO~~ is responsible for ~~providing tools and training to supervisors to ensure~~ job analyses are consistent and accurate across units and divisions.

~~1.8~~ ~~1.7.18~~ For classified service positions, the job descriptions will conform to the requirements of WAC 357-13 and rules established by the OFM.

## 2.0 ~~2.0~~ Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1 Allocation: a process to determine a position's proper employment category and placement within the category based on the position's duties.

2.2 Appointing a~~Authority~~: only the Chancellor and campus presidents have the authority to make employment appointments. This authority may be delegated by these parties as appropriate.

2.3 Classification: a grouping of similar positions with significantly similar responsibilities and competencies.

2.4 Classification series: ~~all~~ classifications within a recognized career ladder or training series.

~~2.5~~ Employment categories: the various categories of employment recognized by CCS and described in more detail in section ~~34.0~~ ~~below~~include the following:

- ~~2.5~~
- ~~Academic position~~
- ~~Administrator position~~
- ~~Classified position~~
- ~~Exempt position~~
- ~~Non-permanent, hourly Part-time position~~

2.6 Incumbent: the current holder of a position within the organization.

2.7 Occupational category: a grouping of two or more classifications performing similar work ~~but at different levels of responsibility e.g., Administrative Services, Education, Information Technology.~~

2.8 Office of Financial Management (OFM): ~~the~~ State of Washington department charged under WAC 357-13 with development of the state's~~a~~ classified service classification plan.

2.9 Position analysis: ~~a~~ process by which the duties, responsibilities, competencies and other aspects of a position are reviewed to determine proper classification~~determined~~.

2.10 Position description: the description of the specific duties and responsibilities performed, the competencies, the essential functions, licenses and certifications required, and the working conditions for a specific position.

2.11 Reallocation: ~~a~~ process that is initiated by the employee or management to request the HRO conduct a position analysis to review a position's duties, based on substantial and permanent changes to the position, for proper classification~~allocation~~.

## 3.0 ~~Classification Allocation~~

- 1.1 ~~Full-time CCS positions, other than faculty, are described by a position description based upon an analysis of the duties and responsibilities performed. Also included are the competencies necessary to adequately perform the required duties, physical requirements, conditions of employment and other preferred competencies. Each full-time position description will be assigned to a classification.~~
- 1.2 ~~New faculty, professional exempt and administrative positions are recommended by the Appointing Authority and approved by the CAO, consistent with the overall classification plan.~~
- 1.3 ~~Each recognized bargaining unit and the appropriate Appointing Authority will be notified of position allocations and/or changes in allocation.~~

### 3.0 ~~34.0~~ Employment Category Allocation

Positions are allocated to a specific employment category by the ~~C~~SAO. Allocation is based upon the following criteria.

- ~~1.13.1~~ **Academic:** ~~any instructor, counselor, or librarian who is employed by CCS and not otherwise excluded by law pursuant to [Revised Code of Washington \(RCW\) RCW 28B.52](#)Chapter 28B.52.~~
- ~~1.23.2~~ **Administrator position:** a contracted leadership position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA, and/or is designated as exempt from the application of the rules provided in [WAC 357](#).
- 1.1 **Classified:** all positions subject to the provisions of [RCW 41.06](#)Chapter 41.06 RCW and [WAC 357](#). These positions follow the guidelines outlined by OFM's occupational categories and the classification rules outlined in [WAC 357-13](#). In addition to regular appointments, there are four other appointment types:

#### 3.3

3.3.1 **Cyclic:** ~~positions for which employment is less than twelve full months and may be less than forty hours per week due to known recurring work breaks in the annual cycle.~~

1.3 ~~Cyclic: positions for which employment is less than twelve (12) full months and may be or less than forty (40) hours per week, due to known recurring work breaks in the annual cycle.~~

3.3.2 **In-training:** ~~positions, or groups of positions, linked into a classification series providing for advancement to the next level upon successful completion of a designated training program period at the lower level.~~

3.3.3 **Non-permanent classified:** ~~a temporary position with a set fFull-tTime eEquivalent (FTE)/schedule of twenty20 hours or more per week that is expected to last for six6 months or more. Non-permanent classified positions are overtime-eligible, benefit eligible and retirement eligible. Non-permanent classified positions are not to exceed eighteen18 months.~~

~~s not to exceed eighteen (18) months to fill in for the absence of a permanent employee, during a workload peak, while recruitment is conducted, or to reduce the possible effects of a layoff.~~

3.3.4 **Non-permanent part-time hourly:** ~~a temporary, positionhourly position used to fill the absence of a permanent employee, during a workload peak, while~~

recruitment is conducted, or to reduce the possible effects of a layoff. Non-permanent part-time hourly positions are not to exceed ~~eighteen~~ 18 months and are defined by OFM's ~~c~~Classification and ~~c~~Compensation structure.

3.3.4.1 To retain a non-permanent part-time hourly employee in an ongoing ~~man~~nager, a minimum of a ~~two~~2-week short work break must be used during each ~~eighteen~~18-month period. Non-permanent part-time hourly positions are overtime eligible and may be benefit eligible and retirement eligible. Hours can be reduced or increased at the supervisor's discretion.

3.3.5 Temporary part-time hourly: ~~-an at-will, temporary position created for a limited period to cover unanticipated workloads, emergency situations, peak workloads of a limited duration, or other situations involving a fluctuating staff. Temporary part-time hourly employees are not part of the cCivil sService job classification and /compensation structure and are defined locally. Temporary part-time hourly positions can work up to a lifetime maximum of 1050 hours or twelve12 months, whichever comes first. Once the 1050 hours or twelve12-months maximum is reached with CCS, the individual is no longer eligible for this same type of employment with CCS.~~

~~-s created for a limited period to cover unanticipated workloads, emergency situations, peak workloads of a limited duration, or other situations involving a fluctuating staff.~~

•3.3.6 Project: ~~-~~positions for which employment is contingent upon state, federal, local, grant, or other special funding of specific time-limited duration.

4.43.4 Exempt: ~~-~~any contracted, non-faculty position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA, and/or is designated as exempt from the application of the rules provided in [WAC 357](#).

~~Non-permanent hourly Part-time: temporary positions created for a limited period to cover unanticipated workloads, emergency situations, peak workloads of a limited duration, or other situations involving a fluctuating staff. These positions work less than 1050 hours per year and are not allocated to one of the other categories.~~

#### 4.0 Classification Allocation

4.1 Full-time CCS positions, other than faculty, are described by a position description based upon an analysis of the duties and responsibilities performed. Also included are the competencies necessary to adequately perform the required duties, physical requirements, essential functions, conditions of employment and other preferred competencies. Each full-time position description will be assigned to a classification.

4.2 New faculty, professional exempt and administrative positions are recommended by the ~~a~~Appointing ~~a~~Authority and approved by the CSAO, consistent with the overall classification plan.

4.3 Each recognized bargaining unit and the appropriate ~~A~~ppointing ~~a~~Authority will be notified of position reallocation and/or changes in classification.

4.54.4 Allocation of new positions will be initiated by the supervisor using the allocation review forms provided by the HRO. Allocation review forms will be submitted to the HRO for position analysis, approval of the position description and allocation to the appropriate employment category and classification.

#### 5.0 5.0 ReAllocation Review

5.1 Allocation of new positions will be initiated by the supervisor using the CCS position description questionnaire and the working conditions analysis form. The completed form

**Commented [EI1]:** Non-perm hourly are eligible for classified representation. Combine with 4.3 Non-permanent section?



will be submitted to the Human Resources Office (HRO) for analysis, development of an appropriate position description and allocation to the appropriate classification and employment category.

5.1 Reallocation requests ~~(for existing positions)~~ may be initiated by either the employee or management supervisor or the incumbent of the position.

5.2 -Reallocation must be based upon the belief that substantive and permanent changes in job duties and scope of responsibility have occurred for more than six months.

5.2.1 The supervisor initiating a reallocation request will submit a completed position description questionnaire and a working conditions analysis form to their Appointing Authority.

5.2.1.1 The Appointing Authority will review the form, indicate support/non-support for the request, sign and route the form to the HRO for analysis and allocation recommendation.

5.2.1 The incumbent employee initiating an employee reallocation request will submit a completed and signed reallocation review forms to the HRO, position description questionnaire and working conditions analysis form to their immediate supervisor.

5.2.2

5.2.1.1 The immediate supervisor and aAppointing aAuthority will review the request, provide comment, verify the accuracy of the request and sign the request prior to HRO conducting a position analysis.

5.2.2 The supervisor initiating a management reallocation request will submit completed and signed reallocation review forms to the HRO.

5.2.2.1 The aAppointing aAuthority will review the request, indicate support/non-support and sign the request prior to HRO conducting a position analysis.

5.2.2.1 questionnaire. The signed questionnaire is then forwarded to their Appointing Authority.

5.2.2.2 The Appointing Authority will review the form, provide comment, verify the accuracy of the request, sign the questionnaire, and route the form to the HRO for analysis and allocation.

5.3 The HRO will complete an analysis of the request and will issue an reallocation determination to the aAppointing aAuthority, ~~courtesy copied to the~~ immediate supervisor, ~~incumbent and~~ the unit's union representatives, ~~and the incumbent.~~ Analysis will include: ~~appropriate~~include:include appropriate classificationallocation, effective date, estimated budgetary impact, and any other relevant information.

5.4 Notice of reallocation must include:

5.4.1 ~~Information regarding the employee's right to request a director's review of the reallocation per WAC 357-13-080.~~

5.4.2 ~~Written notice of reallocation, may be provided using alternative methods, such as email, except for notice or reallocation to a class with a lower salary range maximum.~~

5.4.3 ~~If the reallocation is to a class with a lower salary range maximum, the employee must receive at least fifteen calendar days' written notice of the reallocation per WAC 357-13-070- by hand delivery or U.S. mail. The employee may request to waive or shorten the fifteen-dayfifteen-day notice period.~~

~~5.45.1 The Appointing Authority retains the right to implement the reallocation or to change the duties of the position consistent with the current allocation.~~

~~5.4.15.1.1 If choosing to implement the allocation, the Appointing Authority shall notify the HRO, the immediate supervisor, the affected incumbent, and the appropriate bargaining unit.~~

~~5.4.25.1.1 If changing the duties of a classified position back to the current allocation, layoff rights may be exercised. Contact the HRO.~~

**Commented [E12]:** Check with Tim and Melody. Does the AA get to choose whether to accept or reject a reallocation?

~~5.5 AReallocation-Reallocation analysis and determination will be completed by the HRO within sixty (60) calendar days after receipt of request and all necessary documentation, analysis and determinations recommendations will be completed within sixty (60) calendar days of receipt by the HRO of all forms and necessary documentation.~~

**Commented [MA3]:** Check for clarity to reword.

**Commented [MA4R3]:** Reword approved

~~5.6 AReallocation determination decisions will be implemented on the effective date determined as follows:~~

~~5.6.1 the reallocation request was either, if employee initiated, effective the pay period startroll date (1<sup>st</sup> or 16<sup>th</sup>) closest to the date the request was signed by the employee for submission tted to the immediate supervisor.~~

~~5.6.2 or, if initiated by management, effective the payroll period start date (1<sup>st</sup> or 16<sup>th</sup>) closest to the date the request was signed by the supervisor for submission to the upon aAppointing aAuthority approval.~~

~~5.6~~

~~5.7 The Aappointing aAuthority retains the right to implement the reallocation or to change the duties of the position consistent with the current classification allocation.~~

~~5.7.1 If choosing to implement the reallocation, the aAppointing aAuthority, or designee, shall notify the HRO via Employee Action Notice (EAN) the immediate supervisor, the affected incumbent, and the appropriate bargaining unit.~~

~~5.7.2 If changing the duties of a classified position back to the current allocation, layoff rights may be exercised. -Contact the HRO.~~

## 6.0 Working Conditions Analysis

~~6.1 Allocation, reallocation and review of vacant positions will include analysis of the working conditions to determine requirements and inform reasonable accommodations for the position.~~

~~6.1.1 The immediate supervisor will provide relevant information to the HRO to complete a working conditions analysis (WCA) for the position.~~

~~6.1.2 The HRO may periodically request updated information from immediate supervisors to ensure WCAs are current.~~

~~6.1.3 Working conditions are documented as pPhysical Rrequirements on the position description.~~

## 7.0 Appeals

~~7.1 Classified employees have the right to appeal reallocation decisions to OFM State HR, with a copy to the HRO within thirty (30) calendar days of receiving the results of the analysis per WAC 357-13-080.~~

- ~~7.2 All other employment categories may appeal reallocation decisions to the proper appointing authority within thirty (30) calendar days of receiving the results of the analysis.~~

## **8.0 Related Information**

- 8.1 Americans With Disabilities Act of 1990, as amended
- 8.2 Applicable Collective Bargaining Agreements:
  - 8.2.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees
  - 8.2.2 For represented faculty – Master Contract with Association of Higher Education
- 8.3 CCS Employee Action Notice
- 8.4 Chapter 28B.52 RCW Collective Bargaining – Academic Personnel in Community Colleges
- 8.5 Chapter 41.06 RCW State Civil Service Law
- 8.6 Equal Pay Act
- 8.7 Fair Labor Standards Act
- 8.8 State of Washington Office of Financial Management
- 8.9 Uniform Guidelines on Employee Selection (1978)
- 8.10 WAC 357 Office of Financial Management – State Human Resources Director
  - 8.10.1 WAC 357-13 Classification
    - 8.10.1.1 WAC 357-13-070 Must an employer notify an employee when the employee's position is reallocated?
    - 8.10.1.2 WAC 357-13-080 Can an employee request a director's review of a position review or reallocation of the employee's position?

## **6 Working Conditions Analysis**

- ~~Allocation, reallocation and review of vacant positions will include analysis of the working conditions to inform reasonable accommodations for the position:~~
  - ~~The immediate supervisor will provide relevant information to the HRO to complete a working conditions analysis (WCA) for the position.~~
  - ~~The HRO may periodically request updated information from immediate supervisors to ensure WCA are current.~~
  - ~~Working conditions are documented as Physical Requirements on the position description.~~

## **6.0 Appeals**

- 6.1 — ~~Classified employees have the right to appeal reallocation decisions to OFM State HR at OFM, with a copy to the HRO within thirty (30) calendar days of receiving the results of the analysis WAC 357-13-080.~~
- 6.2 — ~~All other employment categories may appeal reallocation decisions to the proper Appointing Authority within thirty (30) calendar days of receiving the results of the analysis.~~

Originated: June 2005, Revised ~~April~~June 2023~~December 2019~~  
Cabinet approval: June 2005

## CCS Administrative Procedure

### 2.10.01-A Appointing Authority and Disciplinary Action

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Implementing Board Policy [2.10.01](#)  
Contact: Human Resources

#### 1.0 Objective and Responsibilities (summary of Board of Trustees Policy 2.10.01)

The Community Colleges of Spokane (CCS) Board of Trustees appoints the Chancellor, and, with the recommendation of the Chancellor, college presidents. Each unit executive then has delegated appointing authority to appoint, without prior approval of the board, eligible persons to positions within their unit of responsibility. The appointing authority is the only official authorized to implement formal disciplinary action.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 2.1 Appointing authority: The lawful authority under Washington Administrative Code ([WAC](#)) [357-01-025](#) and these procedures to make appointments of eligible persons to CCS positions and the authority to demote, suspend, reduce in salary, separate or dismiss an employee under their jurisdiction.
- 2.2 Employing official: The administrative or supervisor employee designated by the appointing authority to exercise responsibility for recommending appointment and disciplinary action to the appointing authority.
- 2.3 Executive: One of the following, as appropriate: Chancellor, Spokane Community College President, Spokane Falls Community College President.
- 2.4 Formal disciplinary action: The act of demoting, suspending, reducing the salary of, or dismissing an employee under the jurisdiction of the appointing authority for just cause and consistent with state law, procedural regulation, contractual agreement, and applicable collective bargaining agreement.

#### 3.0 Delegation of Appointing Authority

The Board of Trustees designated the delegation of appointing authority by employment type in CCS Administrative Procedure [1.40.01-A](#) Delegation of Authority.

#### 4.0 Disciplinary Action

The appointing authority is the only official authorized to implement formal disciplinary action. Employing officials may recommend such action but do not have the authority to implement that recommendation.

- 4.1 Disciplinary actions shall be implemented consistent with applicable state law, regulation, procedures, contractual agreements, and collective bargaining agreements where applicable.
- 4.2 The appointing authority will consult with the Human Resources Office prior to implementing formal disciplinary action.

#### 5.0 Related Information

- 5.1 Applicable Collective Bargaining Agreements:

- 5.1.1 For represented classified employees – [Collective Bargaining Agreement with Washington Federation of State Employees](#)
- 5.1.2 For represented faculty – [Master Contract with Association of Higher Education](#)
- 5.2 CCS Administrative Procedure [1.40.01-A](#) Delegation of Authority
- 5.3 [WAC 357-01-025](#) Appointing Authority

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**Originated:** September 2002; **Revised:** June 2005; October 2008; October 2010; December 2013; August 2023  
**Cabinet approval:** June 2005; December 13, 2010; August 2023

# CCS Administrative Procedure

## 2.10.01-A Appointing Authority and Disciplinary Action

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### Implementing Board Policy [2.10.01](#)

Contact: ~~Human Resources Office, 434-5037~~

#### 1.0 [PurposeObjective and Responsibilities \(summary of Board of Trustees Policy 2.10.01\)](#)

The [Community Colleges of Spokane \(CCS\)](#) Board of Trustees appoints the Chancellor, and, with the recommendation of the Chancellor, college presidents. ~~Each unit executive then has delegated,~~ appointing authority to appoint, without prior approval of the ~~b~~Board, eligible persons to positions within their unit of responsibility. ~~The appointing authority is the only official authorized to implement formal disciplinary action.~~

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

[2.1](#) Appointing authority: The lawful authority under [Washington Administrative Code WAC 357-01-025\(WAC\) 357-01-025](#) and these procedures to make appointments of eligible persons to CCS positions and the authority to demote, suspend, reduce in salary, ~~or~~ separate, ~~including~~ dismiss an employee under ~~their~~his/her jurisdiction.

[2.2](#) Employing official: The administrative or supervisor employee designated by the appointing authority to exercise responsibility for recommending appointment and disciplinary action to the appointing authority.

[2.3](#) Executive: One of the following, as appropriate: Chancellor, [Spokane Community College President](#), [Spokane Falls Community College President](#).

~~2.1~~ —

~~2.2.4~~ Formal ~~d~~Disciplinary ~~a~~Action: ~~The act of demoting, suspending, reducing the salary of, or dismissing an employee under the jurisdiction of the appointing authority for just cause and consistent with state law, procedural regulation, and contractual agreement, and applicable collective bargaining agreement.~~

~~2.3~~ Employing official: The administrative or supervisor employee designated by the appointing authority to exercise responsibility for recommending appointment and disciplinary action to the appointing authority.

~~2.4~~ Executive: As used in this procedure means one of the following as appropriate: Chancellor, SCC President, SFCC President.

#### 3.0 Delegation of Appointing Authority

The Board of Trustees designated~~d~~ the ~~d~~Delegation of ~~a~~Appointing ~~a~~Authority by employment type in ~~administrative procedure CCS Administrative Procedure 1.40.011.40.01-A-A~~ Delegation of Authority.

#### 4.0 Disciplinary Action

The appointing authority is the only official authorized to implement formal disciplinary action. Employing officials may ~~effectively~~ recommend such action, ~~but do not have the authority to implement that recommendation.~~

4.1 Disciplinary actions shall be implemented consistent with applicable state law, regulation, procedures, ~~and/or~~ contractual agreements, and collective bargaining agreements where applicable.

- 4.2 The appointing authority will consult with the Human Resources Office prior to implementing formal disciplinary action.

## 5.0 Related Information

### 5.1 Applicable Collective Bargaining Agreements:

5.1.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees

5.1.2 For represented faculty – Master Contract with Association of Higher Education

~~5.1~~ CCS Administrative Procedure 1.40.01-A Delegation of Authority Administrative procedure 1.40.01-A Delegation of Authority

### 5.2

~~5.25.3~~ WAC 357-01-025 Appointing Authority

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**Originated:** September 2002

**Revisions:** June 2005; October 2008; October 2010; December 2013

**Cabinet approval:** June 2005; December 13, 2010



## CCS Administrative Procedure

### 2.10.04 – D Probationary and Trial Service Periods

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#### Implementing Board Policy [2.10.04](#)

Contact: Human Resources

#### 1.0 Probationary/Trial Service Period Objective (summary of Board of Trustees Policy 2.10.04)

It is in the best interest of Community Colleges of Spokane (CCS) and its students to provide newly appointed employees an environment that promotes initial learning and orientation to their positions and to the organization. Probationary and trial service periods provide CCS an opportunity to observe and evaluate an employee's skills, abilities, working subject knowledge and future potential during the critical first months of employment or appointment to a new position. Flexibility in the length of probationary and trial service periods allows for the ability to accommodate various circumstances and provide an employee additional training or mentoring in order to meet the performance expectations of the position.

- 1.1 Probationary and trial service period practices and processes shall comply with federal and state laws, and, where applicable, collective bargaining agreements. This procedure applies to all CCS faculty and staff, except where modified by the respective collective bargaining agreement.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 2.1 At-will: an employee not under contract or otherwise covered by due process statute. An employer can dismiss an at-will employee at any time, at the discretion of the appointing authority and for any reason not contrary to public policy.
- 2.2 Appointing authority: only the Chancellor and campus presidents have the authority to make employment appointments. This authority may be delegated by these parties as appropriate.
- 2.3 Employee types:
  - 2.3.1 Academic: any instructor, counselor, or librarian who is employed by CCS and not otherwise excluded by law pursuant to [Chapter 28B.52](#) Revised Code of Washington (RCW).
  - 2.3.2 Administrator: a contracted leadership position that does not fit under the [Office of Financial Management's](#) (OFM) occupational categories and is exempt as defined under the [Fair Labor Standards Act](#) (FLSA), and/or is designated as exempt from the application of the rules provided in Washington Administrative Code [\(WAC\) 357](#).
  - 2.3.3 Classified: all positions subject to the provisions of [Chapter 41.06 RCW](#) and [WAC 357](#). These positions follow the guidelines outlined by the OFM occupational categories and the classification rules outlined in [WAC 357-13](#). In addition to regular appointments, there are four other appointment types:
    - 2.3.3.1 Cyclic: positions for which employment is less than twelve full months due to known recurring work breaks in the annual cycle.
    - 2.3.3.2 In-training: positions, or groups of positions, linked into a classification series providing for advancement to the next level upon successful completion of a designated training program period at the lower level.

- 2.3.3.3 Non-permanent: temporary positions not to exceed eighteen months to fill in for the absence of a permanent employee, during a workload peak, while recruitment is conducted, to reduce the possible effects of a layoff, or when the nature of the work occurs at irregular intervals or does not fit a particular pattern.
- 2.3.3.4 Project: positions for which employment is contingent upon state, federal, local, grant or other special funding of specific time-limited duration.
- 2.3.4 Executive: contracted Cabinet-level leadership position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA or is designated as exempt from the application of the rules provided in [WAC 357](#).
- 2.3.5 Exempt: any contracted non-faculty position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA or is designated as exempt from the application of the rules provided in [WAC 357](#).
- 2.3.6 Non-represented classified staff: those classified employees not covered by the definition of CCS's classified bargaining unit membership.
- 2.4 Evaluator: the immediate supervisor or review committee, as applicable by employment type, responsible for monitoring the employee's performance during the probationary or trial service period and for determining whether the employee has successfully completed the period or if an extension of the period is warranted.
- 2.5 Probationary period: period served by an individual employed for the first time by CCS or following a break in service by a former CCS employee during which the individual is considered to be in an at-will employment status.
- 2.6 Position description: a description of an individual position to include listing of assigned duties, responsibilities, competencies, minimum requirements and related job-specific information.
- 2.7 Tenure: permanent employment status granted to academic employees after successfully completing a tenure review period.
- 2.8 Tenure review period: probation served by new academic employees as required under [Chapter 28B.50 RCW](#); appointments to academic positions with a tenure review period are considered "tenure track."
- 2.9 Trial service period: period served by an employee who has attained permanent status in a former position and who has promoted, transferred or demoted to a new position.

### 3.0 Responsibilities

- 3.1 It is the responsibility of each manager and supervisor to ensure appropriate onboarding and training is given to an employee appointed to a new position who is serving a probationary or trial service period. Further, each manager and supervisor shall evaluate an employee during the probationary or trial service period as required by this procedure or applicable collective bargaining agreement.
- 3.2 It is the responsibility of the employee to meet the standards established for the position through the probationary or trial service period and throughout their employment.

#### **4.0 Probationary Periods by Employment Category**

- 4.1 Executive, administrator and exempt employees shall serve the probationary period described in their individual employment contracts, if any.
- 4.2 Tenure track academic employees shall serve an initial probationary period, also referred to as "tenure review period," as outlined in the Association for Higher Education (AHE) Master Contract.
  - 4.2.1 This initial probationary period may be extended by recommendation of the tenure review committee and action of the Board of Trustees following the AHE Master Contract.
- 4.3 Classified employees shall serve the initial probationary period described within their position description.
  - 4.3.1 The initial probationary period may be extended at the discretion of the supervisor, so long as that extension does not cause the total probationary period to exceed twelve consecutive months.
  - 4.3.2 An employee who transfers, promotes or voluntarily demotes prior to completing their initial probationary period will serve a new probationary period.
- 4.4 CCS may separate an individual from their employment for any non-discriminatory reason during the probationary period following the applicable process for that employment type. The decision shall not be subject to review or appeal.
- 4.5 All other employees are considered at-will and serve as deemed necessary by the appointing authority, except if modified by the provisions of the individual's temporary employment contract where applicable.

#### **5.0 Trial Service Periods for Classified Employees**

- 5.1 Classified employees who are promoted, transferred, or demoted to a position for which they have not previously attained permanent status will serve an initial trial service period consistent with the probationary period described in the position description.
  - 5.1.1 The initial trial service period may be extended at the discretion of the supervisor, so long as the extension does not cause the total period to exceed twelve consecutive months.
- 5.2 Non-represented classified employees who do not successfully complete a trial service period may be offered an opportunity to revert to a position districtwide that is vacant and for which the employee possesses the required competencies to perform.
  - 5.2.1 If the employee does not revert, then they may request in writing to the Chief Strategy and Administration Officer to be placed on the layoff list for any prior classification for which they have previously attained permanent status.
  - 5.2.2 The employee serving a trial service period may voluntarily revert to their former position within thirty calendar days after the appointment, provided that the former position has not been filled or an offer made. The employee will resume the trial service period in the former position unless permanent status has been attained.
- 5.3 Reversion rights related to a failed trial service of a represented classified employee shall follow the collective bargaining agreement.

## 6.0 Extension of Probationary/Trial Service Period

- 6.1 During the probationary or trial service period, the responsible evaluator shall review the performance of a probationary or trial service employee to determine whether the employee has met the standards to achieve permanent status in the classification to which they are appointed.
- 6.2 Probationary or trial service period progress reports shall be made on forms provided by the Human Resources Office.
- 6.3 The responsible evaluator may request extension of the probationary or trial service period, as follows:
  - 6.3.1 Academic employee: by recommendation of the tenure review committee and action of the Board of Trustees, extension may be made for one to three additional academic quarters following the AHE Master Contract.
  - 6.3.2 Classified employee: the immediate supervisor can extend the probationary or trial service period, provided the total period does not exceed twelve months. The extension decision must be communicated to the employee and the Human Resources Office before the end of the original probationary period. The immediate supervisor shall inform the employee of the reasons for the extension.
- 6.4 If the employee's performance is found to be below acceptable standards by the responsible evaluator, a recommendation shall be made to the appropriate appointing authority to separate employment. Such separations are not subject to review or appeal, unless otherwise required by law or collective bargaining agreement.

## 7.0 Related Information

- 7.1 Applicable Collective Bargaining Agreements:
  - 7.1.1 For represented classified employees – [Collective Bargaining Agreement with Washington Federation of State Employees](#)
  - 7.1.2 For represented faculty – [Master Contract with Association of Higher Education](#)
- 7.2 [Chapter 28B.50 RCW](#) Community and Technical Colleges
- 7.3 [Chapter 28B.52 RCW](#) Collective Bargaining – Academic Personnel in Community Colleges
- 7.4 [Chapter 41.06 RCW](#) State Civil Service Law
- 7.5 [Fair Labor Standards Act](#)
- 7.6 [WAC 357](#) Office of Financial Management – State Human Resources Director
  - 7.6.1 [WAC 357-13](#) Classification

## CCS Administrative Procedure

### 2.10.04 – D Probationary and Trial Service Periods - DRAFT

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#### Implementing Board Policy [2.10.04](#)

Contact: Human Resources

#### 1.0 ~~1.0~~ Probationary/Trial Service Period Objective (summary of Board of Trustees Policy 2.10.04)

~~It is in the best interest of~~The interest of Community Colleges of Spokane (CCS) and ~~theits~~ students ~~it serves is best promoted when we to~~ provide newly appointed employees an environment that promotes the optimum circumstance for the initial learning and orientation ~~of to~~ ~~their positions and to the organization~~ employees appointed to new positions. Probationary and trial service periods provide CCS an opportunity to observe and evaluate an employee's skills, abilities, working subject knowledge and future potential during the critical first months of employment or appointment to a new position. Flexibility in the length of probationary and trial service periods allows for the ability to accommodate various circumstances and provide an employee additional training or mentoring in order to meet the performance expectations of the position.

1.1 ~~1.1~~ Probationary and trial service period practices and processes shall comply with federal and state laws, and, where applicable, collective bargaining agreements. ~~This~~ procedure applies to all CCS faculty and staff, except where modified by the respective collective bargaining agreement.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1 ~~At-will: an employee not under contract or otherwise covered by due process statute. An employer can dismiss an at-will employee at any time, at the discretion of the appointing authority and for any reason not contrary to public policy.~~

2.2 ~~Appointing authority: only the Chancellor and campus presidents have the authority to make employment appointments. This authority may be delegated by these parties as appropriate.~~

2.3 ~~Employee types:~~

2.3.1 ~~Academic: any instructor, counselor, or librarian who is employed by CCS and not otherwise excluded by law pursuant to Chapter 28B.52 Revised Code of Washington (RCW).~~

2.3.2 ~~Administrator: a contracted leadership position that does not fit under the Office of Financial Management's (OFM) occupational categories and is exempt as defined under the Fair Labor Standards Act (FLSA), and/or is designated as exempt from the application of the rules provided in Washington Administrative Code (WAC) 357.~~

2.3.3 ~~Classified: all positions subject to the provisions of Chapter 41.06 RCW and WAC 357. These positions follow the guidelines outlined by the OFM occupational categories and the classification rules outlined in WAC 357-13. In addition to regular appointments, there are four other appointment types:~~

2.3.3.1 ~~Cyclic: positions for which employment is less than twelve full months due to known recurring work breaks in the annual cycle.~~

2.3.3.2 ~~In-training: positions, or groups of positions, linked into a classification series providing for advancement to the next level upon~~

successful completion of a designated training program period at the lower level.

2.3.3.3 Non-permanent: temporary positions not to exceed eighteen months to fill in for the absence of a permanent employee, during a workload peak, while recruitment is conducted, to reduce the possible effects of a layoff, or when the nature of the work occurs at irregular intervals or does not fit a particular pattern.

2.3.3.4 Project: positions for which employment is contingent upon state, federal, local, grant or other special funding of specific time-limited duration.

2.3.4 Executive: contracted Cabinet-level leadership position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA or is designated as exempt from the application of the rules provided in WAC 357.

2.3.5 Exempt: any contracted non-faculty position that does not fit under OFM's occupational categories and is exempt as defined under the FLSA or is designated as exempt from the application of the rules provided in WAC 357.

2.3.6 Non-represented classified staff: those classified employees not covered by the definition of CCS's classified bargaining unit membership.

2.4 Evaluator: the immediate supervisor or review committee, as applicable by employment type, responsible for monitoring the employee's performance during the probationary or trial service period and for determining whether the employee has successfully completed the period or if an extension of the period is warranted.

2.5 Probationary period: period served by an individual employed for the first time by CCS or following a break in service by a former CCS employee during which the individual is considered to be in an at-will employment status.

2.6 Position description: a description of an individual position to include listing of assigned duties, responsibilities, competencies, minimum requirements and related job-specific information.

2.7 Tenure: permanent employment status granted to academic employees after successfully completing a tenure review period.

2.8 Tenure review period: probation served by new academic employees as required under Chapter 28B.50 RCW; appointments to academic positions with a tenure review period are considered "tenure track."

2.9 2.1 Trial sService pPeriod: period served by an employee who has attained permanent status in a former position and who has promoted, transferred or demoted to a new position.

2.2 Probationary Period: period served by an individual first employed by CCS, or following a break in service by a former CCS employee, during which the individual is considered to be in an at-will employment status.

2.3 Position Description: a description of an individual position to include listing of assigned duties, responsibilities, competencies, minimum requirements and related job-specific information.

2.4 Non-represented Classified Staff: Those classified employees not covered by the definition of CCS's classified bargaining unit membership.

~~2.5 Tenure Track: probationary status served by new academic employees as required under RCW 28B.50.~~

~~2.6 At-Will: an employee not under contract or otherwise covered by due process statute. An employer can dismiss an at-will employee at any time, at the discretion of the Appointing Authority and for any reason not contrary to public policy.~~

### 3.0 Responsibilities

3.1 3.1 It is the responsibility of each manager and supervisor to ensure appropriate ~~orientation-onboarding~~ and training is given to an employee appointed to a new position who is serving a probationary or trial service ~~period~~. Further, each manager and supervisor shall evaluate ~~an employee during~~ the probationary ~~and/or~~ trial service period as required by this procedure or applicable collective bargaining agreement.

3.2 3.2 It is the responsibility of the employee to meet ~~and strive to exceed~~ the standards established for ~~work accomplishment and conduct, to improve work effectiveness, and to perform at the highest competency levels possible the position~~ through the probationary or trial service period and throughout ~~his/her~~ their employment.

### 4.0 Probationary Periods by Employment Category

4.04.1 Executive, administrator and exempt employees shall serve the probationary period described in their individual employment contracts, if any.

4.2 Tenure track academic employees shall serve an initial probationary period, also referred to as "tenure review period," as outlined ~~by the terms of the applicable Master Contract between the parties in the Association for Higher Education (AHE) Master Contract.~~

4.4

4.1.14.2.1 This initial probationary period may be extended by recommendation of the tenure review committee and action of the Board of Trustees ~~under the terms and conditions of the Master Contract between the parties~~ following the AHE Master Contract.

4.3 Classified employees shall serve the initial probationary period described within their position description.

4.2

4.3.1 The initial probationary period may be extended at the discretion of the supervisor, so long as that extension does not cause the total probationary period to exceed ~~twelve~~ ~~(twelve)~~42 consecutive months.

4.2.14.3.2 ~~An employee who transfers, promotes or voluntarily demotes prior to completing their initial probationary period will serve a new probationary period.~~

4.34.4 CCS may separate an individual ~~from their's~~ employment for any non-discriminatory reason during the probationary period following the applicable process for that employment type. The decision shall not be subject to review or appeal.

4.44.5 All other employees are considered at-will and ~~, except if modified by the provisions of the individual's temporary employment contract, if any, serve at the pleasure of as deemed necessary by the aAppointing aAuthority, except if modified by the provisions of the individual's temporary employment contract where applicable.~~

Commented [TK1]: There must be a better way of stating this.

### 5.0 Trial Service Periods for Classified Employees

- 5.1 Classified employees who are promoted, transferred or demoted to a position for which they have not previously attained permanent status, will serve an initial trial service period consistent with the probationary period described in the position description.
- 5.1.1 The initial trial service period may be extended at the discretion of the supervisor, so long as the extension does not cause the total period to exceed ~~twelve (twelve)~~ consecutive months.
- 5.2 Non-represented classified employees who do not successfully complete a trial service period may be offered an opportunity to revert to a position district-wide that is vacant and for which the employee possesses the required competencies to perform.
- 5.2.1 If the employee does not revert, then ~~he/she~~ they may request in writing to the Chief ~~Strategy and~~ Administration Officer to be placed on the layoff list for any prior classification for which ~~he/she has~~ they have previously attained permanent status.
- 5.2.2 The employee serving a trial service period may voluntarily revert to ~~his/her~~ their former position within ~~thirty (thirty)~~ 30 calendar days after the appointment, provided that the former position has not been filled or an offer made. The employee will ~~serve a new-resume the~~ trial service period in the former position unless permanent status has been attained ~~waived by the immediate supervisor~~.
- 5.3 Reversion rights related to a failed trial service of a represented classified employee shall ~~be as outlined in the applicable~~ follow the collective bargaining agreement.

## 6.0 Extension of Probationary/Trial Service Period

- 6.1 During the probationary or trial service period, the responsible evaluator ~~(immediate supervisor or review committee, as applicable to employment type)~~ shall review the performance, ~~examine and monitor the conduct, capacity, efficiency, skill, responsibility, integrity, and effectiveness of~~ a probationary or trial service employee to determine whether the employee ~~is fully qualified for employment~~ has met the standards to achieve permanent status in the classification to which they are appointed.
- 6.2 Probationary or trial service period progress reports shall be made on forms provided by the Human Resources Office.
- 6.3 The responsible evaluator may request extension of the probationary or trial service period, as follows:
- 6.3.1 Academic employee: by recommendation of the tenure review committee and action of the Board of Trustees, extension may be made for one ~~to, two or~~ three additional academic quarters ~~under the terms and conditions of the Master Contract between the parties~~ following the AHE Master Contract.
- 6.3.2 Classified employee: ~~by decision of~~ the immediate supervisor can extend the probationary or trial service period, ~~can be extended by an additional six (6) months~~ provided the total ~~probationary/trial service~~ period does not exceed twelve ~~(12)~~ months. -The extension decision must be communicated to the employee and the Human Resources Office before the end of the original probationary period. -The immediate supervisor shall inform the employee of the reasons for the extension.
- 6.4 ~~If the employee's performance or conduct issues are~~ found to be below acceptable standards by the responsible evaluator, a recommendation shall be made to the appropriate ~~a~~ appointing ~~a~~ authority to terminate separate employment. -Such ~~terminations~~ separations are



not subject to review or appeal, unless otherwise required by law or collective bargaining agreement.

## **7.0 Related Information**

### **7.1 Applicable Collective Bargaining Agreements:**

**7.1.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees**

**7.1.2 For represented faculty – Master Contract with Association of Higher Education**

### **7.2 Chapter 28B.50 RCW Community and Technical Colleges**

### **7.3 Chapter 28B.52 RCW Collective Bargaining – Academic Personnel in Community Colleges**

### **7.4 Chapter 41.06 RCW State Civil Service Law**

### **7.5 Fair Labor Standards Act**

### **7.6 WAC 357 Office of Financial Management – State Human Resources Director**

#### **7.6.1 WAC 357-13 Classification**

**6.4**

## CCS Administrative Procedure

### 2.30.01 – C Affirmative Action Plan

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#### Implementing Board Policy [2.30.01](#)

Contact: Human Resources

#### 1.0 Equal Employment Opportunity Objective and Responsibilities (summary of Board of Trustees Policy 2.30.01)

Community Colleges of Spokane (CCS) recognizes its responsibility to provide cultural and social leadership and uphold the laws of the United States and the state of Washington. CCS commits to following equal employment practices and conducting outreach within geographic areas where analysis of current employment shows underrepresentation of women, ethnic minorities, persons with disabilities, Vietnam-era and disabled veterans, and persons over the age of forty within the various job categories of the district. Underutilization analysis and outreach efforts shall be documented in an affirmative action plan.

- 1.1 CCS' affirmative action and equal opportunity policy statements shall be reviewed and approved by the board on an annual basis.
- 1.2 The Chief Strategy and Administration Officer (CSAO) is the responsible administrator for the development, monitoring and maintenance of the CCS affirmative action plan.
- 1.3 CCS's affirmative action plan and updates shall be designed with the objective of increasing the representation of affected group members in the workforce when it is determined that a particular affected group is underutilized.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 2.1 Affected group: an underrepresented population as defined by Washington Administrative Code ([WAC](#)) [357-01-005](#).
- 2.2 Affirmative action plan: a tool designed to promote equal opportunity through procedures and active good-faith efforts to correct underutilization of qualified affected group members. Guidelines for the development of the plan are established by OFM and are consistent with the requirements set forth by the US Departments of Labor and Justice. It shall not mean any sort of quota system.
- 2.3 Office of Financial Management (OFM): State of Washington department charged under [WAC 357-25](#) with administering the statewide affirmative action program.
- 2.4 Underutilization: exists when the utilization percent is less than the availability percent for a particular affected group within a job group.

#### 3.0 Plan Development and Updates

CCS shall report affirmative action information in the diversity section of the HR Management Report to OFM according to the cycle set by OFM.

#### 4.0 Affirmative Action Plan Contents

- 4.1 Per [WAC 357-25](#), the CCS affirmative action plan and updates shall address recruitment, appointment, promotion, transfer, training and career development practices and outcomes. The CCS plan shall include, at a minimum, all of the following components:

- 4.1.1 A workforce profile reflecting total employees and total employees sorted by affected group status. The affirmative action update will show a comparison between the current workforce profile and the previous submission.
- 4.1.2 A utilization and goals report by job group, for each affected group, showing where goals have been set. The affirmative action update must reflect a goals analysis report indicating where goals have been met for the reporting period.
- 4.1.3 Affirmative action goals for hiring and/or promoting members of affected groups when underutilization exists within a job group.
- 4.1.4 A section containing a detailed narrative of the strategies to be employed to reach goals. The affirmative action update must also reflect the strategies employed during the reporting period.
- 4.1.5 A response to OFM's recommendations from the previous plan or update, if applicable.

## 5.0 Related Information

- 5.1 [Office of Financial Management](#)
- 5.2 [WAC 357](#) Office of Financial Management – State Human Resources Director
  - 5.2.1 [WAC 357-01-005](#) Affected groups
  - 5.2.2 [WAC 357-25](#) Affirmative Action

## CCS Administrative Procedure

### 2.30.01 – C Affirmative Action Plan

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Implementing Board Policy [2.30.01](#)  
Contact: Human Resources

#### 1.0 Equal Employment Opportunity Objective and Responsibilities (summary of Board of Trustees Policy 2.30.01)

Community Colleges of Spokane ([CCS](#)), recognizes its responsibility to provide cultural and social leadership and uphold the laws of the United States and the state of Washington. [CCS](#) commits to following equal employment practices and conducting outreach within geographic areas where analysis of current employment shows under-representation of women, ethnic minorities, persons with disabilities, Vietnam-era and disabled veterans, and persons over the age of forty within the various job categories of the district. Underutilization analysis and outreach efforts shall be documented in an affirmative action plan.

- 1.1 CCS' affirmative action and equal opportunity policy statements shall be reviewed and approved by the board on an annual basis.
- 1.2 The Chief [Strategy and Administration Officer \(CSAO\)](#) is the responsible administrator for the development, monitoring and maintenance of the CCS affirmative action plan ~~and updates.~~
- 1.3 CCS's affirmative action plan and updates shall be designed with the objective of increasing the representation of affected group members in the workforce when it is determined that a particular affected group is underutilized.

#### ~~2.0~~ ~~2.0~~ Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

~~2.1~~ Affected group: an underrepresented population as defined by Washington Administrative Code (WAC) 357-01-005.

~~2.2~~ Affirmative action plan: a tool designed to promote equal opportunity through procedures and active good-faith efforts to correct underutilization of qualified affected group members. Guidelines for the development of the plan are established by OFM and are consistent with the requirements set forth by the US Departments of Labor and Justice. It shall not mean any sort of quota system.

~~2.12.3~~ State Department of Human Resources (DHR) Office of Financial Management (OFM):  
State of Washington department charged under [WAC 357-25](#) with administering the statewide affirmative action program.

~~Affected group:~~

~~2.2~~ Affirmative action program plan: a tool designed to ensure promote equal opportunity through procedures and active good-faith efforts to correct underutilization of qualified affected group members. Guidelines for the development of the plan are established by OFM and are consistent with the requirements set forth by the US Departments of Labor and Justice. It shall not mean any sort of quota system.

~~2.3~~ Affirmative action plan: results-oriented programs to which employers commit their good-faith efforts to attain and maintain equal employment opportunity. Guidelines for development of affirmative action plan are established by DHR and are consistent with the requirements set forth by federal executive order 11246 and affirmative action guidelines issues by the US Departments of Labor and Justice.

~~2.4 GAAPCom: the Governor's Affirmative Action Policy Committee oversees the development and approval of affirmative action plans and updates. The committee is established by the Governor's executive order on affirmative action.~~

~~2.5~~ 2.4 - Underutilization: exists when the utilization percent is less than the availability percent for a particular affected group within a job group.

### ~~3.0~~ 3.0 **Plan Development and Updates**

CCS shall report affirmative action information in the diversity section of the HR Management Report to OFM according to the cycle set by OFM. ~~to GAAPCom and the Office of the State HR Director on the cycle set by GAAPCom.~~

#### ~~4.0~~ ~~4.0~~ Affirmative Action Plan Contents

~~4.1~~ ~~4.1~~ Per [WAC 357-25](#), the CCS affirmative action plan and updates shall address recruitment, appointment, promotion, transfer, training and career development practices and outcomes. The CCS plan shall include, at a minimum, all of the following components:

~~4.1.1~~ ~~4.1.1~~ A workforce profile reflecting total employees and total employees sorted by affected group status. The affirmative action update will show a comparison between the current workforce profile and the previous submission.

~~4.1.2~~ ~~4.1.2~~ A utilization and goals report by job group, for each affected group, showing where goals have been set. The affirmative action update must reflect a goals analysis report indicating where goals have been met for the reporting period.

~~4.1.3~~ Affirmative action goals for hiring and/or promoting members of affected groups when underutilization exists within a job group.

~~4.1.2~~

~~4.1.4~~ A section containing a detailed narrative of the strategies to be employed to reach goals. The affirmative action update must also reflect the strategies employed during the reporting period.

~~4.1.3~~

~~4.1.44.1.5~~ A response to ~~GAAPCom's OFM's~~ recommendations from the previous plan or update, if applicable.

#### ~~5.0~~ Related Information

~~5.1~~ Office of Financial Management

~~5.2~~ WAC 357 Office of Financial Management – State Human Resources Director

~~5.2.1~~ WAC 357-01-005 Affected groups

~~5.2.2~~ WAC 357-25 Affirmative Action

## CCS Administrative Procedure

### 2.30.03 – A Drug Free Workplace

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#### Implementing Board Policy [2.30.03](#)

Contact: Human Resources

#### 1.0 Drug Free Workplace Objective and Responsibilities (summary of Board of Trustees Policy 2.30.03)

It is the intention of Board Policy [2.30.03](#) – Drug Free Workplace, to eliminate substance abuse and its effects in district workplaces. While the Community Colleges of Spokane ([CCS](#)) has no intention of intruding into the private lives of its employees, abuse of controlled substances negatively impacts the educational environment, job performance and [the safety of employees and students safety](#). The Board's objective is to [ensure](#) that employees are [able in a position](#) to perform their duties safely and efficiently in the interests of their [colleagues/fellow employees](#), students, as well as themselves. The presence [and influence](#) of controlled substances on the job [and working environment, and the influence of these substances on the working environment, is are](#) inconsistent with this objective.

[1.1](#) Employees who think they may have a controlled substance abuse problem are [urged encouraged](#) to voluntarily seek confidential assistance from the [Employee Assistance Program \(EAP\)](#).

[1.1.1.1](#) To access the EAP, please contact the Human Resources Office (HRO) [for the organization code](#).

1.2 All employees are covered by Board [Policy 2.30.03](#) and this procedure and shall be made generally aware that violations could result in discipline, up to and including termination, or [in declination/withdrawal](#) of a job offer, where appropriate. Further, all applicants for positions with [Community Colleges of Spokane/CCS](#) are covered by this policy at time of application and may be disqualified at any time for violation.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

[2.1](#) ~~Substance abuse: abuse of controlled substances such that it impairs an employee's ability to safely and effectively perform the functions of his/her particular job and which increases the potential for accidents, absenteeism, substandard performance, poor employee morale or damage to the district's reputation.~~

[2.1](#) Accident: an incident involving one or more CCS employees that causes damage or harm to CCS property, to the involved individuals or to bystanders. Employees may be subject to state or local law enforcement involvement if the accident involved a law violation.

2.2 Controlled substance: alcohol and all substances, drugs, or medications, legal or illegal, which could impair an employee's ability to effectively and safely perform the functions of the job, and which increases the potential for accidents, absenteeism, substandard performance, poor employee morale or damage to CCS' reputation.

[2.3](#) Covered Employee: CCS employee, regardless of employment category, while on CCS property, during their scheduled work time, or otherwise in paid status.

[2.32.4](#) Reasonable suspicion: a belief based on objective facts sufficient to lead a reasonably prudent person to suspect that an employee is under the influence of a controlled substance so that the employee's ability to [safely](#) perform the functions of [their/his/her](#) job is impaired or so that the employee's ability to perform his/her job safely is reduced.

[2.5](#) Substance abuse: abuse of controlled substances such that it impairs an employee's

ability to safely and effectively perform the functions of their particular job, and which increases the potential for accidents, absenteeism, substandard performance, poor employee morale or damage to the district's reputation.

Accident: occurs when, as a result of an occurrence involving a vehicle or equipment, State or local law enforcement authority issues a citation to the covered employee for a moving violation arising from the accident.

2.4 Covered Employee: CCS employee, regardless of employment category.

2.5 Safety-Sensitive Functions: driving/operating one or more of the following vehicles:

- 2.5.1 with a gross combination weight of at least 26,001 pounds inclusive of a towed unit with a gross vehicle weight rating of more than 10,000 pounds;
- 2.5.2 with a gross vehicle weight of at least 26,001 pounds;
- 2.5.3 designed to transport 16 or more passengers, including the driver; or
- 2.5.4 used to transport those hazardous materials found in the Hazardous Materials Transportation Act.

2.6 Refusal to submit to test: refusal to submit to an alcohol or controlled substance test required by this procedure includes, but is not limited to:

- 2.6.1 A refusal to provide a requested sample for a drug test;
- 2.6.2 An inability to provide a requested sample without a valid medical explanation;
- 2.6.3 A refusal to complete and sign the breath alcohol testing form, or otherwise to cooperate with the testing process in a way that prevents the completion of the test;
- 2.6.4 An inability to provide breath or to provide an adequate amount of breath without a valid medical explanation;
- 2.6.5 Tampering with or attempting to adulterate a provided specimen or collection procedure;
- 2.6.6 Not reporting to the collection site in the time allotted by the supervisor or manager who directs the employee to be tested;
- 2.6.7 Consuming alcohol or ingesting a controlled substance during the eight hours immediately following an accident, unless the employee has been informed that his/her actions have been discounted as a contributing factor, or if the employee has already been tested.

**Commented [TK1]:** This definition is not used anywhere in the policy. Do we need to keep it?

### 3.0 **3.0 Prohibitions and Application**

3.1 Employees shall not:

3.1

3.1.1 be under the influence of a controlled substance while on duty; nor

3.1.1

3.1.2 possess a controlled substance while on CCS property or work locations; nor

3.1.2

3.1.3 sell or provide controlled substances to any other employee, student, or to any person while such employee is on duty; nor

3.1.3

3.1.4 have their ability to work impaired as a result of the use of controlled substances when reporting for work.

3.2 3.2 While use of medically-legitimately prescribed medications and drugs is not (per se) a violation of Board Policy 2.30.03, per se, attempting to work while taking medications or drugs which could interfere with the safe and effective performance of duties or operation of district equipment may result in discipline, up to and including termination.

3.2.1 3.2.1 In the event there is a question regarding an employee's ability to safely and effectively perform assigned duties while using such medications or drugs, clearance from a qualified medical practitioner may be required.



3.2.2 Bona fide proof of prescription must be in the employee's name and must be provided as soon as practical, but no later than 72 hours after request.

~~3.3 Community Colleges of Spokane reserves the right to search, without employee consent, all areas and property in which CCS maintains control or joint control with the employee.~~

~~3.4 Employees reasonably believed to be under the influence of controlled substances shall be prevented from engaging in further work and shall be detained until he/she can be safely transported from the work site to their home or other appropriate location.~~

3.3 ~~3.5~~ Community Colleges of Spokane ~~CCS~~ has ~~established~~ contracted with an voluntary Employee Assistance Program (EAP) to assist those employees who voluntarily seek help for substance abuse problems. Employees should contact their supervisors, the HRO, or the EAP directly for additional information.

#### 4.0 ~~4.0~~ Alcohol and Drug-Free Awareness and Training Program

4.1 ~~4.1~~ Community Colleges of Spokane ~~CCS~~ shall develop and implement an on-going awareness training program for all supervisors, designed to build a general understanding of this procedure, awareness of the observable symptoms and actions of someone under the influence of a controlled substance, and other general knowledge necessary to carry out assigned responsibilities under this procedure.

4.2 ~~4.2~~ CCS shall distribute and explain this procedure to all current and future CCS employees. ~~The purpose of the awareness training program is that all CCS employees acknowledge and support the intent and provisions of Board policy 1.70.03 their responsibilities under this procedure and the resources available to them.~~

4.2.1 ~~4.2.1~~ All current employees will receive an annual reminder of Board Policy 2.30.03 and a summary of this procedure.

4.2.2 ~~4.2.2~~ New CCS employees will be asked to sign a notice acknowledging receipt of a copy of this procedure and their understanding of its contents. Attachment "A" Attachment "A" Drug Free Workplace Employee Acknowledgement Form shall be used for this purpose.

**Commented [TK2]:** This no longer exists. Where is the language regarding the yearly brochure mailing and other policy education requirements?

#### 5.0 ~~5.0~~ Responsibilities

5.1 All CCS employees shall:

~~5.1~~  
5.1.1 Not report to work while ~~his/her~~ their ability to perform job duties is impaired due to on- or off-duty controlled substance use.

~~5.1.1~~  
5.1.2 Not possess or use controlled substances during working hours or at any time while on district property or using district vehicles or equipment.

5.1.3 Not directly or through a ~~third party~~ third party sell or provide controlled substances to any person, including any employee or student, while either or both are on-site or on-duty.

5.1.4 Provide, as soon as practical, but no later than 72 hours after request, a bona fide verification of a current valid prescription for any potentially impairing drug or medication. The prescription must be in the employee's name.

5.1.5 Notify ~~his/her~~ their supervisor of any criminal drug statute conviction by not later than five (5) days after conviction.

~~5.2~~ ~~5.2~~ All CCS managers and supervisors shall:

~~5.2.1~~ ~~5.2.1~~ ~~B~~be responsible for reasonable enforcement of ~~Board policy 1.70.03 and~~ this procedure and for ~~e~~nsuring that each employee under ~~his/her/their~~ direction is made aware of this procedure.

~~5.2.2~~ Notify new employees of the location of CCS's Drug and Alcohol Abuse Prevention Program and encourage them to review it.

~~5.2.3~~ ~~5.2.2~~ ~~R~~require that an employee submit to a controlled substance test when ~~he/she/they~~ ~~has/have~~ a reasonable suspicion that an employee is under the influence of a controlled substance while on the job or standby duty.

~~5.2.3.1~~ ~~5.2.2.1~~ Such test shall be performed in a clinical setting approved for use by the Chief ~~Strategy and~~ Administration Officer ~~(CSAO)~~.

~~5.2.4~~ Notify the applicable grant agency within ten calendar days after receiving notice of a criminal drug statute conviction if the employee is working under a federal grant.

~~5.2.4.1~~ The manager or supervisor shall take appropriate personnel action against the employee, consistent with rights provided under the appropriate collective bargaining agreement or rule.

## ~~6.0~~ ~~6.0~~ Reasonable Suspicion ~~Testing~~

~~6.1~~ Where there is reasonable suspicion that the employee is under the influence of a controlled substance, the manager or supervisor shall not direct the employee to go home but shall ask the employee to remain for a reasonable time until the employee can be safely transported home or to another appropriate location.

~~6.2~~ ~~6.1~~ Factors and/or behaviors that may constitute reasonable suspicion may include, but are not limited to:

~~6.2.1~~ ~~6.1.1~~ An accident involving CCS property where employee is deemed to be at fault.

~~6.2.2~~ ~~6.1.2~~ Unprovoked physical altercation;

~~6.2.3~~ ~~6.1.3~~ Unprovoked verbal altercation;

~~6.2.4~~ ~~6.1.4~~ Deviation from regular behavior;

~~6.2.5~~ ~~6.1.5~~ Possession of alcohol, drugs or any other controlled substance;

~~6.2.6~~ ~~6.1.6~~ Information obtained from a reliable person with personal knowledge.

~~6.2~~

## ~~6.3~~ Reasonable Suspicion Testing

~~6.3.1~~ A manager or supervisor may require an employee to submit to a test for controlled substance use if the following has occurred first:

6.3.1.1 The manager or supervisor has documented in writing the facts constituting reasonable suspicion that the employee in question is under the influence of a controlled substance.

6.3.1.1.1 See the Supervisor Guide for Recognizing Drug and Alcohol Abuse in the Workplace.

6.3.1.1.2 See the [Reasonable Suspicion Testing Consent Checklist](#).

6.3.1.2 The written documentation has been routed to the appropriate vice president and a copy provided to the employee.

6.3.2 Except in situations to avert potential immediate harm to the district, fellow employees or students, an employee shall have the right to representation and shall be informed thereof.

6.3.2.1 In no event shall said test be delayed for more than two hours while the employee awaits representation.

6.3.3 The employee shall be provided the Reasonable Suspicion Testing Consent Form for signature prior to testing.

6.3.4 In the event that the requested test must be performed at an off-site location, the supervisor or manager will ensure that the employee has a safe means of transportation to and from the testing or collection site. This may include but is not limited to:

6.3.4.1 The supervisor or manager may personally transport the employee to the testing or collection site.

6.3.4.2 The supervisor or manager may contact Campus Security and request transportation for the employee to the testing or collection site.

6.3.4.3 The supervisor or manager may contact the employee's emergency contact listed in their employee information and request that the emergency contact transport the employee to the testing or collection site.

6.3.4.4 The vice president, designee, or CSAO may designate another employee to transport the employee to the testing or collection site.

#### 6.4 Refusal to Submit to Reasonable Suspicion Testing

6.4.1 Refusal to submit to an alcohol or controlled substance test required by this procedure includes, but is not limited to:

6.4.1.1 A refusal to provide a requested sample for a drug test;

6.4.1.2 An inability to provide a requested sample without a valid medical explanation;

6.4.1.3 A refusal to complete and sign the breath alcohol testing form, or otherwise to cooperate with the testing process in a way that prevents the completion of the test;

6.4.1.4 An inability to provide breath or to provide an adequate amount of breath without a valid medical explanation;

6.4.1.5 Tampering with or attempting to adulterate a provided specimen or collection procedure;

6.4.1.6 Not reporting to the collection site in the time allotted by the supervisor or manager who directs the employee to be tested;

6.4.1.7 Consuming alcohol or ingesting a controlled substance during the eight hours immediately following an accident, unless the employee has been informed that their actions have been discounted as a contributing factor, or if the employee has already been tested.

6.4.2 An employee who refuses to submit to a requested controlled substance test shall be considered an employee who tested positive on the requested test.

A manager/supervisor, prior to requiring an employee to submit to a reasonable suspicion test shall document in writing the facts constituting reasonable suspicion that the employee in question is under the influence of a controlled substance. Attachment "B" is to be used for this purpose. It shall then be routed to the appropriate vice president or designee with a copy to the employee. Except in situations to avert immediate potential harm to the district, fellow employees, or to students, an employee shall have the right to representation and shall be informed thereof; provided, in no event shall said test be delayed for more than two (2) hours awaiting representation. Attachments "C, D, and E" shall be provided to the employee for signatures prior to the testing.

6.3 Where there is reasonable suspicion that the employee is then under the influence of a controlled substance, the manager/supervisor shall not direct the employee to go home, but shall ask the employee to remain for a reasonable time until the employee can be safely transported home or to another appropriate location.

#### 6.5 Reasonable Suspicion Searches

6.5.1 CCS, to include the manager or supervisor, reserves the right to search all areas and property in which CCS maintains control or joint control with the employee without employee consent.

6.5.2 6.4 The manager/supervisor shall not physically search the person of employees, nor shall he/she/they search the personal possessions of employees without the freely given consent of, and in the presence of, the employee. This consent is authorized only when the employee has signed the Reasonable Suspicion Testing Consent Form Attachment B.

6.5.3 The manager or supervisor shall notify their vice president or designee when they have reasonable suspicion to believe that an employee may have illegal drugs in their possession or in an area not jointly or fully controlled by CCS. If the vice president or designee concurs that there is reasonable suspicion of illegal drug possession, they shall notify the CSAO.

\_\_\_\_\_ The manager/supervisor shall notify the appropriate law enforcement agency when they have reasonable suspicion to believe that an employee has illegal drugs in their possession or in an area not jointly or fully controlled by CCS.

6.5 Community Colleges of Spokane reserves the right to search, without employee consent, all areas and property in which CCS maintains control or joint control with the employee.

#### 6.5.4

6.6 A covered employee who refuses to submit to a required test will be treated in the same manner as an employee who tested 0.04 or greater on an alcohol test or tested positively on a controlled substance test;

\_\_\_\_\_ 6.7 The manager/supervisor shall notify the appropriate law enforcement agency when he/she has reasonable suspicion to believe that an employee has illegal drugs in his/her possession or in an area not jointly or fully controlled by CCS.

~~6.8 The manager/supervisor shall notify his/her vice president or designee when he/she has reasonable suspicion to believe that an employee may have illegal drugs in his/her possession or in an area not jointly or fully controlled by CCS. If the vice president or designee concurs that there is reasonable suspicion of illegal drug possession, he/she shall notify the Chief Administration Officer.~~

~~6.9 An employee who refuses to submit to a requested controlled substance test shall be considered an employee who tested positive on a controlled substances test for purposes of this procedure.~~

~~6.10 If the employee has been convicted of a criminal drug statute and the employee is working under a Federal grant, the supervisor shall notify the grant agency within ten (10) calendar days after receiving notice of the conviction and shall take appropriate personnel action against such employee, consistent with rights provided under the appropriate collective bargaining agreement or rule.~~

## **7.0 ~~7.0~~ Chemical Dependency as a Disability**

~~7.1 7.1~~ Title I of the American's with Disabilities Act (ADA) protects qualified individuals with disabilities from employment discrimination. ~~Under the ADA, a person has a disability if he has a physical or mental impairment that substantially limits a major life activity. The ADA also protects individuals who have a record of a substantially limiting impairment, and people who are regarded as having a substantially limiting impairment.~~

~~7.2 7.2~~ To be protected under the ADA, an individual must have, have a record of, or be regarded as having a substantial, ~~as opposed to a minor,~~ impairment. ~~A substantial impairment is one that significantly limits or restricts a major life activity such as hearing, seeing, speaking, breathing, performing manual tasks, walking, learning or working.~~

~~7.3 7.3~~ The ADA allows that an employer can test applicants or employees for current illegal controlled substance use, can make employment decisions based upon verifiable test results and/or refuse to hire an individual or terminate a current employee who uses controlled substances illegally.

~~7.4~~ Individuals who currently use controlled substances illegally are specifically excluded from the ADA's protection. ~~The ADA does not encourage, authorize, or prohibit tests and therefore does not interfere with the CCS' authority to do so.~~

~~7.4.1 However, t~~he ADA may protect a person who has successfully completed or is currently in a rehabilitation program and no longer illegally using controlled substances; if all other provisions of the Act are also met. ~~See Administrative Procedure 2.30.01-B Reasonable Accommodation and Return to Work.~~

~~7.5 7.4~~ Chemical dependency may or may not be considered a disability, ~~then,~~ based upon the ~~at-dependency's~~ degree of impact upon the major life activities of the employee in question.

~~7.6~~ Any employee who thinks they can be helped by entering a treatment program will be granted a special leave of absence under the terms and conditions of their applicable collective bargaining agreement or rule, so long as they voluntarily seek that treatment and request the leave.

~~7.6.1~~ Help in finding an appropriate program is available through the EAP.

## **8.0 Related Information**

~~8.1~~ Americans With Disabilities Act

~~8.2~~ Applicable Collective Bargaining Agreements:

8.2.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees

8.2.2 For represented faculty – Master Contract with Association of Higher Education

8.3 Associated Forms:

8.3.1 Attachment “A” Drug Free Workplace Employee Acknowledgement Form

8.3.2 Supervisor Guide for Recognizing Drug and Alcohol Abuse in the Workplace

8.3.3 Reasonable Suspicion Testing Consent Checklist

8.3.4 Reasonable Suspicion Testing Consent Form

8.4 CCS Administrative Procedure 2.30.01-B Reasonable Accommodation and Return to Work

8.5 CCS Drug and Alcohol Awareness Prevention Program

8.6 Contact Information for Campus Safety:

8.6.1 Spokane Community College Office of Campus Safety

8.6.2 Spokane Falls Community College Office of Campus Safety

8.7 Employee Assistance Program

~~WACRCWsEAP A, B, C, D~~

~~SCC Security/SFCC Security~~

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**Originated:** June 2005  
**Cabinet approval:** June 2005

## CCS Administrative Procedure

### 2.30.03 – B Drug Free Workplace Safety Sensitive Function Compliance

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#### Implementing Board Policy [2.30.03](#)

Contact: Human Resources

#### 1.0 Drug Free Workplace Objective and Responsibilities (summary of Board of Trustees Policy 2.30.03)

It is the intention of Board Policy [2.30.03](#) – Drug Free Workplace, to eliminate substance abuse and its effects in district workplaces. While the Community Colleges of Spokane (CCS) has no intention of intruding into the private lives of its employees, abuse of controlled substances negatively impacts the educational environment, job performance and employee and student safety. The Board's objective is to ensure that employees are able to perform their duties safely and efficiently. The presence of controlled substances on the job, and the influence of these substances on the working environment, are inconsistent with this objective.

1.1 Effective January 1, 1996, CCS must comply with the United States Department of Transportation regulations implementing the [Federal Omnibus Transportation Employee Testing Act of 1991](#). Specifically, CCS must comply with the regulations of the [Federal Highway Administration](#) (FHWA). Adoption of a policy/procedure is one of the obligations under the regulations. This procedure sets forth the rights and obligations of covered employees.

1.2 Employees covered by these requirements (see Section 2.3 and 2.4 below) should familiarize themselves with the provisions of this policy because **compliance with this policy is a condition of employment.**

1.2.1 Covered employees are still required to comply with the provisions of Administrative Procedure [2.30.03-A](#). The obligations and requirements set forth below are in addition to existing obligations and requirements set forth in the procedure.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

2.1 **Accident:** occurs when, as a result of an occurrence involving a vehicle or equipment, State or local law enforcement authority issues a citation to the covered employee for a moving violation arising from the incident.

2.2 **Controlled substance:** alcohol and all substances, drugs, or medications, legal or illegal, which could impair an employee's ability to perform the functions of the job effectively and safely and which increases the potential for accidents, absenteeism, substandard performance, poor employee morale or damage to CCS' reputation.

2.3 **Covered employee:** any classification that now meets, or will in the future meet, the safety sensitive definition and/or performs safety sensitive functions.

2.4 **Safety sensitive functions:** driving/operating one of the following vehicles/equipment:

2.4.1 a vehicle with a gross vehicle weight of at least 26,001 pounds;

2.4.2 a vehicle with a gross combination weight of at least 26,001 pounds inclusive of a towed unit with a gross vehicle weight rating of more than 10,000 pounds;

2.4.3 a vehicle designed to transport 16 or more passengers, including the driver; or

- 2.4.4 a vehicle used to transport those hazardous materials found in the [Hazardous Materials Transportation Act](#).
- 2.5 Substance abuse: abuse of controlled substances such that it impairs an employee's ability to perform the functions of their particular job safely and effectively and which increases the potential for accidents, absenteeism, substandard performance, poor employee morale or damage to the district's reputation.

### 3.0 Prohibitions and Limitations

Covered employees may not be under the influence or in possession of controlled substances during work hours. Further, the regulations of the FHWA prohibit certain conduct while performing and prior to performing safety sensitive functions.

- 3.1 The following conduct will be considered cause for discipline, up to and including termination, as defined in the applicable collective bargaining agreements between CCS and its employees. Specific examples include, but are not limited to:
  - 3.1.1 Reporting for duty or remaining on duty requiring the performance of safety sensitive functions while having an alcohol concentration level of 0.04 or greater;
  - 3.1.2 Performing a safety sensitive function within four hours of using alcohol;
  - 3.1.3 Being on duty or operating a vehicle described in Section 2.4 above, while possessing alcohol;
  - 3.1.4 Using alcohol while performing a safety sensitive function;
  - 3.1.5 Reporting for duty or remaining on duty requiring the performance of safety sensitive functions when the employee has used any controlled substances, except if the use is pursuant to the instructions of a physician who has advised the employee that the substance does not adversely affect the employee's ability to safely operate a vehicle;
  - 3.1.6 Reporting for duty or remaining on duty requiring the performance of safety sensitive functions if the employee tests positive for controlled substances;
  - 3.1.7 Refusing to submit to any alcohol or controlled substance test required by this procedure. A covered employee who refuses to submit to a required test will be treated in the same manner as an employee who tested 0.04 or greater on an alcohol test or tested positively on a controlled substance test.
- 3.2 A refusal to submit to a controlled substance test required by this procedure includes, but is not limited to:
  - 3.2.1 A refusal to provide a urine sample for a drug test;
  - 3.2.2 An inability to provide a urine sample without a valid medical explanation;
  - 3.2.3 A refusal to complete and sign the breath alcohol testing form, or otherwise to cooperate with the testing process in a way that prevents the completion of the test;
  - 3.2.4 An inability to provide breath or to provide an adequate amount of breath without a valid medical explanation;
  - 3.2.5 Tampering with or attempting to adulterate the urine specimen or collection procedure;



- 3.2.6 Not reporting to the collection site in the time allotted by the supervisor or manager who directs the employee to be tested;
- 3.2.7 Leaving the scene of an accident without a valid reason as to why or authorization from a supervisor or manager;
- 3.2.8 Consuming alcohol or ingesting a controlled substance during the eight hours immediately following an accident, unless the employee has been informed that their actions have been discounted as a contributing factor, or if the employee has already been tested.

#### **4.0 Consequences for Employees Found to Have Alcohol Concentration Levels of 0.02 or Greater but Less Than 0.04**

- 4.1 An employee whose alcohol test indicates an alcohol concentration level between 0.02 and 0.04 shall be removed from their safety sensitive position for at least eight hours. Such an employee may be subject to discipline up to and including termination. CCS will re-test the employee before returning them to duty. Before the employee may be returned to their safety sensitive position, the employee's alcohol concentration must indicate a concentration below 0.02.

#### **5.0 Circumstances Under Which Controlled Substance Testing Will be Imposed on Covered Employees**

- 5.1 Pre-employment testing: All applicants for classifications which are covered and all employees who transfer to classifications which are covered will be required to submit to pre-employment/pre-duty drug testing. Applicants will not be assigned to a safety sensitive position if they do not pass the test(s).
- 5.2 Post-accident testing: Post-accident controlled substance testing will be conducted on employees following an accident where the employee's performance cannot be discounted as a contributing factor.
  - 5.2.1 The decision as to whether to test the employee will be left to appropriate management. The presumption is for testing. The only reason an employee will not be tested following an accident is if a determination is made that the employee's performance could not have been a contributing factor. If a fatality occurs, the employee will be tested regardless of whether their involvement may be discounted.
    - 5.2.1.1 Post-accident alcohol tests shall be administered within two hours following an accident and no test may be administered after eight hours. A post-accident drug test shall be conducted within 32 hours following the accident. CCS Administrative Procedure [2.30.03-A](#) and the [Reasonable Suspicion Testing Consent Form](#) shall be provided to the employee for signature prior to testing.
- 5.3 Random Testing: Covered employees will be subject to random alcohol and drug testing as follows:
  - 5.3.1 A random alcohol test will be administered just prior to the employee performing a safety sensitive function (i.e. driving) while the employee is performing a safety sensitive function, or just after the employee has stopped performing a safety sensitive function. CCS will, as a part of a multi-jurisdiction consortium, subject at least 25% of the total number of covered employees in that consortium to random alcohol testing per year.
  - 5.3.2 A random drug test will be administered to at least 50% of the total number of covered employees in the consortium per year. Some employees may be tested

more than once in a year, while others are not tested at all depending on the random selection.

- 5.3.3 On the date an employee is selected for random drug or alcohol testing, their supervisor will ensure the employee's duties are covered. The employee will receive a written notice in the morning indicating the time they are to report to the lab for testing. Procedure [2.30.03-A](#) and the [Reasonable Suspicion Testing Consent Form](#) shall be provided to the employee for signature prior to testing.
- 5.4 Return-to-Duty/Follow-up Testing: A covered employee who has violated any of the prohibitions of this procedure must submit to a return to duty test before they may be returned to their position. The test result must indicate an alcohol concentration of less than 0.02 or a verified negative result on a controlled substances test.
  - 5.4.1 In addition, because studies have shown that the relapse rate is highest during the first year of recovery, the employee will be subject to follow-up testing which is separate from the random testing obligation. The employee will be subject to at least six unannounced drug/alcohol tests during the first year back to the safety-sensitive position following the violation. Procedure [2.30.03-A](#) and the [Reasonable Suspicion Testing Consent Form](#) shall be provided to the employee for signature prior to each test.

## 6.0 Related Information

- 6.1 CCS Administrative Procedure [2.30.03-A](#) Drug Free Workplace
- 6.2 [Federal Highway Administration](#)
- 6.3 [Federal Omnibus Transportation Employee Testing Act of 1991](#)
- 6.4 [Hazardous Materials Transportation Act](#)
- 6.5 [Reasonable Suspicion Testing Consent Form](#)

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**Originated:** June 2005; **Revised:** August 2023  
**Cabinet approval:** June 2005; August 2023

## **Compensation Management during period of Suspended Operations**

Note: Only the Chancellor can declare “suspended operations.”

### **Suspended Operations, first day of disruption:**

#### Classified Employees

- Employees who are scheduled to work, but who do not work due to suspended operations will suffer no loss of pay for the first day of closure. No action or payroll form is required.
- Employees required to work (including those who arrived at work prior to receiving notice of suspended operations) will be paid 2.5 times their regular pay for hours worked. Follow “overtime” reporting protocols. This is subject to the supervisor’s approval and the supervisor retains the right to send an employee home at any time.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a “weekend”).

#### Exempt Employees

- By Chancellor authorization, under Administrative Procedure 2.30.05-A, exempt and administrator staff may be in paid status on this first day of suspended operations or may be required to submit leave. If in paid status, no payroll action or forms required. If leave status, follow “leave reporting” protocols.
- Exempt employees required to work (including those who arrived at work prior to receiving notice) receive their normal salary for hours worked.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a “weekend”).

#### Annually Contracted Faculty

- If the first day of suspended operations is a contractual day for the academic employee, then the employee remains in paid status, and no payroll action or forms are required. This applies also to any impacted supplemental (i.e., moonlight) contracts.
- If the first day of suspended operations is a non-contractual day, there are no pay issues as the academic employee will remain in non-paid status.

#### Adjunct Faculty

- If the first day of suspended operations is a contractual day for the academic employee, then the employee remains in paid status, and no payroll action or forms are required.
- Exception: one-day contracts or hourly assignments (based on assumption that assignments were canceled in whole). Assignments are not paid (the dean must contact the HRO to cancel the contract, otherwise the faculty member will be in overpayment status).
  - Exceptions:
    - If administrative authorization was given to conduct assignments at an alternate worksite (e.g., from home), then the assignment is compensated (follow normal time reporting protocols).
    - With supervisor approval, the assignment can be made up at a later date. If so, the Dean will notify HRO of the rescheduled date so HRO can adjust the payment date (if necessary) on the contract. To avoid any overpayments, the dean must send corrections to HRO immediately.
- If the first day of suspended operations is a non-contractual day, there are no pay issues as the academic employee will remain in non-paid status.

### Part time Hourly

- Represented part-time hourly employees released for suspended operations after reporting to work will be compensated for hours worked on the first day of suspended operations.
- Employees who are not required to work during suspended operations may request and may be granted a schedule change during their workweek.
- Employees who are required to work during suspended operations will receive one and one-half (1-1/2) times their regularly hourly rate for work performed during the period of suspended operations. Overtime worked during suspended operations will be compensated in accordance with Section 5.4 [Temporary Hourly] Hours of Work and Overtime in the classified collective bargaining agreement.

### **Suspended Operations, second consecutive day of disruption**

**Note: Consecutive day can also include a Friday/Monday**

### Classified Employees

- Employees who are scheduled to work, but who are **not required to work** during suspended operations may either use leave (vacation, personal, compensatory time, leave without pay, etc.), or request a schedule change within the same workweek.
  - The schedule change requires advance supervisory approval and work must be completed by Sunday at midnight (i.e., within the same workweek). We suggest that the supervisor document the schedule change and retain the documentation (do not send it to the HRO).
  - Schedule changes may include working from an alternate workplace (e.g., home) with prior approval from the employee's supervisor and an active telework agreement on file with the HRO.
- Employees who are **required to work** either onsite or from an alternate workplace (including those who arrived at work prior to receiving notice of suspended operations) will be paid 1.5 times their regular pay for hours worked. Follow "overtime" reporting protocols. This is subject to the supervisor's approval, and the supervisor retains the right to send an employee home at any time.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a "weekend").

### Exempt Employees

- Exempt employees scheduled to work, but who do not work due to suspended operations, will be required to use leave (vacation, personal, leave without pay) or, with advance supervisor approval may:
  1. Perform work at an alternate workplace (e.g., home), or
  2. Adjust work hours to ensure 40 hours are worked by Sunday at midnight.
- Exempt employees required to work (including those who arrived at work prior to receiving notice) receive their normal salary for hours worked.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a "weekend").

Annually Contracted Faculty (same as for first day of suspended operations, see above)

Adjunct Faculty (same as for first day of suspended operations, see above)

Part time Hourly (same as for first day of suspended operations, see above)

## Compensation Management during period of Suspended Operations

Note: Only the Chancellor can declare "suspended operations."

### Suspended Operations, first day of disruption

#### Classified Employees

- Employees who are scheduled to work, but who do not work due to suspended operations will suffer no loss of pay for the first day of closure. No action or payroll form is required.
- Employees required to work (including those who arrived at work prior to receiving notice of suspended operations) will be paid 24.5 times their regular pay for hours worked. Follow "overtime" reporting protocols. This is subject to the supervisor's approval and the supervisor retains the right to send an employee home at any time.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a "weekend").

#### Exempt Employees

- By Chancellor authorization, under Administrative Procedure 2.30.05-A, exempt and administrator staff may be in paid status on this first day of suspended operations or may be required to submit leave. If in paid status, no payroll action or forms required. If leave status, follow "leave reporting" protocols.
- Exempt employees required to work (including those who arrived at work prior to receiving notice) receive their normal salary for hours worked.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a "weekend").

#### Annually Contracted Faculty

- If the first day of suspended operations is a contractual day for the academic employee, then the employee remains in paid status, and no payroll action or forms are required. This applies also to any impacted supplemental (i.e.i.e., moonlight) contracts.
  - ~~If a non-contractual day for certain faculty, there are no pay issues (non-paid status).~~
- If the first day of suspended operations is a non-contractual day, there are no pay issues as the academic employee will remain in non-paid status.
  - ~~For those few faculty in contracted status, remain in paid status and no payroll action or forms required. This applies to any impacted supplemental (i.e. moonlight) contract as well.~~

#### Adjunct Faculty

- ~~If the first day of suspended operations is a contractual day for the academic employee, then the employee remains in paid status, and no payroll action or forms are required. If a contractual day then in paid status, no payroll action or forms required.~~
- Exception: one-day contracts or hourly assignments (based on assumption that assignments were canceled in whole). Assignments are not paid (the dean must contact the HRO to cancel the contract, otherwise the faculty member will be in overpayment status).
  - Exceptions:
    - If administrative authorization was given to conduct assignments at an alternate worksite (e.g., i.e. from home), then the assignment is compensated (follow normal time reporting protocols).
    - With supervisor approval, the assignment can be made up at a later date. If so,

the Dean will notify HRO of the rescheduled date so HRO can adjust the payment date (if necessary) on the contract. To avoid any overpayments, the dean must send corrections to HRO immediately.

- If the first day of suspended operations is a non-contractual day, there are no pay issues as the academic employee will remain in non-paid status.
- ~~If a non-contractual day there are no pay issues.~~

#### Part time Hourly

- ~~Employees are in no-pay status (part-time employees must work to be paid, regardless of operation status).~~ Represented part-time hourly employees released for suspended operations after reporting to work will be compensated for hours worked on the first day of suspended operations.
- Employees who are not required to work during suspended operations may request and may be granted a schedule change during their workweek.
- Employees who are required to work during suspended operations will receive one and one-half (1-1/2) times their regularly hourly rate for work performed during the period of suspended operations. Overtime worked during suspended operations will be compensated in accordance with Section 5.4 [Temporary Hourly] Hours of Work and Overtime in the classified collective bargaining agreement.

### **Suspended Operations, second consecutive day of disruption**

**Note: Consecutive day can also include a Friday/Monday**

#### Classified Employees

- ~~Employees who are scheduled to work, but who do not work due to~~ are not required to work during suspended operations ~~are required to may either~~ use leave (vacation, personal, compensatory time ~~CTO~~, leave without pay, etc.), or ~~may~~ request a schedule change within the same workweek.
  - The schedule change requires advance supervisory approval and work must be completed by Sunday at midnight (i.e., within the same workweek). We suggest that the supervisor document the schedule change and retain the documentation (do not ~~send~~ send it to the HRO).
  - Schedule changes may include working from an alternate workplace (e.g., home) with prior approval from the employee's supervisor and an active telework agreement on file with the HRO.
- Employees who are required to work either onsite or from an alternate workplace (including those who arrived at work prior to receiving notice of suspended operations) will be paid 1.5 times their regular pay for hours worked. Follow "overtime" reporting protocols. This is subject to the supervisor's approval, and the supervisor retains the right to send an employee home at any time.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.
- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a "weekend").

#### Exempt Employees

- Exempt employees scheduled to work, but who do not work due to suspended operations, will be required to use leave (vacation, personal, leave without pay) or, with advance supervisor approval may:
  1. Perform work at an alternate work ~~place~~ site (i.e., home), or
  2. Adjust work hours to ensure 40 hours are worked by Sunday at midnight.
- Exempt employees required to work (including those who arrived at work prior to receiving notice) receive their normal salary for hours worked.
- Employees with prior approved leave for that day shall take leave for that day as scheduled.

- Employees not scheduled to work that day shall remain in no-pay status (for example, an alternate work schedule where this day is considered a “weekend”).

Annually Contracted Faculty (same as for first day of suspended operations, see above)

Adjunct Faculty (same as for first day of suspended operations, see above)

Part time Hourly (same as for first day of suspended operations, see above)



## CCS Administrative Procedure

### 2.40.01 – A Family Medical Leave and Return to Work

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Implementing Board Policy [2.40.01](#)  
Contact: Human Resources

#### 1.0 Leave Administration Objective and Responsibilities (summary of Board of Trustees Policy 2.40.01)

Community Colleges of Spokane (CCS) will provide and administer a program for employee leaves of absence in a manner that will both serve the well-being of faculty and staff and the organization.

- 1.1 The [Family and Medical Leave Act of 1993](#) (FMLA) allows an eligible employee up to twelve weeks of unpaid employment protection leave in a twelve-month period for a qualifying reason(s). In addition to the leave provided under the FMLA as outlined below, an employee may also be entitled to other leave under state law, CCS policies or applicable collective bargaining agreements. This policy applies to all eligible employees of CCS.
  - 1.1.1 The Family Care Act (FCA; Washington Administrative Code [\(WAC\) 296-130](#)) is a Washington state leave law which also provides employment protection leave and requires use of the employee's accrued paid leave in order to care for the employee's qualifying family member. The FCA does not have a leave use limit as long as the employee has accrued paid leave balances to maintain FCA status.
- 1.2 The Chief Strategy and Administration Officer is responsible for ensuring leave is administered in good faith and consistent with the rights and responsibilities provided by statute, specifically the FMLA, [WAC 296-130](#) and [WAC 357-31](#), and for providing information and training specific to these rights and responsibilities.
- 1.3 Supervisors are responsible for managing their staff's leaves and keeping both the employee and the Human Resources Office (HRO) informed of changes in the employee's work status. Additionally, supervisors are responsible for ensuring that no employee returns to work without first confirming with the HRO that appropriate medical release is on file.
- 1.4 Employees are responsible for initiating medical leave requests, providing the information necessary for CCS to effectively administrate leave programs according to this procedure and reporting leave usage.
- 1.5 Nothing herein modifies the terms of an applicable collective bargaining agreement.

#### 2.0 Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

- 2.1 Child: A biological, adopted, or foster child, a stepchild, a legal ward, or a child of a person standing *in loco parentis*, who is under eighteen years of age or eighteen years of age or older and incapable of self-care because of a mental or physical disability.
- 2.2 Family member:
  - 2.2.1 Defined by FMLA as child(ren), spouse, parents but not grandparents, parent-in-law, son-in-law or daughter-in-law.

- 2.2.2 Defined by FCA as children, parents, spouse, registered domestic partner, parents-in-law, and grandparents.
- 2.3 Health care provider:
  - 2.3.1 Doctor of medicine or osteopathy (M.D. or D.O.) authorized to practice medicine or surgery by the state in which the doctor practices.
  - 2.3.2 Podiatrists, dentists, clinical psychologists, optometrists and chiropractors (limited to manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist) authorized to practice and performing within the scope of their practice, under state law.
  - 2.3.3 Nurse practitioners, nurse-midwives and clinical social workers authorized to practice, and performing within the scope of their practice, as defined under state law.
  - 2.3.4 Any health care provider recognized by the employer or the employer's group health plan.
- 2.4 Next of kin: As defined by the Department of Labor. Applies only to Service Member Family Leave in 3.1.6 below.
- 2.5 Parent/grandparent: The biological parent/grandparent or an individual who stands or stood *in loco parentis* to an employee or employee's spouse when the employee/spouse was a child.
  - 2.5.1 Parent-in-law: A biological parent or individual who stands or stood *in loco parentis* to an employee's spouse when the spouse was child.
    - 2.5.1.1 Qualifying family member under FCA, but not under FMLA.
  - 2.5.2 In loco parentis: Someone with day-to-day responsibilities to care for and financially support a child or, in the case of an employee, who had such responsibility for the employee when the employee was a child. A biological or legal relationship is not necessary.
- 2.6 Rolling year: A period of twelve calendar months beginning with the qualifying event.
- 2.7 Serious health condition: An illness, injury, impairment, or physical or mental condition that involves either:
  - 2.7.1 Any period of incapacity or treatment connected with inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical-care facility, and any period of incapacity or subsequent treatment in connection with such inpatient care; or
  - 2.7.2 Continuing treatment by a health care provider which includes any period of incapacity (i.e., inability to work, attend school or perform other regular daily activities) due to:
    - 2.7.2.1 A health condition (including treatment or recovery) lasting more than three consecutive workdays, and any subsequent treatment or period of incapacity relating to the same condition that also includes:
      - 2.7.2.1.1 Two or more treatments by or under the supervision of a health care provider; or

- 2.7.2.1.2 One treatment by a health care provider with a continuing regimen of treatment.
  - 2.7.2.2 Any period of incapacity due to pregnancy, prenatal care, or pregnancy-related conditions. A visit to the health care provider is not necessary for each absence.
  - 2.8.2.2 A chronic serious health condition which continues over an extended period, requiring periodic visits to a health care provider, and may involve occasional episodes of incapacity e.g., asthma, diabetes, etc.
  - 2.8.2.3 A permanent or long-term condition for which treatment may not be effective (e.g., Alzheimer's, a severe stroke, terminal cancer). Only supervision by a health care provider is required, rather than active treatment.
  - 2.8.2.4 Any absences to receive multiple treatments for restorative surgery or for a condition which would likely result in a period of incapacity of more than three consecutive workdays if not treated (e.g., chemotherapy or radiation treatments for cancer).
- 2.8 Spouse: An individual as defined or recognized under state law for purposes of marriage in the state where the employee resides, including common law marriage in states where it is recognized.

### 3.0 General Provisions

- 3.1 CCS will grant up to twelve weeks of leave during a rolling year, beginning with the qualifying event, or 26 workweeks for 3.1.6 below to eligible employees for one or more of the following reasons:
- 3.1.1 The birth and care of a newborn child;
  - 3.1.2 The placement and care of an adopted child or foster child with the eligible employee;
  - 3.1.3 To care for an employee's family member with a serious health condition;
  - 3.1.4 The employee's own serious health condition;
  - 3.1.5 Because of any qualifying exigency arising out of the fact that the spouse, child, or parent of the employee is on active duty or has been notified of an impending call or order to active duty in the Armed Forces in support of a contingency operation; or
  - 3.1.6 To care for a covered service member who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness.
- 3.2 Entitlement to FMLA leave for the care of a newborn child or newly adopted or foster child ends twelve months from the date of the birth or the placement respectively.

### 4.0 Eligibility

- 4.1 An eligible employee must meet both of the following conditions:
- 4.1.1 The employee must have been employed by CCS or another Washington state agency or institution of higher education for at least twelve months, need not be consecutive, prior to the commencement of the leave; and

4.1.2 The employee must have worked for at least 1,250 hours of service in the twelve-month period immediately preceding the commencement of the leave.

4.1.2.1 The 1,250 hours requirement does not count used paid time off (i.e., annual leave, sick leave, personal holiday, compensatory time, or shared leave). The 1,250 hours worked rule can otherwise be described as “in the seat time”.

## 5.0 Leave Coverage and Twelve-Month Period

5.1 Measuring the Twelve-Month Period: An eligible employee can take up to twelve workweeks of FMLA leave during a twelve-month rolling year period (beginning with the qualifying event and ending twelve months later).

5.2 Measuring the 26-Workweek Period: An eligible employee can take up to 26 workweeks of FMLA Service Member Family leave during a twelve-month rolling year period (beginning with the qualifying event and ending twelve months later). During the single twelve-month period during which Servicemember Family Leave is taken, the employee may only take a combined total of 26 workweeks of leave for Service Member Family Leave and leave taken for other FMLA qualifying reasons. The employee will need to submit appropriate official documentation issued by the Armed Forces to support the need for the leave.

5.3 Both Spouses Employed by CCS: If both spouses work for CCS, they may only take a combined total of twelve workweeks or 26 workweeks for 3.1.6 above of FMLA leave in the twelve-month period for the purpose of the birth and care of a newborn child, adoption of a child, or placement of a child in foster care, or to care for the employee's parent with a serious health condition.

5.4 Accounting for Leave: Use of leave will be applied on an hourly, pro rata basis and will be determined based on the employee's status at the time of the request for leave.

5.5 Additional Leave for Disability Related to Pregnancy and Child Care: Washington state law, [RCW 50A.15.110](#) states:

*“(1) Leave under this title and leave under the federal family and medical leave act of 1993 (Act Feb. 5, 1993, P.L. 103-3, 107 Stat. 6, as it existed on October 19, 2017) is in addition to any leave for sickness or temporary disability because of pregnancy or childbirth.*

*“(2) Unless otherwise expressly permitted by the employer, leave taken under this title must be taken concurrently with any leave taken under the federal family and medical leave act of 1993 (Act Feb. 5, 1993, P.L. 103-3, 107 Stat. 6, as it existed on October 19, 2017).*

If a prospective parent experiences a disabling condition relating to pregnancy or childbirth, they are entitled to an additional twelve weeks of leave under this RCW. However, leave used for pregnancy-related illness would impact the balance available and could make FMLA unavailable until the next FMLA year.

## 6.0 Employee Request for Leave and Employer Designation

6.1 It is the employee's responsibility to notify their supervisor per the department's regular call-in procedures of the need for leave. The supervisor, after having been informed of the need, should direct the employee to contact HRO for the official notification paperwork, which consists of the Application for Family or Personal Medical Leave and the medical certification form.

- 6.1.1 If the need for leave is foreseeable, the employee should notify their supervisor at least thirty days in advance of the need for leave. If the need for leave is not foreseeable, notice must be given as soon as possible.
- 6.1.2 The Application for Family or Personal Medical Leave is completed by the employee and must be signed by both the employee and the supervisor or supervisor's designee. The signed form is then routed to the leave administrator in the HRO.
- 6.2 If an employee's or family member's health care provider needs to complete a medical certification form, the certification form needs to be provided by the employee to the health care provider. The health care provider needs to return the completed form within fifteen calendar days from the receipt of the form. **The medical certification must be returned to the HRO, not to the supervisor.** If the medical certification is not returned, the leave may be denied due to lack of verifiable information.
  - 6.2.1 It is the employee's responsibility to ensure the medical certification is returned to the HRO.
  - 6.2.2 Due to employee and patient privacy laws, the medical certification and all other related medical information, must be returned directly to and maintained in the HRO.
  - 6.2.3 Once an FMLA request has been made, CCS will determine eligibility and notify the employee of either:
    - 6.2.3.1 Approval of leave and whether the leave will be designated as FMLA, or
    - 6.2.3.2 Denial of leave and the reason for the denial.

The employee will be notified of the above determination either orally or in writing. If given orally, the determination will be followed up in writing, within five business days, absent extenuating circumstances. If the employee does not provide enough information to determine if the leave qualifies for FMLA, the leave administrator will require and request additional information.

## 7.0 Intermittent Leave

- 7.1 CCS seeks to accommodate employees with a need for leave while also keeping them productive and orientated to the workplace. As related to FMLA, CCS encourages employees and supervisors to explore the possibility of the following temporary options before granting, or extending, a full-time FMLA leave request:
  - 7.1.1 An intermittent or flexible schedule (i.e., day on, day off; adjusted work hours).
  - 7.1.2 A reduced hours schedule (i.e., fewer days or hours per week).
- 7.2 Intermittent leave arrangements must serve the mutual convenience of CCS and the employee. Should such arrangement no longer serve the mutual convenience of either party it will be terminated with reasonable notice and a new leave arrangement will be determined.
- 7.3 If the need for FMLA is due to the employee's own serious health condition or to care for a family member with a serious health condition, a medical certification must be completed even if a leave on an intermittent basis or leave on a reduced schedule is being requested. The medical certification may need to be re-certified periodically to establish on-going need, re-verify condition or communicate changes in prognosis.

- 7.4 For foreseeable medical treatment, employees must work with their department to schedule the leave, subject to the treatment plan established by the health care provider, so as not to unduly disrupt the department's or CCS' operations.
- 7.5 Where appropriate, leave on an intermittent basis for the care of a newborn child or a foster or adopted child may be possible. If such leave is requested through documentation from the employee and their healthcare provider to the HRO, the employee and their supervisor must mutually agree to the work schedule and duration.

## **8.0 Modified Duty Assignments and Temporary Transfers**

- 8.1 CCS seeks to temporarily accommodate employees in a manner which keeps them productive, orientated to the workplace, and maintains needed skills. To this end, CCS considers all requests or inquires very seriously and actively engages with the employee in analyzing the need for, and when necessary, proper application of, a modified duty assignment.
  - 8.1.1 Modified duty assignments can be utilized up to 45 calendar days and can be re-certified for an additional 45 calendar days if necessary. A modified duty assignment cannot extend beyond 90 calendar days under FMLA.
- 8.2 For certain situations, CCS can transfer an employee temporarily, at the employee's current pay, to a position that would accommodate a leave of absence or work restriction that could not be accommodated within their current position. CCS is not required to promote or create a position as a form of accommodation.

## **9.0 Substitution of Paid Leave/Concurrent Leaves**

- 9.1 It is the general policy of CCS that FMLA will run concurrently with all other forms of leave. CCS will require an employee to substitute paid sick leave for an otherwise unpaid FMLA leave. Any leave, paid or unpaid, used for an FMLA qualifying event, excluding compensatory time earned under the [Fair Labor Standards Act](#) (FLSA), will run concurrently with, and not in addition to, the use of FMLA for that event. The types of leave that can be substituted for otherwise unpaid FMLA include annual leave, sick leave, compensatory time and/or personal holidays.
  - 9.1.1 A leave of absence covered by worker's compensation will not automatically run concurrently with FMLA. An employee who meets the FMLA eligibility requirements may request that FMLA run concurrently with absences due to work-related illness or injury covered by workers' compensation at any time during the absence.
- 9.2 Compensatory time earned pursuant to the FLSA will not be counted toward the employee's FMLA leave entitlement. Compensatory time does not count as leave.

## **10.0 Certification(s)**

- 10.1 After CCS receives an FMLA request or is notified of a qualifying FMLA medical event, a health care provider must complete a medical certification for the employee or the family member, unless one is on file for the specific condition. The health care provider will be granted at least fifteen calendar days to complete the certification and return it to the HRO. Failure to provide the requested certification may result in the denial of or discontinuation of a leave. An extension may be provided based on a reasonable explanation for the delay.
- 10.2 To ensure a timely and accurate assessment of a leave request, the medical certification should be complete and all applicable information should be included. If CCS has questions regarding the initial certification, CCS may return the medical certification to the

employee with direction, in writing, to have the health care professional clarify information in the original certification. The employee will have fifteen calendar days to obtain the additional information. HRO may contact the employee's health care provider only to authenticate and/or to clarify the certification. HRO will not ask the health care provider for more information beyond what is on the certification form.

- 10.3 A request for re-certification for an ongoing condition may be made periodically in connection with the employee's absence. CCS can request more frequent recertification if the circumstances described in the previous certification have changed significantly or if CCS receives information that raises questions about the absence.
- 10.4 If CCS has reason to question the medical certification, CCS may, at its sole discretion, seek a second opinion from a health care provider of its choosing and expense. If the second opinion conflicts with the first opinion, a third opinion may be obtained at CCS' expense from a health care provider mutually chosen by the employee and CCS. The third opinion will be controlling. The employee will be considered provisionally entitled to leave pending the second and/or third opinion. If the third opinion determines the medical condition does not qualify as FMLA, the employee will be required to use paid leave options, if available. If no leave is available, the employee may request leave without pay.

## **11.0 Continuation of Benefits**

- 11.1 During approved FMLA leave, CCS will continue an eligible employee's health and other benefits at the same level and under the same conditions as if the employee had continued to work. The eligible employee will continue to be responsible for paying their portion of health care and other benefit premiums during their FMLA absence.
  - 11.1.1 During paid leave, CCS will continue to make payroll deductions for the employee's share of the health care and other premiums.
  - 11.1.2 During unpaid leave the employee must continue to make these payments. Payment should be coordinated with the benefits office. The employee using unpaid FMLA leave will be required to indicate on the FMLA request form how they intend to pay their share of premiums during their absence.

## **12.0 Return to Work**

- 12.1 Prior to returning to work from an employee's own medical leave, the employee will be required to provide a return-to-work certification, also known as a doctor's release, from a health care provider. The return-to-work certification must be job related and consistent with business necessity. This statement is to be submitted to the HRO by the employee prior to returning to the workplace.
  - 12.1.1 A return-to-work certification will not be required for an employee returning from caring for a qualifying family member though communication with the HRO regarding expected return to work date is expected.
- 12.2 Where possible, an employee returning to work from an approved FMLA event shall be returned to the same or an equivalent position, benefits and conditions of employment as if the employee had been continuously employed during the leave period.
- 12.3 If the employee's doctor believes the employee may return to work but with limitations or restrictions, the limitations or restrictions must be noted with expected duration of the restrictions. When an employee returns to work with such restrictions, temporary modified duties must be written out and reviewed. In cases of continued medical treatment, the employee is asked to make a reasonable effort to schedule the treatment so as not to unduly disrupt the department's operations.

- 12.3.1 An employee's restrictions may change or need to be modified as recommendations change. If there is no work available for the employee given the modified duties, CCS may require the employee to bring an updated doctor's note once new restrictions are in place. When the updated doctor's note is received, new modified duties should be developed consistent with the employee's restrictions and abilities to meet the needs of the position.

### 13.0 Temporary Disability

Temporary disabilities are covered by the [Americans with Disabilities Act of 1990](#) and may be covered under other laws.

For more information about reasonable accommodations for disabilities, including temporary disabilities, please see CCS Administrative Procedure [2.30.01-B](#) Reasonable Accommodations and Return to Work.

### 14.0 Leave Abuse

An employee on FMLA leave must be out for the reason of the leave and may not receive compensation from another entity or conduct business other than the reason for the leave. An employee who fraudulently obtains FMLA leave is not protected by the FMLA's job restoration or maintenance of health benefits provisions and may be subject to appropriate disciplinary action up to and including termination. If you believe an employee is abusing their FMLA entitlement, please contact the HRO for further guidance.

### 15.0 Related Information

- 15.1 [Americans with Disabilities Act of 1990](#)
- 15.2 Applicable Collective Bargaining Agreements:
  - 15.2.1 For represented classified employees – [Collective Bargaining Agreement with Washington Federation of State Employees](#)
  - 15.2.2 For represented faculty – [Master Contract with Association of Higher Education](#)
- 15.3 CCS Administrative Procedure [2.30.01-B](#) Reasonable Accommodation and Return to Work
- 15.4 [Chapter 50A RCW](#) Paid Family Medical Leave
  - 15.4.1 [RCW 50A.15.110](#) Leave available under other laws – Coordination
- 15.5 U.S. Department of Labor Websites:
  - 15.5.1 [Fair Labor Standards Act](#)
  - 15.5.2 [Family and Medical Leave Act](#) Law
    - 15.5.2.1 [Family and Medical Leave \(FMLA\)](#) Benefits
  - 15.5.3 [Office of Disability Employment Policy - Accommodations](#)
- 15.6 [WAC 296-130](#) Family Care
- 15.7 [WAC 357-31](#) Holidays and Leave



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**Originated:** June 2005; Revised April 2023  
**Cabinet approval:** March 2006; August 2023

DRAFT

## CCS Administrative Procedure

### 2.40.01 – A Family Medical Leave and Return to Work

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#### Implementing Board Policy [2.40.01](#)

Contact: [Human Resources](#)

#### **1.0** ~~1.0~~ — Leave Administration Objective and Responsibilities (summary of Board of Trustees Policy 2.40.01)

Community Colleges of Spokane ([CCS](#)) will provide and administer a program for employee leaves of absence in a manner that will both serve the well-being of faculty and staff and the organization ~~as a whole~~.

~~1.1~~ [The Family and Medical Leave Act of 1993 \(FMLA\) and Family Care Act \(FCA or WAC 296\)](#) (hereafter and collectively referred to as "FMLA" unless noted otherwise) both allows an eligible employee up to ~~12~~ [twelve](#) weeks of [unpaid employment protection leave](#) in a ~~12~~ [twelve](#)-month period for a qualifying reason(s). In addition to the leave provided under the FMLA as outlined below, an employee may also be entitled to other leave under state law, [Community College of Spokane \(CCS\)](#) ~~CCS~~ policies or applicable collective bargaining agreements. This policy applies to all eligible employees of CCS.

~~1.1.1~~ [The Family Care Act \(FCA; Washington Administrative Code \(WAC\) 296-130\)](#) is a Washington state leave law which also provides employment protection leave and requires use of the employee's accrued paid leave in order to care for the employee's qualifying family member. [The FCA does not have a leave use limit as long as the employee has accrued paid leave balances to maintain FCA status.](#)

- 1.2 The Chief ~~Human Resources Officer~~ [Strategy and Administration Officer](#) is responsible for ensuring leave is administered in good faith and consistent with the rights and responsibilities provided by statute, specifically the [Family Medical Leave Act of 1993 \(FMLA/FMLA\)](#), and [WAC 296-130](#) ~~WAC 357-31~~ and [WAC 357-31-296-130](#), and for providing information and training specific to these rights and responsibilities.
- 1.3 ~~Supervisor~~ [Managers](#) are responsible for managing their staff's leaves and keeping both the employee and the ~~Human Resources Office (HRO)~~ [Human Resources Office \(HRO\)](#) informed of changes in [the employee's work status](#), ~~rights and need for information~~. Additionally, ~~supervisor~~ [managers](#) are responsible for ensuring that no employee returns to work without first confirming with the ~~Human Resources Office~~ [HRO](#) that appropriate medical release is on file.
- 1.4 Employees are responsible for [initiating medical leave requests, reporting leaves and providing the notice and information necessary for CCS to effectively administrate leave programs according to this procedure](#) and ~~reporting leave usage and direct its workforce~~.
- 1.5 Nothing herein modifies the terms of an applicable collective bargaining agreement.

#### **2.0** ~~2.0~~ — Definitions

The following definitions are specific to the terms of this procedure and do not modify or revise similar terms as used in related procedures or collective bargaining agreements.

~~2.1~~ [Child: A biological, adopted, or foster child, a stepchild, a legal ward, or a child of a person standing in loco parentis, who is under ~~eighteen~~ \[18\]\(#\) years of age or ~~eighteen~~ \[18\]\(#\) years of age or older and incapable of self-care because of a mental or physical disability.](#)

~~2.2~~ [Family mMember:](#)

~~2.2.1 Defined by FMLA as child(ren), spouse, parents but not grandparents, parent-in-law, son-in-law or daughter-in-law.~~

~~2.2.2 Defined by FCA as children, parents, spouse, registered domestic partner, parents-in-law, and grandparents.~~

### ~~2.3 Health care provider:~~

~~2.3.1 Doctor of medicine or osteopathy (M.D. or D.O.) authorized to practice medicine or surgery by the state in which the doctor practices.~~

~~2.3.2 Podiatrists, dentists, clinical psychologists, optometrists and chiropractors (limited to manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist) authorized to practice and performing within the scope of their practice, under state law.~~

~~2.3.3 Nurse practitioners, nurse-midwives and clinical social workers authorized to practice, and performing within the scope of their practice, as defined under state law.~~

~~2.3.4 Any health care provider recognized by the employer or the employer's group health plan.~~

### ~~2.4 Next of Kin: As defined by the Department of Labor. Applies only to Service Member Family Leave in 3.1.6 below.~~

~~Family Member: Under this procedure includes~~

~~Defined by FMLA as child(ren), spouse, parents and grand-parents (inclusive of parent and grandparent-in-law) but not grandparents, parent-in-law, son-in-law or daughter-in-law.~~

~~2.1 Defined by FCA as children, parents, spouse, registered domestic partner, parents-in-law, and grandparents.~~

~~2.2 Spouse: An husband or wife individual as defined or recognized under State law for purposes of marriage in the State where the employee resides, including common-law marriage in States where it is recognized.~~

~~2.5 Parent/gGrandparent: The biological parent/grandparent or an individual who stands or stood *in loco parentis* to an employee or employee's spouse when the employee/spouse was a child.~~

~~2.5.1 Parent-in-law: A biological parent or individual who stands or stood *in loco parentis* to an employee's spouse when the spouse was child.~~

~~2.5.1.1 Qualifying family member under FCA, but not under FMLA.~~

~~===== In loco parentis: SSomeone with day-to-day responsibilities to care for and financially support a child or, in the case of an employee, who had such responsibility for the employee when the employee was a child. A biological or legal relationship is not necessary.~~

~~2-32.5.2~~

~~2.4 ChildSon or daughter: A biological, adopted, or foster child, a stepchild, a legal ward, or a child of a person standing *in loco parentis*, who is under 18 years of age or 18 years of age or older and incapable of self-care because of a mental or physical disability.~~

~~2.5 In loco parentis: Someone with day-to-day responsibilities to care for and financially support a child or, in the case of an employee, who had such responsibility for the employee when the employee was a child. A biological or legal relationship is not necessary.~~

~~2.6~~ ~~Next of Kin:~~ As defined by the Department of Labor. ~~Applies only to Service Member Family Leave in 3.1.6 below.~~

~~2.7.2.6~~ Rolling year: A period of twelve calendar months beginning with the qualifying event.

~~2.8~~ Serious health condition: An illness, injury, impairment, or physical or mental condition that involves either:

~~2.7~~

~~1.8.1~~ ~~2.8.1~~ Any period of incapacity or treatment connected with inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical-care facility, and any period of incapacity or subsequent treatment in connection with such inpatient care; or

~~2.7.1~~

~~1.8.2~~ ~~2.8.2~~ Continuing treatment by a health care provider which includes any period of incapacity (i.e., inability to work, attend school or perform other regular daily activities) due to:

~~2.7.2~~

~~2.8.2.1~~

~~1.8.2.1~~ A health condition (including treatment or recovery) lasting more than ~~three~~<sup>five</sup> consecutive ~~work days~~<sup>workdays</sup>, and any subsequent treatment or period of incapacity relating to the same condition that also includes:

~~2.7.2.1~~

~~1.8.2.1.1~~ ~~2.8.2.1.1~~ Two ~~(2)~~ or more treatments by or under the supervision of a health care provider; or

~~2.7.2.1.1~~

~~2.7.2.1.2~~ ~~2.8.2.1.2~~ One treatment by a health care provider with a continuing regimen of treatment.

~~2.7.2.2~~ Any period of incapacity due to pregnancy, prenatal care, or pregnancy-related conditions. A visit to the health care provider is not necessary for each absence.

~~Any period of incapacity due to pregnancy, or for prenatal care. (A visit to the health care provider is not necessary for each absence.)~~

~~2.8.2.2~~

~~2.8.2.2~~ A chronic serious health condition which continues over an extended ~~period of time~~<sup>period</sup>, requiring periodic visits to a health care provider, and may involve occasional episodes of incapacity e.g., asthma, diabetes, etc.

~~2.8.2.3~~

~~2.8.2.3~~ A permanent or long-term condition for which treatment may not be effective (e.g., Alzheimer's, a severe stroke, terminal cancer). Only supervision by a health care provider is required, rather than active treatment.

~~2.8.2.4~~

~~2.8.2.4~~ Any absences to receive multiple treatments for restorative surgery or for a condition which would likely result in a period of incapacity of more than ~~three~~<sup>five</sup> consecutive ~~work days~~<sup>workdays</sup> if not treated (e.g., chemotherapy or radiation treatments for cancer).

~~2.8~~ Spouse: An individual as defined or recognized under ~~s~~State law for purposes of marriage in the ~~s~~State where the employee resides, including common law marriage in ~~s~~States where it is recognized.

~~2.8.2.5~~

~~2.9~~ Health care provider: one of the following:

~~2.9.1~~ Doctor of medicine or osteopathy (M.D. or D.O.) authorized to practice medicine or surgery by the state in which the doctor practices.

~~2.9.2~~ Podiatrists, dentists, clinical psychologists, optometrists and chiropractors (limited to manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist) authorized to practice and performing within the scope of their practice, under state law.

~~2.9.3~~ Nurse practitioners, nurse-midwives and clinical social workers authorized to practice, and performing within the scope of their practice, as defined under state law.

~~2.9.4~~ Christian Science practitioners listed with the First Church of Christ, Scientist in Boston, Massachusetts.

~~2.9.5~~ Any health care provider recognized by the employer or the employer's group health plan.

### ~~3.0~~ ~~3.0~~ General Provisions

~~3.1~~ ~~3.1~~ Community Colleges of Spokane ~~CSCCS~~ will grant up to ~~twelve~~12 weeks of leave during a rolling year, (beginning with the qualifying event,) or 26 workweeks for 3.1.6 below to eligible employees, ~~in accordance with this procedure,~~ for one or more of the following reasons:

~~3.1.1~~ The birth and care of a newborn child; ~~or~~

~~3.1.1~~

~~3.1.2~~ The placement and care of an adopted child or foster child with the eligible employee; ~~or~~

~~3.1.2~~

~~3.1.3~~ To care for an employee's family member (~~spouse, son, daughter, parent or grandparent (inclusive of parent and grandparent in-law)~~) with a serious health condition; ~~or~~

~~3.1.3~~

~~3.1.4~~ The employee's own serious health condition; ~~or~~

~~3.1.4~~

~~3.1.5~~ Because of any qualifying exigency arising out of the fact that the spouse, ~~son,~~ daughter~~child~~, or parent of the employee is on active duty or has been notified of an impending call or order to active duty in the Armed Forces in support of a contingency operation; or

~~3.1.5~~

3.1.6 To care for a covered service member who is undergoing medical treatment, recuperation, or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness.

3.2 Entitlement to FMLA leave for the care of a newborn child or newly adopted or foster child ends twelve months from the date of the birth or the placement respectively.

### ~~4.0~~ ~~4.0~~ Eligibility

~~4.1~~ ~~4.1~~ An eligible employee must meet ~~both~~ of the following conditions:

~~4.1.1~~ ~~4.1.1~~ The employee must have been employed by CCS or another Washington state agency or institution of higher education for at least ~~twelve~~12 months, need not be consecutive, prior to the commencement of the leave; and

- 4.1.2 The employee must have worked for at least 1,250 hours of service in the twelve-month period immediately preceding the commencement of the leave.

4.1.2.1

4.2—The 1,250 hours requirement does not count used paid time off (i.e., annual leave, sick leave, personal holiday, compensatory time, or shared leave). The 1,250 hours worked rule can otherwise be described as, “in the seat time”.

**5.0** ~~5.0~~—Leave Coverage and ~~12~~Twelve-Month Period

- 5.1 Measuring the ~~Twelve~~12-Month Period:—An eligible employee can take up to ~~twelve~~12 workweeks of FMLA leave during a ~~twelve~~12-month rolling year period (beginning with the qualifying event and ending ~~twelve~~12 months later~~r~~).
- 5.2 Measuring the 26-Workweek Period:—An eligible employee can take up to 26 workweeks of FMLA Service Member Family leave during a ~~twelve~~12-month rolling year period (beginning with the qualifying event and ending ~~twelve~~12 months later).—During the single ~~twelve~~12-month period during which Servicemember Family Leave is taken, the employee may only take a combined total of 26 workweeks of leave for Service ~~M~~member Family Leave and leave taken for other FMLA qualifying reasons. The employee will need to submit appropriate official documentation issued by the Armed Forces to support the need for the leave.
- 5.3 Both Spouses Employed by CCS:—~~If a husband and wife both~~both spouses work for CCS, they may only take a combined total of ~~twelve~~12 workweeks or 26 workweeks for 3.1.6 above of FMLA leave in the ~~twelve~~12-month period for the purpose of the birth and care of a newborn child, adoption of a child, or placement of a child in foster care, or to care for the employee's parent with a serious health condition.
- 5.4 Accounting for Leave:—Use of leave will be applied on an hourly, pro rata basis and will be determined based on the employee's status at the time of the request for leave.
- 5.5 Additional Leave for Disability Related to Pregnancy and Child Care:—Washington state law, ~~RCW 49.78.390 (1) (2)~~RCW 50A.15.110 ~~and~~ states:

“(1) Leave under this title and leave under the federal family and medical leave act of 1993 (Act Feb. 5, 1993, P.L. 103-3, 107 Stat. 6, as it existed on October 19, 2017) is in addition to any leave for sickness or temporary disability because of pregnancy or childbirth.

(2) Unless otherwise expressly permitted by the employer, leave taken under this title must be taken concurrently with any leave taken under the federal family and medical leave act of 1993 (Act Feb. 5, 1993, P.L. 103-3, 107 Stat. 6, as it existed on October 19, 2017). (1) Leave under this chapter and leave under the federal family and medical leave act of 1993 (Act Feb. 5, 1993, P.L. 103-3, 107 Stat. 6) is in addition to any leave for sickness or temporary disability because of pregnancy or childbirth.

(2) Leave taken under this chapter must be taken concurrently with any leave taken under the federal family and medical leave act of 1993 (Act Feb. 5, 1993, P.L. 103-3, 107 Stat. 6.”

If a prospective ~~parent~~mother experiences a disabling condition relating to pregnancy or childbirth, ~~she is~~they are entitled to an additional ~~twelve~~12 weeks of leave under this RCW. However, leave used for pregnancy-related illness would impact the balance available and could make FMLA unavailable until the next FMLA year.

**6.0 6.0 Employee Request for Leave and Employer Designation**

~~6.1~~ ~~6.1~~ It is the employee's responsibility to notify ~~his or her~~their supervisor per the department's regular call-in procedures of the need for leave. The supervisor, after having been informed of the need, ~~informs should direct~~ the employee to contact HRO for the official notification paperwork, which consists of the ~~A~~Request Application for Family or Personal Medical Leave and the ~~m~~Medical ~~c~~Certification forms.

~~6.1.1~~ If the need for leave is foreseeable, the employee should notify their supervisor at least thirty days in advance of the need for leave. If the need for leave is not foreseeable, notice must be given as soon as possible.

~~\_\_\_\_\_ The Application for Family or Personal Medical Leave is completed by the employee and must be signed by both the employee and the supervisor or supervisor's designee. The signed form is then routed to the leave administrator in the HRO.~~

~~\_\_\_\_\_ 6.1.1. The Request for Family or Personal Medical Leave is completed by the employee accomplished by the employee completing the form; the request form is fairly self-explanatory for completion purposes. The form and must be signed by both the employee and the supervisor or supervisor's designee. The signed form is then routed to the leave administrator in the HRO.~~

**6.1.2**

~~6.2~~ If an employee's or family member's health care provider needs to complete a medical certification form, the certification form needs to be provided by the employee to the health care provider. The health care provider needs to return the completed form within fifteen calendar days from the receipt of the form. The medical certification must be returned to the HRO, not to the supervisor. If the medical certification is not returned, the leave may be denied due to lack of verifiable information.

~~6.2.1~~ It is the employee's responsibility to ensure the medical certification is returned to the HRO.

~~6.2.2~~ Due to employee and patient privacy laws, the medical certification and all other related medical information, must be returned directly to and maintained in the HRO.

~~6.1.1~~ Once an FMLA request has been made, CCS will determine eligibility and notify the employee of either:

**6.2.3**

~~6.1.1.1-6.1.1~~ Approval of leave and whether the leave will be designated as FMLA, or

**6.2.3.1**

~~6.2.3.2~~ 6.1.2 Denial of leave and the reason for the denial.

~~6.1.2~~ ~~6.2~~ The employee will be notified of the above determination either orally or in writing. If given orally, the determination will be followed up in writing, within five business days, absent extenuating circumstances. If the employee does not provide enough information to determine if the leave qualifies for FMLA, the Director of Human Resource Services leave administrator will require and request additional information.

If the need for leave is foreseeable, the employee should notify his or her supervisor at least 30 days in advance of the need for leave. If the need for leave is not foreseeable, notice must be given as soon as possible.

~~6.2~~ If an employee's or family member's health care provider needs to complete a medical certification form, the certification form needs to be returned within 15 calendar days from the receipt of the form. The employee must return the medical certification to the Human Resources Office, not to the supervisor. If the medical certification is not returned, the leave may be denied due to lack of verifiable information.

~~6.4.1~~ It is the employee's responsibility to ensure the medical certification is returned to the Human Resources Office. If the employee returns the 'Medical Certification' to the supervisor, the supervisor must send the certification directly to the Human Resources Office.

~~6.4.2~~ Due to employee and patient privacy laws, the medical certification and all other related medical information, must be returned directly to and maintained in the Human Resources Office.

## ~~7.0~~ 7.0 Intermittent Leave

~~7.1~~ ~~7.1~~ Community Colleges of Spokane CCS seeks to accommodate employees with a need for leave while also keeping them productive and orientated to the workplace. As related to FMLA, CCS encourages employees and supervisors to explore the possibility of the following temporary options before granting, or extending, a full-time FMLA leave request:

~~7.1.1~~ An intermittent or flexible schedule (i.e., day on, day off, adjusted work hours).

~~7.1.1.1~~

~~7.1.2~~ A reduced hours schedule (i.e., fewer days or hours per week).

~~7.2~~ Intermittent leave arrangements must serve the mutual convenience of CCS and the employee. Should such arrangement no longer serve the mutual convenience of either party it will be terminated with reasonable notice and a new leave arrangement will be determined.

~~7.3~~ ~~7.3~~ If the need for FMLA is due to the employee's own serious health condition or to care for a family member with a serious health condition, a 'Medical Certification' must be completed even if a leave on an intermittent basis or leave on a reduced schedule is being requested. The 'Medical Certification' may need to be re-certified periodically to establish on-going need, re-verify condition or communicate changes in prognosis.

~~7.4~~ ~~7.4~~ For foreseeable medical treatment, employees must work with their department to schedule the leave, subject to the treatment plan established approval of by the health care provider, so as not to unduly disrupt the department's or CCS' operations; including when the leave will be intermittent or reduced schedule.

~~7.5~~ ~~7.5~~ WCCS encourages, where appropriate, leave on an intermittent basis for the care of a newborn child or a foster or adopted child may be possible. Granting of intermittent leave for this purpose is discretionary and will be determined on a case-by-case basis. If such leave is requested through documentation from the employee and their healthcare provider to the HRO granted, the employee and CCS their supervisor must mutually agree to the work schedule and duration. An updated schedule is also encouraged.



~~Intermittent leave arrangements must serve the mutual convenience of CCS and the employee. Should such arrangement no longer serve the mutual convenience of either party it will be terminated with reasonable notice and a new leave arrangement will be determined.~~

#### ~~7.1.2~~

~~7.1.3 A flexible schedule (i.e. adjusted work hours).~~

~~7.1.4 A modified duty assignment (i.e. light duty assignments – ex. no lifting over 20 lbs).~~

~~7.1.5 Transfer temporarily to a position better suited to need or limitations. An employee will maintain his/her current pay and, the reassignment is noncompetitive and limited to lateral or lower level assignments.~~

### 8.0 Modified Duty Assignments and Temporary Transfers~~7.2~~

~~8.1 Community Colleges of Spokane CCS seeks to temporarily accommodate employees in a manner which keeps them productive, orientated to the workplace, and maintains needed skills. To this end, CCS considers all requests or inquires very seriously and actively engages with the employee in analyzing the need for, and when necessary, proper application of, a modified duty assignment.~~

~~8.1.1 Modified duty assignments can be utilized up to 45 calendar days and can be re-certified for an additional 45 calendar days if necessary. A modified duty assignment cannot extend beyond 90 calendar days under FMLA.~~

~~8.2 For certain situations, CCS can transfer an employee temporarily, at the employee's current pay, to a position that would accommodate a leave of absence or work restriction that could not be accommodated within their current position. CCS is not required to promote or create a position as a form of accommodation.~~

~~Modified duty assignments can be utilized up to 45 calendar days and can be re-certified for an additional 45 calendar days if necessary. A modified duty assignment cannot extend beyond 90 calendar days.~~

~~CCS seeks to temporarily accommodate employees in a manner which keeps them productive, orientated to the workplace, and maintain needed skills. To this end, CCS considers all requests or inquires very seriously and actively engages with the employee in analyzing the need for, and when necessary, proper application of modified duty assignment.~~

~~Modified duty assignments can be utilized up to 45 calendar days and can be re-certified for an additional 45 calendar days if necessary. A modified duty assignment cannot extend beyond 90 calendar days under FMLA.~~

~~For certain situations, CCS can transfer an employee temporarily, at the employee's current pay, to a position that would accommodate a leave of absence or work restriction that could not be accommodated within their current position. FMLA does not require an employer to promote or create a position as a form of accommodation.~~

~~7.3 If the need for FMLA is due to the employee's own serious health condition or to care for a family member with a serious health condition, a 'Medical Certification' must be completed even if a leave on an intermittent basis or leave on a reduced schedule is being requested. The 'Medical Certification' may need to be re-certified periodically to establish on-going need, re-verify condition or communicate changes in prognosis.~~

~~7.4 For foreseeable medical treatment, employees must work with their department to schedule the leave, subject to the approval of the health care provider, so as not to unduly disrupt the department's or CCS' operations, including when the leave will be intermittent or reduced schedule.~~

**Commented [TK1]:** 7.1.1A modified duty assignment (i.e. light duty assignments – ex. no lifting over 20 lbs).

7.1.2 Transfer temporarily to a position better suited to need or limitations. An employee will maintain his/her current pay and, the reassignment is noncompetitive and limited to lateral or lower level assignments.

**Commented [TK2]:** 7.1.3A modified duty assignment (i.e. light duty assignments – ex. no lifting over 20 lbs).

7.1.4 Transfer temporarily to a position better suited to need or limitations. An employee will maintain his/her current pay and, the reassignment is noncompetitive and limited to lateral or lower level assignments.

~~7.5 CCS encourages, where appropriate, leave on an intermittent basis for the care of a newborn child or a foster or adopted child. Granting of intermittent leave for this purpose is discretionary and will be determined on a case-by-case basis. If such leave is granted, the employee and CCS must mutually agree to the work schedule and duration. An updated schedule is also encouraged.~~

~~Intermittent leave arrangements must serve the mutual convenience of CCS and the employee. Should such arrangement no longer serve the mutual convenience of either party it will be terminated with reasonable notice and a new leave arrangement will be determined.~~

## **9.0 8.0 Substitution of Paid Leave/Concurrent Leaves**

~~9.1 It is the general policy of CCS that FMLA will run concurrently with all other forms of leave. CCS will require an employee to substitute paid sick leave for an otherwise unpaid FMLA leave. Any leave, paid or unpaid, used for an FMLA qualifying event, excluding compensatory time earned under the Fair Labor Standards Act (FLSA), will run concurrently with, and not in addition to, the use of FMLA for that event. The types of leave that can be substituted for otherwise unpaid FMLA include annual leave, sick leave, compensatory time and/or personal holidays.~~

~~9.1.1 A leave of absence covered by worker's compensation will not automatically run concurrently with FMLA. An employee who meets the FMLA eligibility requirements may request that FMLA run concurrently with absences due to work-related illness or injury covered by workers' compensation at any time during the absence.~~

~~Compensatory time earned pursuant to the Fair Labor Standards Act FLSA will not be counted toward the employee's FMLA leave entitlement. Compensatory time does not count as leave.~~

~~9.2~~

~~8.1 It is the general policy of CCS that FMLA will run concurrently with all other forms of leave. CCS employees may use any combination of paid or unpaid leave to which they are entitled toward the FMLA entitlement. CCS will require an employee to substitute paid sick leave for an otherwise unpaid FMLA leave. The use of any leave, paid or unpaid (excluding compensatory time earned under the Fair Labor Standards Act), for a FMLA qualifying event will run concurrently with, and not in addition to, the use of FMLA for that event. The types of leave that can be substituted for otherwise unpaid FMLA include annual leave, sick leave, compensatory time, and/or personal holidays.~~

~~8.1.1 A leave of absence covered by worker's compensation will not run concurrently with FMLA. An employee, who meets the FMLA eligibility requirements, may request that FMLA run concurrently with absences due to work-related illness or injury covered by workers' compensation at any time during the absence.~~

~~8.2 Substitution of sick leave shall only be allowed under situations where sick leave would normally be allowed pursuant to state laws or CCS policy. Compensatory time earned pursuant to the Fair Labor Standards Act will not be counted toward the employee's the FMLA leave entitlement, although an employee is allowed to use compensatory time for a FMLA qualifying event. Compensatory time does not count as leave.~~

## **10.0 9.0 Certification(s)**

~~10.1 After CCS receives an FMLA request or is notified of a qualifying FMLA medical event, a health care provider must complete a mMedical cCertification for the employee or the family member, unless one is on file for the specific condition. The health care provider will be granted at least fifteen15 calendar days to complete the certification and return it to the HRO. Failure to provide the requested certification may result in the denial of or~~

discontinuation of a leave. An extension may be provided based on a reasonable explanation for the delay.

- 10.2 To ensure a timely and accurate assessment of a leave request, the mMedical cCertification should be complete and all applicable information should be included. If CCS has questions regarding the initial certification, CCS may return the mMedical cCertification to the employee with direction, in writing, to have the health care professional clarify information in the original certification. The employee will have fifteen15 calendar days to obtain the additional information. HRO may contact the employee's health care provider only to authenticate and/or to clarify the certification. HRO will not ask the health care provider for more information beyond what is on the certification form.
- 10.3 A request for re-certification for an ongoing condition may be made periodically in connection with the employee's absence. CCS can request more frequent re-certification if the circumstances described in the previous certification have changed significantly or if CCS receives information that raises questions about the absence.
- 10.4 If CCS has reason to question the medical certification, CCS may, at its sole discretion, seek a second opinion from a health care provider of its choosing and expense. If the second opinion conflicts with the first opinion, a third opinion may be obtained at CCS' expense from a health care provider mutually chosen by the employee and CCS. The third opinion will be controlling. The employee will be considered provisionally entitled to leave pending the second and/or third opinion. If the third opinion determines the medical condition does not qualify as FMLA, the employee will be required to use paid leave options, if available. If no leave is available, the employee may request leave without pay.
- 9.1 —When an employee requests FMLA because of a qualifying exigency arising out of the fact the employee's spouse, son, daughter, child or parent is on active duty or has been notified of an impending call or order to active duty in the Armed Forces in support of a contingency operation, the employee will need to submit appropriate official documentation issued by the Armed Forces to support the need for the leave.
- 9.2 —When an employee requests FMLA for a qualified intermittent reason for his/her own serious health condition or to care for a family member with a serious health condition a 'Medical Certification' can be requestedis required. The medical certification for the specific condition may need to be re-certified periodically, at CCS's request, to ensure accuracy of approvals.
- 9.3 —After CCS receives a FMLA request or is notified of a medical qualifying FMLA event, the employee's or family member's health care provider must complete a 'Medical Certification' (unless one is on file for the specific condition). The certification must be completed within 15 calendar days of receipt and returned to the Human Resources Office. Failure to provide the requested certification may result in the denial of or discontinuation of a leave. An extension may be provided based on a reasonable explanation for the delay (e.g. reasons outside the employee's control such as treating physician is out of the office, the first available appointment is 16 calendar days from the time of receiving the form, etc.).
- 9.4 —To ensure a timely and accurate assessment of a leave request, the 'Medical Certification' should be complete and all applicable information should be included. If CCS has questions regarding the initial certification, CCS may return the 'Medical Certification' to the employee with direction in writing to have the health care professional clarify information in the original certification. The employee will have 15 calendar days to obtain the information. HRO may contact the employee's health care provider only to authenticate and/or to clarify the certification. HRO will not ask the health care provider for more information beyond what is on the certification form.

9.5 — In certain circumstances, CCS can ask the employee to update human resources with updates of expected return dates and if their health care provider has placed any restrictions upon return. See 11.0 below.

9.5.1 — A request for re-certification for an ongoing condition may be made periodically in connection with the employee's absence. CCS can request more frequent re-certification if the circumstances described in the previous certification have changed significantly or if CCS receives information that raises questions about the absence.

9.6 — If CCS has reason to question the medical certification, CCS may, at its sole discretion, seek a second opinion from a health care provider of its choosing and expense. If the second opinion conflicts with the first opinion, a third opinion may be obtained at CCS' expense from a health care provider mutually chosen by the employee and CCS. The third opinion will be controlling. The employee will be considered provisionally entitled to leave pending the second and/or third opinion. If the third opinion determines the medical condition does not qualify as FMLA, the employee will be required to use paid leave options, if available. If no leave is available the employee may request leave without pay.

## **11.0** ~~10.0~~ Continuation of Benefits

~~11.1~~ ~~10.1~~ — During approved FMLA leave, CCS will continue an eligible employee's health and other benefits at the same level and under the same conditions as if the employee had continued to work. The eligible employee will continue to be responsible for paying ~~for his/her/their~~ portion of health care and other benefit premiums during their FMLA absence.

~~11.1.1~~ During paid leave, CCS will continue to make payroll deductions for the employee's share of the health care and other premiums.

~~11.1.2~~ During unpaid leave the employee must continue to make these payments. Payment should be coordinated with the benefits office. The employee using unpaid FMLA leave will be required to indicate on the FMLA request form how they intend to pay their share of premiums during their absence.

~~10.2~~ — During paid leave, CCS will continue to make payroll deductions for the employee's share of the health care and other premiums. During unpaid leave the employee must continue to make these payments. Payment should be made to the Employee Compensation office. The employee using unpaid FMLA leave will be required to indicate on the FMLA request form how they intend to pay their share of premiums during their absence.

## **12.0** ~~11.0~~ Return to Work

~~12.1~~ ~~11.1~~ — Prior to returning to work from an employee's own medical leave, the employee will be required to provide a 'fitness for duty/return-to-work' certification, also known as a 'doctor's release', from a health care provider. The 'return-to-work/fitness for duty' certification must be job related and consistent with business necessity. A 'fitness for duty' certification will not be required after an intermittent leave unless the intermittent leave is due to the employee's own medical condition. This statement is to be submitted to the Human Resources Office HRO during regular business hours by the employee prior to returning to the workplace.

~~12.1.1~~ A return-to-work certification will not be required for an employee returning from caring for a qualifying family member though communication with the HRO regarding expected return to work date is expected.

~~12.2~~ Where possible, an employee returning to work from an approved FMLA event shall be returned to the same or an equivalent position, benefits and conditions of employment as if the employee had been continuously employed during the leave period.

12.3 If the employee's doctor believes the employee may return to work but with limitations or restrictions, the limitations or restrictions must be noted with expected duration of the restrictions. When an employee returns to work with such restrictions, temporary modified duties must be written out and reviewed. In cases of continued medical treatment, the employee is asked to make a reasonable effort to schedule the treatment so as not to unduly disrupt the department's operations.

12.3.1 An employee's restrictions may change or need to be modified as recommendations change. If there is no work available for the employee given the modified duties, CCS may require the employee to bring an updated doctor's note once new restrictions are in place. When the updated doctor's note is received, new modified duties should be developed consistent with the employee's restrictions and abilities to meet the needs of the position.

11.1.1 A 'return to work' certification will not be required for an employee returning from caring for a qualifying family member.

11.2 Where possible, an employee returning to work from an approved FMLA event, the employee shall be returned to the same or an equivalent position, benefits, conditions of employment as if the employee had been continuously employed during the leave period.

11.3 If the employee's doctor believes the employee may return to work but with limitations/restrictions, the limitations/restrictions must be noted with expected duration of the restrictions. When an employee returns to work with such restrictions, temporary modified duties must be written out and reviewed. In cases of continued medical treatment, the employee is asked to make a reasonable effort to schedule the treatment so as not to disrupt unduly the department's operations.

11.3.1 The employee's limitations/restrictions identified by the doctor interpret current doctor's recommendations. An employee's restrictions may change or need to be modified as recommendations change. If the employee cannot perform the modified duties, CCS may require the employee to bring an updated doctor's note with the new restrictions.

11.3.2 When the updated doctor's note is received, new modified duties should be developed consistent with 11.3 above the employee's restrictions and abilities to meet the needs of the position.

### **13.0 Temporary Disability**

Temporary disabilities are covered by the Americans with Disabilities Act of 1990 and may be covered under other laws. Under the ADA, it is not the name of an impairment or a condition that determines whether an individual is protected, but rather the effect of an impairment or condition on the life of a particular individual. How long an impairment lasts is a factor to be considered, but it does not by itself determine whether an individual has a disability under the ADA. The Human Resources Office, in consultation with appropriate resources, is charged with making such determinations on a case-by-case basis.

For more information about reasonable accommodations for disabilities, including temporary disabilities, please see CCS Administrative Procedure (PROCEDURE) 2.30.01-B Reasonable Accommodations & Return to Work 2.30.01-B Reasonable Accommodations and Return to Work.

### **14.0 12.0 Leave Abuse**

An employee on a FMLA leave must be out for the reason of the leave and may not receive compensation from another entity or conduct business other than the reason for the leave. An employee who fraudulently obtains FMLA leave is not protected by the FMLA's job restoration or

maintenance of health benefits provisions and may be subject to appropriate disciplinary action up to and including termination. If you believe an employee is abusing their FMLA entitlement, please contact the HRO for further guidance.

## **15.0 Resources**

15.1 Americans with Disabilities Act of 1990

15.2 Applicable Collective Bargaining Agreements:

15.2.1 For represented classified employees – Collective Bargaining Agreement with Washington Federation of State Employees

15.2.2 For represented faculty – Master Contract with Association of Higher Education

15.3 CCS Administrative Procedure 2.30.01-B Reasonable Accommodation and Return to Work

15.4 Chapter 50A RCW Paid Family Medical Leave

15.4.1 RCW 50A.15.110 Leave available under other laws – Coordination

15.5 U.S. Department of Labor Websites:

15.5.1 Fair Labor Standards Act

15.5.2 Family and Medical Leave Act Law

15.5.2.1 Family and Medical Leave (FMLA) Benefits

15.5.3 Office of Disability Employment Policy - Accommodations

15.6 WAC 296-130 Family Care

15.7 WAC 357-31 Holidays and Leave

[\[Resources with hyperlinks here\]](#)  
[Family and Medical Leave Act DOL website](#)  
[ADA Reasonable Accommodation website](#)  
[CCS Procedure 2.30.01-B Reasonable Accommodations & Return to Work](#)  
[Family Care Act WAC 296-130](#)  
[Paid Family Medical Leave RCW 50A](#)

**DISCUSSION/ACTION/REPORT: CHANCELLOR'S REPORT**

Presented by: Dr. Kevin Brockbank  
Chancellor, CCS  
November 14, 2023

**PRESIDENT'S REPORT**  
**SPOKANE COMMUNITY COLLEGE**

Presented by: Jenni Martin  
Acting President, SCC  
November 14, 2023



## Instructional Updates

### Adult Basic Education

For the 2022-2023 academic year, High School + exceeded targets set by the State Board of Community and Technical Colleges (SBCTC) for measurable skill gains due to the faculty support and realignment of the high school + curriculum to meet student needs. They awarded 166 high school diplomas and students earned a total of 1529 HS credits.

Also during the 2022-2023 academic year, ESL exceeded targets set by SBCTC for measurable skill gains in each Educational Functioning Levels (1-6) due to the hard work of faculty to realign the ESL curriculum.

### Arts and Sciences

Hagan Center speaker series “A Morning with George M. Johnson” was held on November 25, followed by a Q & A, an informal meet and greet, and a book signing with the author in the Center for Inclusion and Diversity. The SCC bookstore also sold copies of Johnson’s books, *All Boys Aren’t Blue* and *We Are Not Broken*. The award-winning Black non-binary author and activist is one of the 2022 TIME100 Next, TIME’s annual list of rising stars, as well as one of Out’s 100 Most Influential LGBTQ People. They use their inspiring life story to teach individuals, corporations, and policymakers about LGBTQIA+ activism and social justice in healthcare. George M. Johnson’s presentation, held in the Lair auditorium, was open to the campus community and attended by a wide variety of students, staff, and faculty.

### Library

“ChatGPT: For You and Me” is the first student-facing library workshop developed at the Community Colleges of Spokane, which focuses on the basics of Generative Artificial Intelligence (GenAI) technologies and best practices for higher ed students and professionals in the workforce. Two sessions occurred (one on October 23 and one on October 31) in the library classroom at Spokane Community College, featuring new Tenure-Track Librarian Greg Bem as the instructor. The hybrid workshop was advertised across multiple event channels, and it was open to any interested students, both in person and online. Students made up the majority of attendees, though numerous SCC employees joined both sessions. More AI workshops are forthcoming, following requests made via surveys from this workshop.

### Geology

Faculty Andy Buddington presented “Wandering the Kings-Kern Divide of the Southern High Sierra” to the campus community on October 25 as part of his ongoing geology lecture and slides series.

### Business, Hospitality & Information Technologies

#### DevOps Engineering BAS

On October 19, the SBCTC approved Spokane Community College’s Bachelor of Applied Science degree in DevOps Engineering. SBCTC approval is a significant hurdle and worthy of celebration. If approvals from the SCC curriculum committee, NWCCU accreditation and federal financial aid go as planned, we hope to enroll our first group of students in Fall 2024. CIS faculty Bret Dickey and Tami Absalonson carried a significant load on the BAS application over the last 12 months.

#### Spokane Chiefs – Introduction to Business

10 Spokane Chiefs players are signed up for an in-person Introduction to Business class held at the Spokane Arena and taught by business faculty, Diana Osborne. The course was requested by the team and is scheduled to fit their travel schedule throughout both Winter and Spring Quarter this academic year. This is the second year SCC is partnering with the team to offer a transferrable course to its players. All students have been greatly enthusiastic about their learning - the majority have declared they plan to pursue a major in business and have passionate interest in entrepreneurship.

Culinary – ACF accreditation

The Culinary Arts program was visited by two Chef evaluators from the American Culinary Federation (ACF) for program accreditation October 31-November 2. INCA hosted a reception for the evaluators October 31 to meet current students, program graduates, advisory members, industry professionals, and college administration. On November 1, the evaluators spent the day observing classes, meeting instructors, and reviewing course material. Faculty, staff, and administration received the verbal team summary November 2.

Culinary – Green Bluff

On October 25, Culinary Arts students from Restaurant Management, Food Service Operations, and Baking & Pastry Arts spent a chilly fall morning at Green Bluff learning about fresh produce and preparing seasonal foods. Instructors Julie Litzenberger, Josh Martin, and Ricky Webster spoke about fall produce options and Ricky prepared a pizza lunch using fresh ingredients. They purchased pumpkins, cider, and fall decorations. A pumpkin carving contest and fall meal using the fresh produce was prepared for students on October 26.

Culinary – Northwest Passages Book Series

On October 23<sup>rd</sup>, Culinary faculty Duane Sunwold joined a panel of experts in the Spokesman-Review's Northwest Passages book series at Gonzaga University to discuss kidney disease. The panelists discussed a range of topics related to kidney disease including its causes, prevention, and treatment. The event helped to raise awareness of the importance of culinary arts students learning how to prepare special diets for customers with kidney disease.

**Extended Learning & Workforce Initiatives**

Corrections Education

Students enrolled in the SCC Corrections Education Carpentry program at Airway Heights Correctional Center (AHCC) completed an integrated project that required students to design, plan, and build custom doghouses. To gain familiarity with all phases of the building process, students had to create the blueprints, estimate materials, and build the final project. Completed doghouses covered a wide array of models, shapes and special decorative touches. The finished products were then donated to a local animal shelter, SpokAnimal.

*Photo below of SCC Corrections Education Carpentry student project, dog houses for SpokAnimal*



The SCC Corrections Education department celebrated their first in-person graduation ceremony since pre-COVID at AHCC on October 18<sup>th</sup>, with attendance by special guest Acting President Jenni Martin as well as proud student families, friends, and SCC Corrections Education faculty and staff. The ceremony honored 62 graduates, including those who graduated during the COVID years, and issued certificates and diplomas in programs including GED, HS+, Aerospace Composites, Business, CAD-Design, Upholstery, and Carpentry.

#### Apprenticeship

The Washington State Apprenticeship and Training Council (WSATC) held its quarterly meeting in Spokane on October 19, 2023. The council oversees apprenticeship in Washington State and works to promote a highly skilled and diverse workforce by developing and supporting apprenticeship training throughout the state. Dr. Brockbank welcomed all attending and spoke of the value of apprenticeship to CCS and the community. Remember - if you're driving and get stopped for road construction, don't be annoyed - instead, celebrate! Those working road construction are SCC Apprentices and Journey-Level workers; they are learning a valuable trade and building the Inland NW.

#### Health & Environmental Sciences

For the Surgical Technology program, seven students graduated in June and all are employed or interviewing. The program has a seven-year average (2016 to 2023) national exam pass rate of 96% and an overall employment rate of 95%. Program faculty started a second alternate cohort in summer of 2022. Ten students originally began the program with nine continuing to fall 2023. This group is slated to take the national exam and graduate this December. Providence began a residency program taking only students from SCC and NIC. The first running (June 2023 class) had three of seven pre-employed in the program. The second running (December 2023 class) has six of nine pre-employed in the program. This residency program helps both Providence and SCC. The hospital receives Providence oriented graduates and SCC students have incentive to continue in the program, allowing more clinical participation and giving students a chance to make informed decisions about the surgical specialty area they'll choose upon graduation. They do this while getting paid so they can work less outside the hospital clinicals and focus more on being successful in their education.

As part of the recent legislative event/tour that occurred at SCC to thank legislators for their investment and support, Nursing faculty and Associate Dean Dr. Cheri Osler gave a tour of the Nursing Simulation Center. Dr. Osler will also be involved in hosting/touring the House Postsecondary Education and Workforce Committee and the Senate Higher Education and Workforce Development Committee in early November. In other nursing news, Dr. Osler and faculty member Mikey O'Sullivan are serving as co-presidents of the Inland Empire Nurses Association. Michelle Waud, Samuel Clark, and Chet Roshetko, who all are faculty and/or staff in the Nursing Department at SCC, also serve on this board.

The division has been involved in the planning stages for the next Health Services Research Roundtable (HSRR) at Gonzaga University in early November. This is a collaboration among institutions of higher education and community partners in Eastern Washington. The purpose of the group is to conduct rigorous interdisciplinary inquiry regarding current challenges affecting public health and well-being. Current participants include Eastern Washington University, Gonzaga University, Spokane Regional Health District, UW School of Medicine, Washington State University, and Whitworth University in addition to Community Colleges of Spokane/Spokane Community College. The title of the event will be "Health Services for Veterans in Eastern Washington: Successes, Challenges, and Opportunities".

The Department of Environmental Sciences hosted their 10<sup>th</sup> annual High School Career Day. Over 250 students from ten schools came to campus to experience hands-on activities and demonstrations in water science, natural resources, agriculture, arboriculture, greenhouse, and landscape management. High school students were able to go through seven hands-on stations. These included making of maps, tree climbing, navigating with coordinates, a tour of the SCC greenhouse, and working with stream gauging equipment.

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### **Technical Education**

Technical education has taken a significant step towards fostering a strong partnership with Fairchild Air Force Base. On Friday, October 25th, our team had the privilege of touring the base's impressive facilities, guided by none other than Colonel Scott himself. This visit marked the beginning of what promises to be a dynamic collaboration, as we explored the cutting-edge technology and flew in a large aircraft getting refueled in the sky. The insights gained during this visit will undoubtedly enhance our technical education programs and help our students gain a deeper understanding of the vital role technology plays in the defense sector. We look forward to building a robust and mutually beneficial relationship with Fairchild Air Force Base, one that will empower our students and contribute to the broader aerospace and defense community.



On Wednesday November 1<sup>st</sup>, we hosted our 2<sup>nd</sup> Future Sasquatch Day. Our spring event brought in approximately 300 students and this time we packed the gym with 500 participants!

### **Assessment Team**

Rachel Kendoll and Stacy Kowtko were in attendance at every mandated meeting in our mid-cycle accreditation visit, as well as many of our Student Learning and Assessment Committee (SLAC) members. The only members that didn't attend were ones that had class conflicts. The SLAC committee feels positive about how the meetings went.

### **Teaching & Learning Center**

On Tuesday, October 24, SCC's Teaching and Learning Center (TLC) offered programming to support faculty and staff on Campus Development Day. Events started at 8 am and wrapped up at 4 pm, offering participants a chance to join professional development as well as connect with departmental colleagues that same day. Topics covered were universal design for learning, transparency, trauma-informed care, learning science applications, open educational resources, flex modality, grant applications, college-wide assessment, and nontraditional grading. Presenters included Disability Access Services staff, Student Learning and Assessment coordinators, CCS Grant Office staff, and many SCC faculty. More than 140 people joined the conversations, and most of the programming was recorded for future viewing.



## Student Services Updates

### Vice President/All-Division

The Division hosted long-time higher education administrator and faculty member Dr. Patrick Love on October 11, who spoke on “Pervasive Leadership” and exemplary practices of leadership detailed in *The Leadership Challenge*.

The Division also hosted an all-Division teambuilding session on October 24, Campus Development Day. The afternoon session featured interactive dialogue and exercises on personality and leadership styles.

Director of Admissions & Registration Chantel Black, Associate Dean of K12 Partnerships & Outreach Guillermo Espinosa, and Interim Vice President of Student Services Connan Campbell joined Interact Consulting CEO Diane Wallaser to present at the American Association of Collegiate Registrars and Admissions Officers Strategic Enrollment Management (AACRAO SEM) conference on November 6 in Seattle. The presentation, *Bigfoot, Bunions, and Bold Moves*, was a case study on the journey SCC began Fall 2022 with Interact’s Pain Point Scan to uncover the challenges and barriers hindering student enrollment efforts and the processes employed to begin identifying key obstacles, increase new and continuing student enrollment, and foster team unity. Conference attendees included colleges and universities from across the U.S. and Canada. Connan, Chantel, and Guillermo were also joined as attendees of the conference by fellow SCC SEM Steering Committee members, including Dean of Adult Education Sherri Fujita and Acting Dean of Arts & Sciences Andrea Reid, and Associate Dean of Student Success and Workforce Transitions Piper McCarthy.

### Admissions & Registration

On November 1st Registration Pathway Specialists Kim Rose and Kira Fredricks participated in the Technical Education Division’s Future Sasquatch Day Registration Event. This large event, with 500 attendees, allowed students to connect with faculty, listen to guest speakers, browse programs, tour the campus, ask questions about funding, apply for admissions, and register for program classes.

We continue to participate in implementing key features of our CRM and in October launched the use of two additional features of our CRM: bulk texting and drip campaigns. Staff had already been regularly texting with students one-on-one for several months, but we have now sent out first bulk texts messages in combination with our first drip campaigns. These campaigns use a combination of emails and bulk texts to keep prospective students engaged and moving towards the target of applying for admissions to their selected program.

### Center for Inclusion and Diversity

This month the Center for Inclusion and Diversity (CID) held three events - two focused on equipping students with tools for success both on and off campus, and the other focused on celebrating Hispanic Heritage Month. Since the beginning of the quarter, the CID has had 471 check-ins with 168 unique check-ins. In October alone, the CID had 286 check-ins and 101 unique check-ins.

Students who attended the “How to Communicate with Professors” shared that it was a valuable opportunity to learn firsthand from Adjunct Faculty Thomas Grizzley.

In collaboration with the Latin American Student Organization and Doris Martinez, Executive Director of EDI at Renton Technical College, our Hispanic Heritage Month event was awesome! A post-event survey was distributed and 100% of responders indicated the event met or exceeded expectations. Survey respondents also indicated that they learned at least one thing from this event. Additionally, faculty and staff attendees earned a diversity credit to go towards EDI-AR training as mandated by SB 5227.

The partnership between SNAP Financial Access and the CID to host an event on financial literacy was also very rewarding, as many of the students in attendance were ESL students. Feedback was shared that they appreciated the opportunity to learn new vocabulary in addition to budgeting tools.

All in all, the CID continues to work towards eliminating equity gaps with the purpose of increasing persistence, retention, and success by connecting minoritized students with on and off campus resources, as well as continuing to foster belonging for students of all backgrounds to connect with and learn from each other.

### **Colville, Inchelium and Republic Centers**

On Oct 19, the Colville Center hosted the NEW Alliance Disabilities Resource Fair. The Colville Rotary hosted a career fair for local HS students on October 25, with over 700 students coming through the Center.

On Oct 26, the Colville Center hosted the Colville Resource Fair for justice-involved individuals and their families.

The Inchelium Center handed out over 500 pieces of candy at the Inchelium Community Trunk or Treat on Halloween.

### **Counseling**

Transfer counselor Bill Rambo participated at the National Association for College Admission Counseling (NACAC) transfer fair in downtown Spokane in November.

Counseling has partnered with the CID to provide a virtual transfer fair in November for students planning to transfer to five Washington State colleges.

A counseling work group has dedicated time and energy to improve our processes for helping students in crisis and students in distress. These processes will go out to the college at the next faculty forum to inform the campus of resources and options available to them as they encounter students needing additional support.

### **Disability Access Services**

During October, Disability Access Services (DAS) celebrated Disability Awareness Month by promoting accessibility through a variety of communications and presentations around campus.

On Campus Development Day, DAS staff presented on “Read & Write: Assistive Technology That Can Benefit ALL Students”.

DAS hired a new Program Coordinator, Madelyn Roy, to assist with new student intakes and accommodation planning.

### **Dual Enrollment**

In partnership with SFCC, the SCC Dual Enrollment office hosted a Spokane Chief’s Hockey night at the Spokane arena on October 28<sup>th</sup> where we had 100 tickets sold to running start students, faculty, and staff at both campuses. The Dual Enrollment office was at the game promoting running start and engaging with students and the community about being a bigfoot. T-shirts were handed out to current students and bigfoot hockey pucks and stick noise makers were given out to all who attended the event. CCS Foundation was also promoting the Foundation and Alumni relations.

### **Financial Aid**

The Financial Aid Department (FA) annually reviews our procedures to find ways to increase productivity. Our goal last year was to increase the number of financial aid applications we receive earlier to allow for more processing time. For the entire 22-23 academic year, we received 9,263 FAFSAs from prospective and current students. With only five months into the 23-24 academic year, FA has already received 8,823 financial aid applications from prospective and current

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students. We believe that increasing our communication reminders and telephone campaigns has led to a higher number of FAFSA applications received.

Currently we have packaged aid for 3,878 students for the 23-24 academic year. During August and September, we received 2,271 FAFSAs from prospective and current students. With all our improvements we were able to review and process all students who were eligible within approximately 1 ½ weeks.

Another goal for us with the upcoming 24-25 FAFSA Simplification is to increase training, student and staff communications, and maintain the level of productivity we have achieved with file processing. SCC FA Department and BFC staff have started training in October. We are reviewing all DOE Webex recordings, training materials and other resources available from different agencies. We will have a lot of tense months ahead to learn all of the new regulations and processes so we are ready for our students.

### **Newport Center**

On October 5th and 6th, SCC Newport Center Manager Rhonda Quandt completed the Applied Suicide Intervention Skills Training (ASIST) workshop in suicide first aid.

Business Instructor Teri Ford-Dwyer and Newport Center Manager Rhonda Quandt have submitted a request for a seat on the Economic Development Council (EDC) Board of Directors. This position would represent Higher Ed for Pend Oreille County.

Workforce Program Coordinator Katherina Cornelia has awarded over \$48,000 to 53 Northern Counties rural students. Additionally, she has awarded \$5,250 in Student Emergency Assistance Grant (SEAG) funds and \$3,500 in Supporting Students Experiencing Homelessness (SSEH) funds.

### **Outreach**

SCC Outreach has been staffing the WorkSource office two days a week this last month. Workforce Recruitment Manager Brandi Maynard met with 10 prospective students and has had 9 apply to CCS. It's a great partnership with the resources at WorkSource, SCC/SFCC, and our college Workforce Transitions office.

In the month of October, SCC Outreach and Campus Visits has participated in 25 outreach events including high school visits and college fairs. The National College Fair was hosted in downtown Spokane and Student Recruitment Manager Ramona Barhorst helped plan and organize the college fair. Community Recruitment Manager Duncun Krop presented to students about going to community college as an option in higher education. Outreach connected with hundreds of students at the event.

SCC Campus visits hosted 19 tours of campus with over 200 prospective students in the last month. Campus Visit Coordinator Nicci Gooch and her three student ambassadors have been extra busy this month.

### **ReEntry Programs**

SCC and the Department of Corrections, along with Community Support Transition Services, donated over \$2,500 worth of warm clothes, personal hygiene products, blankets, and much more. This event was also supported by many of our local community organizations such as the Mobile DSHS unit that was able to give help to those in need.

### **Student Health Clinic**

The Student Health Clinic is having a bustling quarter with Nurse Practitioner encounters for illness and injury already surpassing Fall 2022. Lab draws are already up by 39% over last fall quarter and we still have 5 weeks remaining in the quarter.

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The Health Clinic participated in Speak Out's Student Success Day on Wednesday, October 18. Students were surprised to learn about the services that are provided and even more shocked when they realized that most services are free.

### **Student Life**

On October 3 SCC CARES hosted its annual Campus and Community Resource Fair with over 30 participating campus and community partners.

Bigfoot Events hosted two action-packed weeks of campus-wide engagement from October 9 – 19, including a Domestic Violence Awareness Month speaker, a fresh produce farmer's market event, henna art, and monster wooden painting.

Bigfoot Events also brought back a campus favorite – Family Fun Night on November 2.

Associated Student Government (ASG) was hard at work reviewing and approving multiple project proposals and funding requests, including the Inclusive Seating Project through the SCC Diversity, Equity, and Global Awareness (DEGA) committee, as well as the proposal of a new ASG Director Position – Director of Inclusion, Diversity, Equity, Accessibility, and Awareness (IDEAA).

SCC Food Pantry and Resource Center locations supported basic needs for over 250 clients and distributed approximately 3,000 pounds of food and hygiene items during the month of October.

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**PRESIDENT'S REPORT**  
**SPOKANE FALLS COMMUNITY COLLEGE**

Presented by: Dr. Kimberlee Messina  
President, SFCC  
November 14, 2023

## President's Report

### Legislative Visit

Both SFCC and SCC hosted the House Subcommittee on Post Secondary Education and Workforce on Monday November 6<sup>th</sup>. At SFCC, we toured our center for Equity, Diversity and Inclusion, our food bank, the Orthotics and Prosthetics lab and our learning support, basic needs and workforce transitions. The legislative visitors asked probing questions about our metrics and outcomes, and they were impressed with SFCC's progress on Guided Pathways and our being a leader in the state on 5 of the 6 metrics. Our goal was to thank them and show them the value of their investment, and I think we were successful!

### Higher Education Research and Development Institute-West

I am with you in spirit but am physically attending the first meeting of the HERDI-West as a Board member. HERDI is a national organization that launched its Western arm this year and includes presidents and chancellors from WA ,Oregon and CA. I am looking forward to contributing and learning through this opportunity.

## Student Affairs

### Campus Development Day

Student Affairs offices closed on October 24<sup>th</sup> to engage in professional development for Campus Development Day. The entire division met for the keynote address by Dr. Scott Finnie, "What does Privilege Look Like." Student Affairs employees then divided into two groups which rotated between concurrent workshops, one given by Grace Leaf (CCS CIO) on the topic of "You Can Do Hard Things: Navigating Challenging Conversations with Students" and the other given by Dahveed Bullis (SFCC EDI Program Coordinator) on the topic of "Checking in Before Checking Out: Reconnecting Mind, Body and Spirit." The division rejoined as a whole group for lunch and team building followed by a debrief of the day aimed at informing the content and structure for May's Campus Development Day. The day of learning, growth, and team building concluded with department time so that each unit had dedicated time to discuss their learning, objectives, and current hot topics.

Many thanks to our Professional Development Workgroup for pulling together such a fun and informative day: **Hailey Keller, Tish Morales, Lea Layman, Carson Poertner, and Brenda Schreiber.**

### English 101 Advising Hold Visits

One ongoing success from SFCC's Guided Pathways implementation is mandatory advising through 45 credits. This practice has proven to keep students on the path, reducing excess credits and time to

completion. One challenge with this implementation has been communicating with students the need to schedule an advising session prior to registering for classes in the following term. This can lead to confusion and some last-minute scrambling as the next quarter nears. Seeking an innovative solution, faculty counselor JoAnne Connolly applied what she learned at a conference to develop a pilot program in English 101 classes. In collaboration with English faculty and Guided Pathways Specialist Suzie Heimbigner, faculty counselors have been conducting short, five-minute English 101 classroom visits to help students understand what an advising hold is and the importance of scheduling advising. They also created a short video for online classes. The goals of the program are to:

- increase student understanding of the importance of early advising, the advising hold, and how to address the hold
- use faces and voices to deliver the message to encourage connection rather than relying on mass email and text messaging alone
- cultivate a culture of a proactive student approach to enrollment

The pilot program reached nearly 900 students. Early results suggest students are scheduling advising earlier and faculty counselors are receiving fewer questions about advising holds.

► Running Start: Keep up to date with Canvas Announcements regarding Holds ◀

## Do You Plan to Enroll Next Quarter?

### Let's Talk Advising Holds!



#### What's an Advising Hold?

**Who gets them?**  
All students (except Running Start) under 45 credits earned

**What does it do?**  
Blocks next quarter's enrollment to ensure you choose the correct classes for your program

You can find your Advising Hold in ctcLink by following this path:

Student Homepage ► Tasks ► SFCC Advising Hold



#### How do I get rid of the Advising Hold?

Contact your  
Advisor or Pathway Specialist

- Schedule an Appointment
- Email Request-Shopping Cart First

You can find your assigned advisor in ctcLink by following this path:

Student Homepage ► Academic Progress ► Advisor



#### When should I deal with my Advising Hold?

**Sooner than you think!**  
Best timing is around the 5th week of the current quarter.

Find your specific date that enrollment opens by following this path:

Student Homepage ► Manage Classes ► Enrollment Date



## You're almost ready for next quarter!

► Running Start: Keep up to date with Canvas Announcements regarding Holds ◀

## Department Spotlight: Financial Aid

The Spokane Falls Financial Aid department remains dedicated to our mission of ensuring that all eligible students have access to a quality education. We are proud of our achievements and are committed to overcoming challenges and enhancing our support for students in the coming year. October 18, 2023 was our profession's annual celebration to recognize the contributions of financial aid professionals. Financial Aid Day is a special day to celebrate financial aid professionals' hard work and dedication for helping students make their educational dreams a reality. As the department celebrated their work, it was also a day to acknowledge significant changes coming to Financial Aid – and the work ahead – in the coming year.

The Free Application for Federal Student Aid (FAFSA) is a vital tool in making higher education financially accessible to students in the United States. However, it has long been criticized for its complexity and barriers to entry. To address these issues and make higher education more equitable, policymakers have proposed and implemented various **FAFSA Simplification** measures. Efforts to simplify the FAFSA date back several years, with major reforms being enacted in recent times. With the 2024-2025 aid year around the corner, the most significant aspects of FAFSA Simplification will come in this aid year and will see the biggest changes for aid administrators in the last 40 years.

### Key Changes in FAFSA Simplification:

**Expansion of Pell Eligibility and Changes in Methodology:** The income threshold for Pell Grants has been expanded, making federal aid more accessible to a broader range of students. The methodology also more closely aligns with WA state aid and Workforce programs.

**Reduction in Questions:** FAFSA simplification has led to a significant reduction in the number of questions students need to answer. This not only simplifies the application but also decreases the potential for errors.

**Modern Verification Methods:** The use of data retrieval tools, coordination with IRS data, and other technology-driven verification processes reduces the need for document submission and manual verification.

### Benefits of FAFSA Simplification:

**Increased Access:** By simplifying the FAFSA, more students are likely to apply for financial aid, increasing access to higher education for those who may have been discouraged by the previous complexity.

**Reduced Administrative Burden:** FAFSA Simplification aims to reduce the administrative burden on both students and families, making the process more efficient.

**Equity and Diversity:** Simplification efforts aim to address the disparities in higher education access, helping underrepresented and low-income students access the financial aid they need.

In essence, FAFSA Simplification is making a once complex and confusing form easier to fill out, which can help more students access financial aid for their education. It's a positive change to help make college more affordable and accessible. However, while FAFSA Simplification is a positive step, it's not

without challenges. Colleges will need to focus on *communication and outreach*, ensuring that students are aware of the changes and understand the simplified process is crucial. Additionally, while the changes are increasing access for many students, *certain changes that have been made are predicted to reduce aid eligibility* for other individuals; the SFCC Financial Aid department will be monitoring any impacts to students and identifying options to fund families to continue their education. Lastly, these changes are significant for the department, and staff will be working diligently to train on the changes, understand impacts, update business processes and adapt our technology to work with the changes.

We are proud of the work that we have done this past year to fund our students and are excited for the significant changes around the corner!

## Recognition

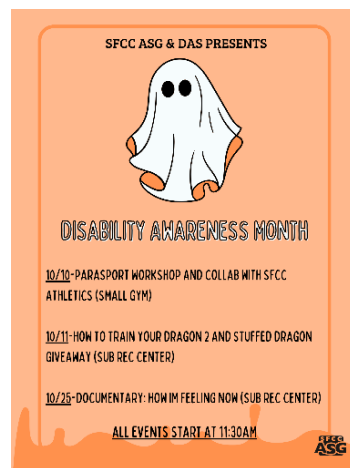
**JoAnne Connolly** for her enthusiasm for helping students that led her to help put together a one-page flyer, as well as a series of short in-person visits to English 101 to promote “What is an advising hold and what do I need to do about it?” Her proactive and engaged approach is an example to others on campus of how simple interventions can have a huge impact.

**Sarah Lewis** for the exceptional work in launching new student advising appointments on the CRM! Kudos!

**Erin Schultheis**, our CRM Administrator, for her invaluable support with the STEM Advising and Bulk Texting Pilot, as well as the successful implementation of advising appointments using the CRM.

**Alex Bailey** for always providing a quick response to CARES requests.

## Events





With Veterans Day just around the corner, the SFCC Veterans Resource Center (VRC) would like to express our gratitude to the brave men and women who have served. On Thursday November 9th, we would like to invite faculty and staff to the VRC for a Veteran's Day Open House from 11:00am to 1:00pm. We will have cookies and coffee, and will be joined by our Veteran and Military students and families.

Additionally, the SFCC VRC is proud to bring back the Veteran's Day Flag Display! We will be presenting the display next week, Monday the 6th through Thursday the 9th. The display can be seen during daylight hours on the lawn in front of the Library.

We are looking forward to celebrating with you!



## Academic Affairs

We've had a beautiful fall season this year in Eastern Washington. As the leaves turn all shades of yellow, orange, and red, we turn to prepare for a school year of nurturing our students' growth. In the spirit of gratitude, we recognize that it takes every member of the team to create an amazing learning environment on our campus. Our gratitude extends across our campus and district—to everyone in Facilities, Security, Marketing, IT, eLearning, and of course SFCC's faculty, staff, administrators. Each role is important.

In our new Program Review process (launched last school year), fall quarter is also a time for all SFCC employees to assess our progress toward our own goals, both as a college and as specific departments and programs. This year, all award-granting departments have been reviewing their own data on our brand-new Academic Program Review report, which shows information such as department FTEs, fill rates, student-to-faculty ratios, enrollment and success by modality, equity in access/participation, retention and completion rates, completion of college-level math, average credits attained and GPA of program students, and much more.

In the past, many eyes would have glazed over at the thought of reviewing all of this data, but not this year. As I have been meeting with each department chair and dean to review the data for that particular department, instead of glazed eyes, I have been met with curiosity, engagement, and fantastic questions. It seems our faculty have reached a new level of comfort with and interest in data as a means of assessing our own performance. Faculty seem interested in delving into the data and discussing with their colleagues how it informs their future plans...which is what Program Review is all about. I've been really pleased with the response.

## Life Sciences

Our Drs. Pearson and Gray in the Life Sciences department invited students and the public to our first ever Mushroom Show and Tell. This year, SFCC participated in the Continental Mycoblitiz event happening across North America. The "blitz" involved participants working to catalog as many species as they find from their local area and reporting in. There was a steady flow of visitors including SFCC students, employees, and community members—including some junior high students—who were presented with a wide array of local specimens, fresh and



dried. Mycologists examine and perform DNA sequencing on thousands of specimens submitted, contributing to our knowledge of the world's fungi. The event was so successful that we will likely turn this into an annual event. Go citizen scientists!





## STEM in the Community

Last month SFCC had the opportunity to host the regional “Math is Cool” contest. High School students from across our region came to compete as teams in math focused events. Our faculty were on hand at the various events to lend their expertise. It was a great way for students to get excited about math, develop their skills, work as a team, and get to see our campus.

We’ll also be hosting the Summer 2024 GenCyber Camp on our campus for Middle School students. Students will explore the rapidly growing field of cybersecurity. Hands-on activities will give them a real world look at this work as they meet our own cybersecurity all-star faculty, Mark Neufville and David Vosen. We’re so excited to be a part of this!



## Philosophy

Our faculty in the Philosophy department are always keeping their courses and discussions relevant. In October, for the Fall session of Philosophy Presents, our own Dr. S (Dr. Steve Schoonover) presented, “Should we be Patriotic? Reflections on Loving Our Country.” In this age, conversations around this subject are important as well as sensitive. Our faculty do a great job helping students to navigate difficult topics. To increase participation, the session was held in person, Zoom, and posted to Canvas.





## Visual Arts

The gallery featured gifted artist Tracy Walker this past month. I had the opportunity to get over to the gallery and not only see her work, but watch students view and talk about her work. It was a rewarding experience to see our students taking in this work. The show closed on October 19<sup>th</sup> with a well-attended artist's lecture and reception. Gallery Director, Cozette Philips, has been bringing us a variety of impactful artists and we're grateful to have her here!



**REPORT: CRM UPDATE**

Submitted by: Erin Schultheis  
CRM System Administrator  
November 14, 2023

# Customer Relationship Management (CRM) System

Update to the Board of Trustees

November 14<sup>th</sup>, 2023

Submitted by Erin Schultheis, CRM System Administrator

# CRM Project Update

Board of Trustees – November 14<sup>th</sup>, 2023



Community Colleges  
of Spokane

# Outline

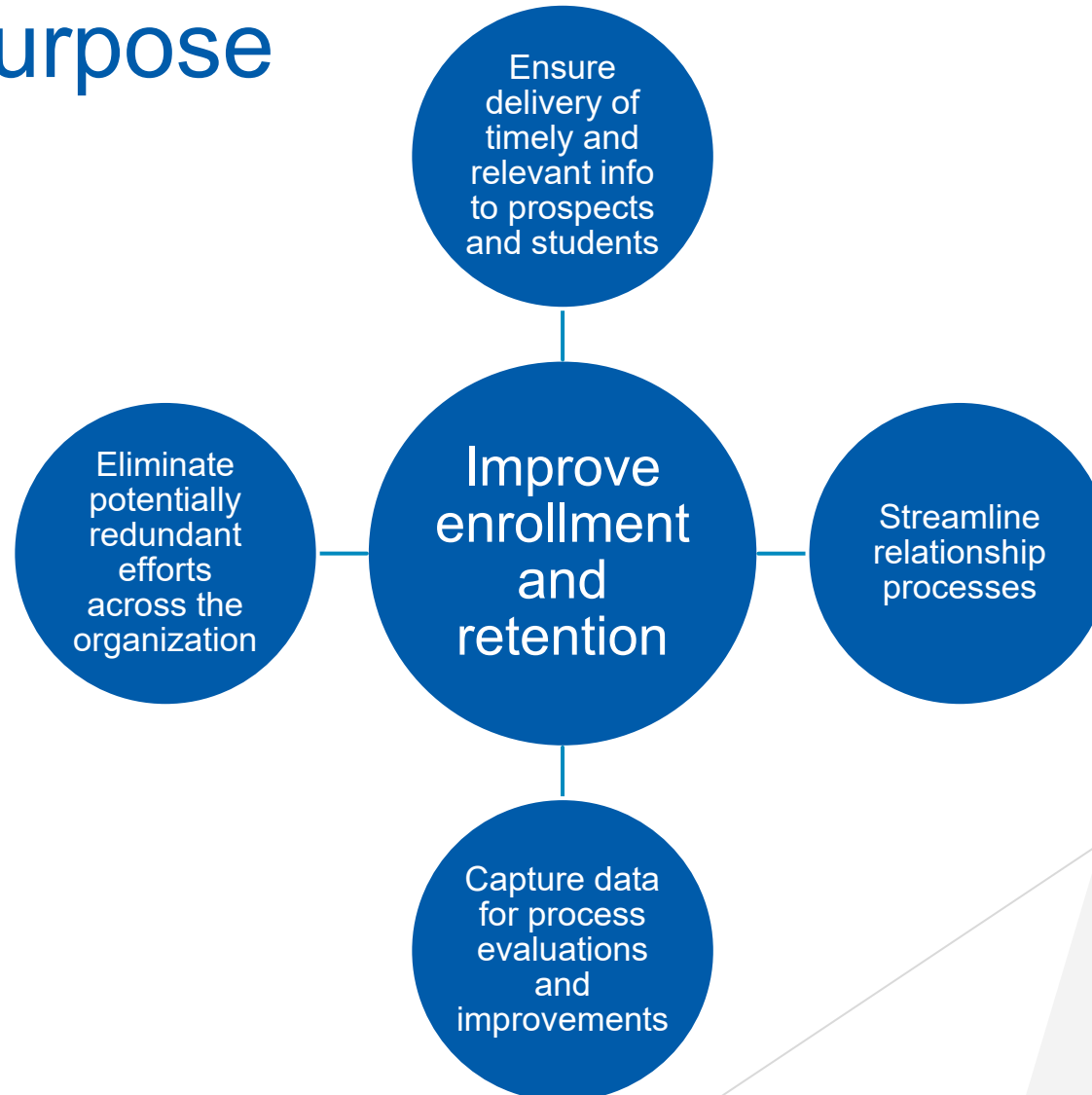
- ▶ In the beginning...
- ▶ Strategic plan
- ▶ Key groups and meetings
- ▶ Governance
- ▶ Monthly executive leadership dashboard
- ▶ Users, usage and impact, and deliverables
- ▶ From SCC and SFCC – key accomplishments
- ▶ Looking forward

In the beginning...



# CRM Project – Purpose

- ▶ CRM = Customer Relationship Management
- ▶ Centralized tool for housing, managing, executing, and tracking all activities associated with CCS relationships with prospective and current students



# WHO Benefits from a CRM?

## Students first

Students get ...

- Information and services they want
- When they want them
- In the format they want
- In the right amounts.

## Frontline staff

Staff get ...

- Ways to use data
- To connect across multiple channels
- With students at every stage
- Automatically and in real time.

## Executives last

Executives get ...

- The ability to report on outreach activity
- And outreach success
- In order to make strategic decisions
- At the right time.

Increased Enrollment and Retention



# Key Priorities – from Stakeholders

- ▶ Management of enrollment funnels and benchmarks
- ▶ Integration of enrollment funnel data across programs and colleges, campuses
- ▶ Automation of routine and repetitive work
  - ▶ Frontline staff can use their expertise to solve unique challenges and create long-term solutions for complex problems

# Deep Dive Prior to RFP

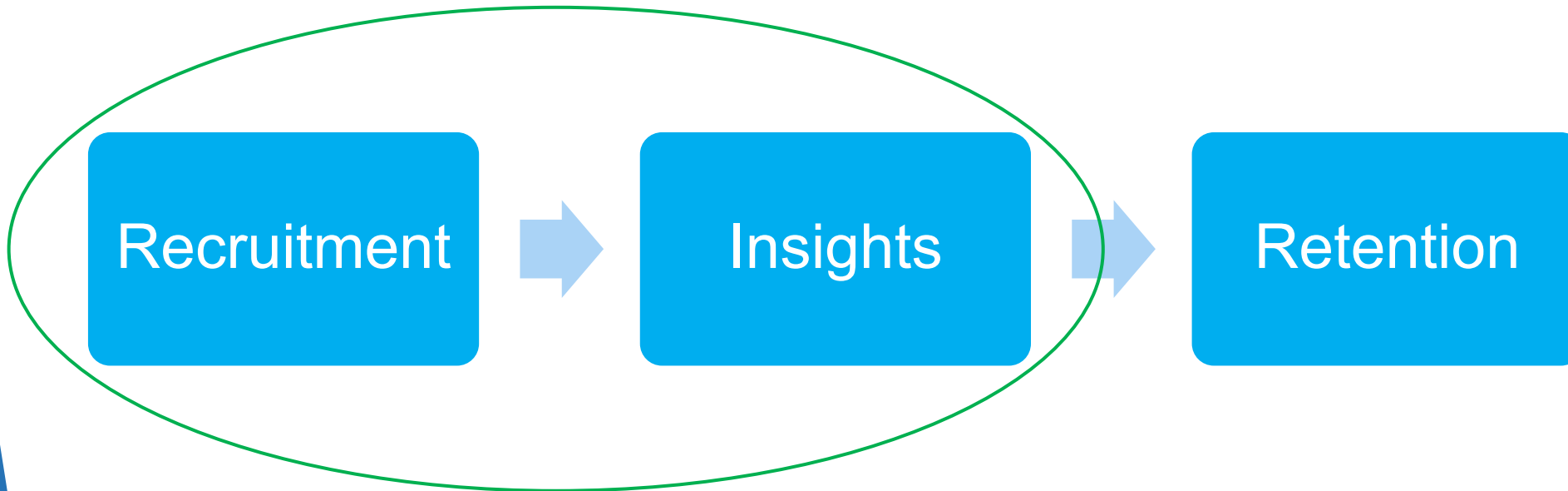
- ▶ Met with departments at both colleges
  - ▶ Established department priorities to build requirements for RFP
    - ▶ Including time consuming items that take staff away from one-to-one student assistance
    - ▶ Must haves for their department/wish list items
  - ▶ Gain stakeholder buy-in
- ▶ Met with WA state community colleges that have a CRM
  - ▶ What is working, not working, and tips for us to move forward
  - ▶ Colleges provided demos and documents of their experiences and what they are working on

# Why TargetX + Salesforce?

- ▶ Best fit for scope of work as outlined by the CRM Work Group
- ▶ TargetX proposed the purchase of two suites – Recruitment and Retention
  - ▶ Mini Insights suite for reporting in between
- ▶ CCS originally was going to purchase from inquiry to enrollment, with the potential to expand later, however our needs as outlined in the RFP were better met with the purchase of both suites
- ▶ TargetX is cloud-based (runs in your Internet browser) and is built on the Salesforce platform
- ▶ TargetX experience with community colleges
  - ▶ Many CRMS were designed for 4-year Universities

# Strategic Plan

# Scope of the CRM for the Strategic Plan



# CRM for Strategic Plan – 75% Complete

TargetX/Salesforce Feature	% Complete	% Possible
Application Requirements Manager	0%	3%
Application Review Tool	0%	3%
Decision Letters	0%	3%
Email	5%	5%
Events	10%	10%
Final Sign Off	0%	2%
FormAssembly Inquiry	30%	30%
Forms	10%	10%
Online Application	5%	5%
SMS	5%	5%
Student Portal	0%	0%
User Licensing	10%	24%
<b>TOTALS</b>	<b>75%</b>	<b>100%</b>



# Key Groups and Meetings

# Implementation Team & Work Group

## Implementation Team

- ▶ Marketing/PR and IT/PMO, College Leads
  - ▶ Both colleges with/upcoming full-time leads
- ▶ Meet 1 hour/week
- ▶ Email and Teams follow-ups daily
- ▶ TargetX recommendation: 20 hours work/person/week
- ▶ Leadership decisions on integrations, new tool implementation and expanding use

## Work Group

- ▶ Marketing/PR and IT/PMO, College Leads, College Representatives
  - ▶ Membership approved by VPs and Presidents
- ▶ Meet 1 hour/bi-monthly
- ▶ Contribute thoughts, ideas, and processes for implementation
- ▶ Share progress updates

## Key Groups and Meetings

### Implementation Team

#### **Members (as of November 1<sup>st</sup>, 2023)**

##### District Marketing/Public Relations

- Erin Schultheis, CRM System Administrator
- Karly Ramsey, Enrollment Technology & Communications Specialist
- Carolyn Casey, Chief Institutional Advancement & External Affairs Officer (ad hoc; Project Co-Executive Sponsor)

##### District Information Technology (IT)

- Bob Nelson, Director of Information Systems & Development Services (Interim)
- Leslie Dawson, IT Project Manager (Interim)
- Jake Clough, Database Administrator (ad hoc)
- Grace Leaf, Chief Information Officer (ad hoc; Project Co-Executive Sponsor)

##### District Institutional Research (IR)

- Bryan Waldo, IR Business Intelligence Analyst (ad hoc)

##### Spokane Community College

- Jordan Leseberg, CRM Manager (started at SCC November 1<sup>st</sup>, 2023)
- Chantel Black, Director of Admissions & Registration
- Nicci Gooch, Campus Visit Supervisor

##### Spokane Falls Community College

- Karen Kelly, CRM Manager

### Work Group

#### **Members (as of November 1<sup>st</sup>, 2023)**

##### District

- Erin Schultheis, CRM System Administrator
- Karly Ramsey, Enrollment Technology & Communications Specialist
- Carolyn Casey, Chief Institutional Advancement & External Affairs Officer (Project Co-Executive Sponsor)
- Brianna Scott, Executive Assistant to the Chief Institutional Advancement Officer
- Bob Nelson, Director of Information Systems & Development Services (Interim)
- Leslie Dawson, IT Project Manager (Interim)
- Grace Leaf, Chief Information Officer (ad hoc; Project Co-Executive Sponsor)
- Bryan Waldo, IR Business Intelligence Analyst
- Sara Covington, IT Project Management Associate
- Karen Sandall, eLearning Program Specialist 2

#### Spokane Community College

- Jordan Leseberg, CRM Manager
- Chantel Black, Director of Admissions & Registration
- Nicci Gooch, Campus Visit Supervisor
- Tammy Zibell, Director of Financial Aid
- Erika Naccarato, Manager of Registration
- Krystal Janzen, Admission/Registration Specialist
- Jennifer Achziger, Program Specialist II
- Norma Cantu, Program Assistant
- Wendy Jones, Manager of Workforce Transitions
- Sandra Zamora, Retention Specialist
- Brian Moyer, Colville Center Manager
- Rhonda Quandt, Newport Center Manager
- Veronica Lawrenson, Office Assistant III
- Austin Davis, Lead Data Analyst
- Guillermo Espinosa, Associate Dean of K-12 Partnerships & Outreach
- Ramona Barhorst, Student Recruitment Manager
- Priya Osborne, Director of Student Success, Equity & Diversity
- Tessa Greene, Dual Enrollment Supervisor
- Holly Watson, Instructional Services Manager
- Lisa Jensen, Program Assistant
- Bill Rambo, Counselor
- Roy Caligan, Senior Director (Ex-Officio)

#### Spokane Falls Community College

- Karen Kelly, CRM Manager
- Sally Jackson, Director of Planning, Institutional Effectiveness & Research
- Jonathan Adams, CTE Outreach Coordinator
- Maggie Nelson-McDonald, Campus Tour Coordinator
- Sarah Lewis, Orientation and Advising Specialist
- Hank Cunningham, Outreach, Onboarding & Retention Specialist

# Governance

# Governance



- ▶ Guiding Principles - May 2022
- ▶ Roles and Responsibilities – March 2023
- ▶ Change Management – September 2023
- ▶ Intranet contains all governance and project documents
- ▶ Regular review and additions to documents

## Governance

- We have established many governance documents for the CRM. This series of governance documentation follows the ctcLink model of governance.
- Please see below for the following documents:
  - CRM Guiding Principles (adopted May 2022)
  - Distribution of Roles and Responsibilities for the Recruitment Suite (approved by Cabinet March 6<sup>th</sup>, 2023)
  - Change Management: Procedures, Prioritization and Communication (approved by Cabinet September 25<sup>th</sup>, 2023).

## CRM Guiding Principles

**CRM Purpose:** The CRM is intended to be the centralized tool for housing, managing, executing, and tracking all activities associated with CCS relationships with prospective and, eventually, current students to improve enrollment and retention. The goals associated with the CRM involve improving response times to prospective and current student inquiries, streamlining the relationship processes, ensuring delivery of timely and relevant information to prospects and students, capturing data for process evaluations and improvements, and eliminating potentially redundant effort across the organization.

1. **Open and Transparent:** Ensure information about this project is easily accessible and provide ongoing updates throughout the project. To this end, successes and failures are shared, costs are known, and innovations and limitations are clearly explained. Communications will be available and accessible through multiple channels to a diverse range of constituents.
2. **Phasing and Scope Definition:** With limited staff and large aspirations, this project requires implementation phasing and clear definitions of scope. When changes are proposed, a fair and clear process will be used to evaluate the proposal.
  - a. The CRM seeks to unify processes and information. Components that are deemed within scope should be executed in the CRM, not duplicated elsewhere.
3. **Districtwide Funding Structure:** The CRM and related necessary software tools shall be funded through District Managed Costs and shall be evaluated annually as part of the CCS budget approval process.
4. **Training and Approval Processes:** Because the CRM has many interrelated functions, a change in process in one area impacts functions in other areas. User training will be defined and required before people have access to the live CRM and roles will be clearly defined.
5. **Role Assignment:** College and District Leadership recognize the importance of the CRM tool and shall identify and direct staffing to support implementation and use of this tool. Roles and responsibilities will be clearly defined and a recognition of the need to assign staff hours to this work will be clear. Each college and district division shall be charged with directing their CRM-engaged staff and managing the impact on their workflow.
6. **Processes Unified When Possible:** Processes and procedures may not need to be identical on each campus; however, processes and procedures must be sufficiently similar to remain within the common framework of CCS. This unified approach enhances data usage across CCS and ensures functionality of the CRM.
7. **Data Governance and Data Sharing:** CCS must maintain security and FERPA compliance in how data is managed. Security and compliance are a high priority, and user access levels will be set to allow just for individuals' roles to be executed. Data will not be shared outside of CCS or those otherwise identified as educational officials according to FERPA without approved data sharing agreements or student FERPA releases when needed. The IT Data Governance Group will work



with the CRM group in identifying Data Governance practices.

8. **Data Reporting and Analysis:** A key benefit of a CRM is the ability to measure and evaluate effectiveness and outcomes of the enrollment and retention strategies. Data reporting will be an important aspect of the CRM. District and IT staff will assist in teaching identified college CRM leadership users in a reporting role how to set up dashboards for reporting purposes. District staff will only regularly provide broad outcomes reporting.
9. **Change Management:** CRM process changes will be evaluated by the relevant CRM Implementation Team (i.e. Recruitment vs. Retention) in the following prioritization:
  - a. Addressing a legal, compliance or security issue.
  - b. Fixing something that is not working and has systemwide impacts.
  - c. Fixing something that is not working and has more limited impacts.
  - d. Adding functionalities that have broad use and will broadly assist with enrollment and retention.
  - e. Improving existing CRM processes that are currently functionable
10. **Integrations/Add-Ons:** For functionality not available within the CRM, a custom integration to the product may be considered.

## CRM Distribution of Roles and Responsibilities | Recruitment Suite

## General System Administration

Task	When/What	Who
Implementation Team Management	Weekly Implementation team meetings  Email communication  Teams channel communication	<u>Marketing/PR</u> will lead weekly Implementation team meetings. <u>Colleges</u> (leads) are expected to attend, contribute to decision making, share information when questions arise, test when directed, and contribute to building when directed.  <u>Marketing/PR</u> and <u>Colleges</u> will both initiate and contribute to email communication between Implementation team meetings as needed.  <u>Marketing/PR</u> , <u>IT</u> , and <u>Colleges</u> will share updates and statuses in the Teams channel for the Implementation team as needed. These should require no reply or very little time to reply.
<u>CRM Work Group</u> Management (chartered by the Chancellor)	Meetings approximately every other month  Corresponding documentation: agendas and minutes	<u>Marketing/PR</u> will plan the agenda for meetings with <u>IT</u> and <u>Colleges'</u> feedback and contributions.  <u>Marketing/PR</u> will primarily lead the meetings, with contributions throughout from <u>IT</u> and the <u>Colleges</u> .
Advocating for the CRM	A new initiative arises  New employees join CCS  Employees are using the CRM and positive outcomes are taking place  Employees/departments have concerns about the CRM	<u>Colleges</u> will ensure information sharing about the CRM project across their campuses. <u>Colleges</u> will meet with their departments to provide initial preparation for upcoming CRM tools. <u>Colleges</u> will be actively supportive of their CRM users and promote existing and new usage of the CRM. <u>Colleges</u> will have basic knowledge of CRM tools to help problem-solve when departments have concerns, and connect with <u>Marketing/PR</u> to jointly identify concrete solutions to concerns.  <u>Marketing/PR</u> and <u>IT</u> will ensure information sharing about the CRM project across district offices. <u>Marketing/PR</u> and <u>IT</u> will meet with district offices and departments to collaborate on building and implementing upcoming CRM tools. <u>Marketing/PR</u> and <u>IT</u> will be actively supportive of district CRM users and promote existing and new usage of the CRM.
Project Management and General Documentation	A project milestone is reached  Status update for a project  Future workplan is needed	<u>IT</u> (Project Management Office) is the lead in project documentation to include project milestones, review of process and outcomes related to project launches, and reporting of project status on an ongoing basis for project partners. This work is done in collaboration with <u>Marketing/PR</u> (through the CRM System Administrator). The <u>Colleges</u> maintain their own documentation for tool usage and builds (e.g. email campaigns in TargetX Email).

Data Integrations - Informatica and Other Tools	<p>A new data integration is needed</p> <p>A data integration job fails</p> <p>A data integration job needs improvement</p>	<p><u>IT</u> is responsible for helping the Implementation Team identify when a new data integration is needed. This is likely to come about as new CRM tools are implemented.</p> <p><u>IT</u> is responsible for maintaining all data integration through Informatica to the CRM. Other integrations (e.g. Kastech for partial applications, Ocelot Chatbot) may also be needed in the future.</p> <p>Both <u>IT</u> and <u>Marketing/PR</u> are responsible for knowing when a data integration job has failed. <u>IT</u> is responsible for investigating and getting the job back online, with consultation from <u>Marketing/PR</u> if needed.</p> <p><u>IT</u> is responsible for ensuring data integration meet security and data governance best practices, communicating impacts and making improvements when necessary.</p> <p>The <u>Colleges</u> are responsible for validating data from data integrations in a timely manner when requested by <u>IT</u>.</p> <p>If a new data integration is needed, or a user notices an existing one may not be functioning properly, they should submit a <a href="#">CRM General Request</a> ticket in Fresh Service.</p>
Object, Field, and Picklist Management	<p>A new object, field, or picklist is needed</p> <p>An object, field, or picklist is identified as needing editing</p>	<p><u>Marketing/PR</u> primarily manages the objects, fields, and picklists in the CRM. <u>Marketing/PR</u> consults with <u>IT</u> to ensure close alignment with ctcLink for CRM objects/fields/picklists. This is to smooth the data reporting process and build our CRM in a sustainable way so if ctcLink allows “upward” integration in the future, it is a possibility for us.</p> <p>If the <u>Colleges</u> identify a missing/incorrect value on an object, field, or picklist, or a new object, field, or picklist is needed, they should consult with their CRM college lead and then submit a <a href="#">CRM General Request</a> ticket in Fresh Service.</p>
Automation, Flows, Triggers, Process Builder, Email Alerts (not TargetX Email)	<p>New automation is needed</p> <p>Existing automation needs editing</p>	<p><u>Marketing/PR</u> primarily manages the automation, flows, triggers, process builders, and email alerts in the CRM. <u>Marketing/PR</u> consults with <u>IT</u> as needed to manage and build these, as some require a bit of coding/query knowledge.</p> <p>Should Implementation team members identify any of these that may need attention, they should consult with <u>Marketing/PR</u>. Should Power Users or other users at the <u>Colleges</u> identify any of these that may need attention, they should consult with their <u>College</u> leads on the Implementation team.</p>
Standards for Viewing, Editing, Managing, and Deleting CRM Information	<p>First-time questions arise about who should be able to view, edit, manage, or delete specific CRM information</p>	<p><u>Marketing/PR</u> is responsible for maintaining documentation surrounding user roles and basic settings for viewing, editing, managing, and deleting CRM information.</p>

	Previous decisions about who should be able to view, edit, manage, or delete specific CRM information are revisited	<p>When questions arise, <u>Marketing/PR</u> will raise them to the <u>Colleges</u> and <u>IT</u>, and all will discuss implications and impacts. <u>Marketing/PR</u> will make any necessary system adjustments.</p> <p><u>IT</u> is primarily responsible for consulting with Institutional Research (IR) and ensuring the governance around information sharing in the CRM fits within the CCS District data governance standards or policies. <u>Marketing/PR</u> and the <u>Colleges</u> will be involved in this effort as requested by <u>IT</u>.</p>
Vendors, Contracts, Billing, Budget	<p>Manage relationships with vendors</p> <p>Billing and invoices arise</p>	<u>Marketing/PR</u> handles the vendors, contracts, billing, and budget for the CRM budget. This includes paying invoices through the CCS processes. At present, the vendors include TargetX, Salesforce, Twilio/Carahsoft, and FormAssembly.
Support with CRM Tools	When anyone needs support with a tool that no one involved in the CRM project is able to fix/understand	<u>Marketing/PR</u> primarily submits tickets to TargetX Support, Premier Services, Salesforce, Twilio Support, and FormAssembly support. <u>Marketing/PR</u> reports fixes and resource articles back to the <u>Colleges</u> /CRM users and is available for walkthrough support.
System Refreshes, Upgrades, Testing	<p>When a new TargetX or Salesforce release is available</p> <p>When the sandbox needs refreshing</p>	<p><u>Marketing/PR</u> is responsible for ensuring TargetX and Salesforce releases are understood, communicated to the <u>Colleges</u> and CRM users, and implemented. Currently, <u>Marketing/PR</u> works with Premier Services to complete the implementation of releases and upgrades.</p> <p><u>Marketing/PR</u> is primarily responsible for performing sandbox refreshes, which often happen in conjunction with a TargetX/Salesforce release and Premier Services. <u>IT</u> is also authorized to refresh the sandbox in consultation with <u>Marketing/PR</u>.</p>
Ocelot Chatbot Integration	New Ocelot features become available for integration	<p><u>Marketing/PR</u> and <u>IT</u> jointly seek out new Ocelot chatbot features for integration with the CRM. <u>Marketing/PR</u> consults with the <u>Colleges</u> on these features and – when requirements and understood and agreed upon – works with <u>IT</u>, who manages the implementation.</p> <p>The <u>Colleges</u> regularly audit (approx. every quarter) their library of Chatbot questions and add additional questions if there are frequent “IDK” questions coming through. <u>Marketing/PR</u> reminds the <u>Colleges</u> to check their library of Chatbot questions every quarter.</p>
New Technical Initiatives or Features	A new technical initiative or feature has been identified that would improve CRM ease of use for users, reduce page switching, etc.	<u>IT</u> (Project Management Office and data integration team) will consult with <u>Marketing/PR</u> and the <u>Colleges</u> on the details of the initiative or feature and – if agreed to move forward – the requirements to complete it, and a reasonable timeframe. <u>IT</u> will manage the initiative or feature.

### Training, Support, Licensing – Onboarding and Offboarding

Task	When	Who
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Identify who should be trained and using the CRM	<p>A new CRM tool is implemented</p> <p>A CRM tool is being used in a new way</p> <p>A new staff member is joining the college</p>	<p><u>Colleges</u> will determine who should be using the CRM.</p> <p><u>Marketing/PR</u> will consult with <u>Colleges</u> as needed.</p> <p>The <a href="#">Staff License Planning spreadsheet</a> will be maintained jointly by the <u>Colleges</u> and <u>Marketing/PR</u> to plan and allocate CRM licenses.</p>
Determine necessary training modules for CRM users to be assigned in Liaison Academy (previously Xpert Hub)	A staff member has been identified as a new CRM user, or an existing staff member has a role change	<p><u>Colleges</u> will identify what tool(s) the CRM user should be able to take action on, and which license type they will have (Platform or Full).</p> <p><u>Marketing/PR</u> will keep up to date a listing of training modules that should be assigned by tool/action (posted in the <a href="#">CRM Project Intranet</a>).</p>
Communicate with new CRM users and assign Liaison Academy training modules to users	The Colleges have identified the tool(s) the CRM user should be able to take action on	<p>Supervisors at the <u>Colleges</u> will submit <a href="#">CRM New User/Change User Role tickets</a> in Fresh Service to initiate training for new users.</p> <p><u>Colleges</u> will communicate with user and user's supervisor about upcoming communication from <u>Marketing/PR</u> inviting them to training.</p> <p><u>Marketing/PR</u> will assign the training and send communication inviting user to training.</p>
Perform Walkthrough of CRM system, tool(s)	A user has completed their assigned Liaison Academy training modules	<u>Both Marketing/PR</u> and Power Users at the <u>Colleges</u> will perform initial walkthroughs of the CRM system for new users, including tools they have completed training modules for.
Add CRM User's License, Assign/Edit Permission Sets in Production, Assist with Login (Particularly for Multi-Factor Authentication)	<p>A user has completed both their Liaison Academy training modules and the walkthrough of the CRM system.</p> <p>The user license and permission sets may be added at the same time as completing the walkthrough, so the user can practice live with <u>Marketing/PR's</u> support.</p>	<p><u>Marketing/PR</u> will add the CRM user's license and appropriate permission sets based on the tool(s) the user will utilize (previously determined by the <u>Colleges</u>).</p> <p><u>Marketing/PR</u> will assist the CRM user with navigating the options and setting up their multi-factor authentication (MFA) for login.</p>
Troubleshoot Permission Sets	A user is attempting to access a tool/field in the CRM and receiving an error message about lack of permission	<u>Marketing/PR</u> will work with the CRM user to troubleshoot what permission set is missing. If the set was intended to be assigned and missed, it will then be assigned. If a new set needs assignment, <u>Marketing/PR</u> will consult with the <u>Colleges</u> for approval and further impacts to other users before doing so.
Add CRM User to Sandbox	On rare occasions, a user may need to be added to the CRM sandbox for testing	<p><u>Colleges</u> will work with <u>Marketing/PR</u> to help identify when a user needs to be added to the sandbox, and <a href="#">submit the CRM New User/Change User Role ticket through Fresh Service</a> when the user needs to be added.</p> <p><u>Marketing/PR</u> will add the CRM user to the sandbox</p>

		<u>Colleges</u> and <u>Marketing/PR</u> will work together to support the user in completing the task/testing and assessing when the effort is ready to move to the live production environment.
Offboarding a CRM User	A CRM user departs CCS  A CRM user changes roles within CCS	<u>Colleges</u> communicate with <u>Marketing/PR</u> about the departure of the CRM user by answering “yes” about whether the employee was a CRM user on the regular <a href="#">IT “Off-Board an Employee” Fresh Service ticket</a> . If the user has any outstanding tasks or report subscriptions, the <u>Colleges</u> need to identify to <u>Marketing/PR</u> who these should be re-assigned to.  <u>Marketing/PR</u> will deactivate the user’s account.  If needed, <u>Marketing/PR</u> may submit a ticket with Premier Services for an audit of the user’s account and ensure records or other work in progress gets reassigned.
Continuous Training and Support	CRM user asks for help  A need for re-training is noticed	<u>The Colleges</u> are the first line for a college user to get assistance with the CRM. Currently, the <u>Colleges</u> have designated their area/department CRM Power Users as filling this need.  <u>Marketing/PR</u> will respond to continuous training and support requests from the colleges, particularly from Power Users.  <u>Colleges</u> and <u>Marketing/PR</u> will jointly monitor CRM usage and assist with re-training users when necessary. If <u>Marketing/PR</u> notices the need for re-training for a user, the particular <u>College</u> will be notified and assist with the re-training.
Training Guides and Documents	When common questions arise  When Salesforce/TargetX resources do not fully explain how a CRM tool is used at CCS	<u>Marketing/PR</u> will produce and publish training guides, documents, and videos. These will be primarily available on the <a href="#">CRM Project Intranet</a> .  If the training/guides will contain college-specific information, the <u>Colleges</u> will review before <u>Marketing/PR</u> posts.

### Contacts & Group Assignments

Task	When/What	Who
Adding/Editing Contacts	A prospective student is newly identified  A student in the CRM (i.e. contact) needs updating	<u>Colleges</u> and <u>Marketing/PR</u> (for district outreach activities) will add and edit contacts in the CRM. For prospective students, this can be done either through the inquiry form (using the “submit on behalf of a student” option) or directly

		in the CRM. For existing contacts in the CRM, their record should be updated.
Group Assignments	<p>A new group assignment is needed</p> <p>A staff member who was in group assignments departs CCS</p> <p>A new staff member needs to be added to group assignments</p>	<u>Marketing/PR</u> maintains group assignments. <u>Colleges</u> are responsible for sharing necessary updates to group assignments with <u>Marketing/PR</u> .
Merging Duplicate Contacts	The CRM flags a contact as a potential duplicate	<p><u>Marketing/PR</u> and the <u>Colleges</u> (Power Users and leads have access) are jointly responsible for merging potential duplicate contacts in the CRM. This is commonly a contact that has come into the CRM via ctcLink after they previously submitted an inquiry, attended an event, or interacted with CCS in another way that already includes them in the CRM.</p> <p>Any contact originating from the CRM should be merged into a potential duplicate originating from ctcLink. ctcLink is the source of record, so potential duplicates from the CRM should always be added to an existing ctcLink record. Particular attention to accuracy should be paid when merging the Source and Lead Source fields.</p>
Test Contact	<p>When a new test contact is needed</p> <p>When an existing contact has been identified and may be a test</p>	<p>When a contact is needed in the CRM for testing, <u>Marketing/PR</u> or the <u>Colleges</u> may create it, and the “<b>Test Contact?</b>” field must be marked.</p> <p>If an existing contact is identified as potentially a test contact by a user at the <u>Colleges</u>, the identifying user should notify their Power User or <u>College</u> lead. Both <u>Marketing/PR</u> and the <u>Colleges</u> should always be on the lookout for potential test contacts.</p>

### Inquiry Form(s)/Inquiries

Task	When/What	Who
Inquiry Form Management	<p>The inquiry form needs an update/improvement</p> <p>The inquiry form is broken and needs fixing</p>	<p><u>Marketing/PR</u> will primarily manage, edit, and fix (when necessary) the CCS inquiry form. <u>Marketing/PR</u> and <u>Colleges</u> will both identify new placements for the inquiry form on CCS websites and opportunities for pre-filled inquiry forms on specific pages. The <u>Marketing/PR</u> web team or <u>IT</u> will execute the placement of the inquiry form on CCS websites through Fresh Service web tickets.</p> <p>When SCC and SFCC program offerings change that require edits to the inquiry form, <u>Colleges</u> will notify <u>Marketing/PR</u> to make these changes.</p> <p><u>Marketing/PR</u> will check the inquiry form response log weekly to ensure there are no errors and all inquiries submitted are entering the CRM.</p>

		<u>Marketing/PR</u> will communicate directly with FormAssembly support when needed.
Inquiries	<p>When a new inquiry comes into the CRM that <u>doesn't</u> indicate a specific college</p> <p>When a new inquiry comes into the CRM that <u>does</u> indicate a specific college</p>	<p>Via group assignments, <u>Marketing/PR</u> (for district outreach) is assigned and completes all follow-up tasks for inquiries that don't indicate a specific college. The goal is to determine more about what a prospective student is interested in and update the contact record for a specific college/pathway/program. <u>Marketing/PR</u> ensures the contact has a new owner at the colleges with a task for that new owner to follow-up on. <u>Marketing/PR</u> periodically continues to reach out to contacts who have inquired, don't have a college assigned, and haven't initially responded to a message about what college/pathway/program they might be interested in.</p> <p>Via group assignments, CRM users at both <u>Colleges</u> are assigned to and complete follow-up tasks on contacts who have inquired to a specific college. The goal is to provide the prospective student more information and convert them to an applicant.</p>

### TargetX Email

Task	When/What	Who
Plan a new email campaign	A new email campaign is needed	The <u>Colleges</u> are responsible for determining when email campaigns are needed, what campaigns should be running, and who will develop the campaign message content.
Build the template, report, and campaign	After the above item has been completed	<p>The <u>Colleges</u> build email templates (i.e. determine the messaging that students should receive, and the timing for when they should receive it – e.g. 4<sup>th</sup> day after X action is completed).</p> <p>The <u>Colleges</u> will build basic reports (and clone existing reports that <u>Marketing/PR</u> has built) that accumulate the students who should receive the messages. <u>Marketing/PR</u> will provide assistance for more complex reports, such as those with multiple merge fields and objects, drip campaigns, etc.</p> <p>The <u>Colleges</u> will build and execute the campaigns (i.e. the backend tool in the CRM that connects the template to the report and pushes out the messages to email inboxes). (*Note* as of January 2023 this campaign's function is carried out by <u>Marketing/PR</u>).</p>
Test the template, report, and campaign	After the above item has been completed	Each time there is a new campaign being developed in the CRM, it must be tested at least once before it goes live to students. The <u>Colleges</u> will temporarily add a filter to the campaign report so it is only sent to a tester and push one



		<p>campaign so the message can be verified in the tester's inbox that the content is ready to go live to students.</p> <p>The <u>Colleges</u> may request assistance from <u>Marketing/PR</u> to do complete this.</p>
Execute go live for the template, report, and campaign	After the above item has been completed	The <u>Colleges</u> execute the campaign on their identified schedule, hooking up the intended template to students in the report.
Maintenance	A template, report, or campaign requires editing	The <u>Colleges</u> are responsible for auditing and editing email templates, their basic reports (and asking for help from <u>Marketing/PR</u> with their complex reports), and their campaigns.
Support and Training	The Colleges need assistance with TargetX Email	<p>The <u>Colleges</u> are the first line for a college user to get assistance with the CRM. Currently, the <u>Colleges</u> have designated their area/department CRM Power Users as filling this need.</p> <p><u>Marketing/PR</u> will provide continuous training and support to the <u>Colleges</u> (particularly Power Users) for TargetX Email.</p>

### TargetX Events

Task	When/What	Who
Build an event	A student recruitment event is taking place at the Colleges. This could be a special event, high school event, campus visit, or other	<p>The <u>Colleges</u> (i.e. CRM users who have completed TargetX Event training and therefore have tool access) build the event in TargetX Events. This includes hooking up the event's form, adding poster/thumbnail images, deciding if it should be Publicly listed on the <a href="#">Events site</a> or not, attaching email templates if students/guests are registering in advance, etc.</p> <p>If a CRM user needs assistance with TargetX Events, the <u>Colleges</u> are the first line for help. Currently, the <u>Colleges</u> have designated their area/department CRM Power Users as filling this need.</p> <p><u>Marketing/PR</u> will provide continuous training and support to the <u>Colleges</u> (particularly Power Users) for TargetX Events.</p>
Build an event form	A new event form needs to be built, or an existing event form needs to be edited, to connect to an event	<p>The <u>Colleges</u> are responsible for creating and maintaining their event forms. Currently, they have tasked their Power Users with this responsibility.</p> <p>If a CRM user needs assistance with or edits to an event form, their Power Users at the <u>Colleges</u> is the first line for help.</p>

		<u>Marketing/PR</u> will provide continuous training and support to the <u>Colleges</u> (particularly Power Users) for event forms. This is particularly important for hidden fields, which ensure accurate and complete information is collected from students and comes into the CRM.
Build an email campaign for an event	A group of students needs to be invited via email campaign to sign up for/attend an event	<p>Same as in the TargetX Email section, the <u>Colleges</u> are responsible for their email templates, basic reports, and campaigns.</p> <p><u>Marketing/PR</u> will provide continuous training and support to the <u>Colleges</u> (particularly Power Users) for TargetX Email, including for event campaigns and complex report building.</p>

### Reports/Dashboards/Outcome Reporting

Task	When/What	Who
Build a report	A new research question about CRM data has been identified and needs answering	<p><u>Marketing/PR</u> has built and will continue to build template reports for objects with common research questions. <u>Marketing/PR</u> will assist the <u>Colleges</u> (particularly Power Users) with complex report building needs.</p> <p>CRM Power Users can build and save reports in public folders.</p> <p>Any CRM user at the <u>Colleges</u> can clone template reports and save them for personal use in their Private Reports folder.</p> <p>The <u>Colleges</u> are responsible for validating data and communicating with <u>IT</u> and <u>Marketing/PR</u> members of the data integration team when needed. All data included in reports will be subject to, and protected by, the district's data governance policies.</p>
Build a dashboard	<p>A set of research questions about CRM data have been identified and need answering</p> <p>A set of CRM data would be helpful to continuously display to a group of users on their home page</p>	<p><u>Marketing/PR</u> has built proof of concept enrollment pipeline dashboards and will continue to edit these until they are ready to go live. The <u>Colleges</u> are responsible for providing feedback on these and requesting edits from <u>Marketing/PR</u>.</p> <p>The <u>Colleges</u> are responsible for building further dashboards (and the reports that make up their components). If these dashboards should be continuously displayed to a group of users on their home page, the <u>Colleges</u> will make this request to <u>Marketing/PR</u>, who will implement it. <u>IT</u> will help if needed.</p>

Task	When/What	Who
Plan a new online application/supplemental form	A new online application or supplemental form has been identified	<p><u>Colleges</u> identify when a new online application or supplemental form is needed. If this is outside the identified scope of online applications/supplemental forms to implement with the tool, a <a href="#">CRM Project Interest Request Fresh Service ticket</a> should be submitted.</p> <p><u>Marketing/PR</u> and <u>IT</u> (for Project Management Office) work with the <u>Colleges</u> (CRM leads, appropriate Student Services/Affairs staff, and appropriate Instruction/Academic faculty/staff) to identify a timeline that the online application/supplemental form is needed, requirements for it, and resources available.</p>
Outlining the new online application/supplemental form	A new online application or supplemental form has had a timeline planned, requirements set, and resources identified (i.e. above item is complete)	<p><u>Marketing/PR</u> and <u>IT</u> (for Project Management Office) engage the appropriate <u>College</u> department in an exercise to determine current process and identify the triggers that make those happen. This includes the necessary questions to ask as part of the online application/supplemental form.</p> <p><u>Marketing/PR</u> and <u>IT</u> work together to determine what custom fields already exist or can be used for the new online application/supplemental form, and which need to be built. Then, <u>Marketing/PR</u> and <u>IT</u> work together to build the fields.</p>
Building the new online application/supplemental form	A new online application or supplemental form has custom fields identified for each requirement (i.e. above item is complete)	<p><u>Marketing/PR</u> and <u>IT</u> build the application, including triggers and automation.</p> <p>While <u>Marketing/PR</u> and <u>IT</u> are building the application, the <u>Colleges</u> identify which specific tasks each of the employees of the <u>Colleges</u> will be completing with regard to the new online application/supplemental form (e.g. assisting students with submitting their application, reviewing applications, etc.).</p> <p>The <u>Colleges</u> identify these employees to <u>Marketing/PR</u>, and <u>Marketing/PR</u> proceeds with the training and CRM licensing/permission set process for these (new) users.</p>
Testing the new online application/supplemental form	A new online application or supplemental form has been built and needs testing (i.e. above item is complete)	<p><u>Marketing/PR</u> shares thorough testing instructions with the <u>Colleges</u> (users in the departments in question).</p> <p><u>Colleges</u> test the online application/supplemental form and submit feedback in the Feedback Tracker.</p> <p><u>Marketing/PR</u> makes changes in collaboration with the <u>Colleges</u>, so they understand and have the ability to make basic edits (e.g. headers, content, question order).</p> <p><u>IT</u> (for Project Management Office) develops and maintains project milestone documentation.</p>

Maintenance	An online application/supplemental form needs edits	<p><u>Colleges</u> make basic edits. <u>Marketing/PR</u> engages the <u>Colleges</u> for deeper/more complex edits.</p> <p>For online applications/supplemental forms that are used by both <u>Colleges</u> (e.g. the DAS/Student Services supplemental form), the <u>Colleges</u> can make basic edits to their own sections of the form. If a joint section needs edits, the <u>Colleges</u> should consult <u>Marketing/PR</u> to facilitate the approval of an edit by both <u>Colleges</u> and make the edit.</p>
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At the time of adoption for this document, no Online Applications or Supplemental Forms are deployed. These roles and responsibilities will be reviewed and added to.

We haven't implemented ARM, ART, Decision Letters, or built out Student Portal yet. It is difficult to know the exact tasks to be completed and who will do them.

#### TargetX SMS/Twilio (Texting)

Task	When/What	Who
1:1 Texting	A text message needs to be sent to 1 student	<p>The <u>Colleges</u> (both CRM leads, appropriate Student Services/Affairs staff, and appropriate instruction/Academic faculty/staff) are responsible for crafting content – including templates - and sending 1:1 messages to students. <u>Marketing/PR</u> is responsible for communicating with the <u>Colleges</u> and ensuring all 1:1 messaging templates include opt-out language and identify the office the message is coming from. The <u>Colleges</u> are welcome to expand upon these 1:1 messaging templates. Inboxes are setup for Admissions &amp; Registration, Financial Aid, and Outreach at both <u>Colleges</u>.</p> <p>There is also an inbox setup for District Outreach. <u>Marketing/PR</u> will be able to send 1:1 messages to prospective students who have inquired without any information about college/pathway/program.</p> <p>Each group (<u>Colleges</u> or <u>Marketing/PR</u>) is responsible for managing and replying to text messages received back from students in their texting inboxes.</p> <p>Student data will be protected under the CCS data governance policy.</p>
Bulk Texting	A text message needs to be sent in bulk to a group of students	<p>The <u>Colleges</u> are responsible for uploading and editing their reports to send bulk text messages. The <u>Colleges</u> are responsible for their bulk text messaging templates. <u>Marketing/PR</u> is responsible for communicating with the <u>Colleges</u> and ensuring all bulk messaging templates include opt-out language and identify the office the message is coming from.</p>

		<p>Each group (<u>Colleges</u> or <u>Marketing/PR</u>) is responsible for managing and replying to text messages received back from students in their texting inboxes.</p> <p>There is also an inbox setup for District Outreach. <u>Marketing/PR</u> will be able to send bulk messages to prospective students who have inquired without any information about college/pathway/program, making the <u>Colleges</u> aware of this bulk campaign before sending.</p>
Support and Training	The Colleges need first-use or continued assistance with TargetX SMS	<p>As with all new users, the <u>Colleges</u> will identify who needs to be using TX SMS, sharing this with <u>Marketing/PR, who</u> will add the corresponding training modules in Liaison Academy and provide walkthrough training.</p> <p>After first use, the <u>Colleges</u> are the first line for a college user to get assistance with the CRM, including with the TX SMS tool.</p> <p><u>Marketing/PR</u> will provide continuous training and support to the <u>Colleges</u> (particularly Power Users) for TargetX SMS.</p>

When a group (e.g. Marketing/PR, IT, Colleges) is listed in the Who column, that group is responsible for ensuring the task occurs in alignment with the When/What and collaborating when listed as such.

When we get to Tx Insights and the Retention suite, we need to outline roles/responsibilities for these as well.

## **CRM Governance – Change Procedures, Prioritization and Communication**

### **Prioritization for Change Management**

Per the developed and adopted CRM Guiding Principles, CRM process changes will be prioritized by the relevant CRM Implementation Team (i.e. Recruitment vs. Retention) in the following order:

1. Addressing a legal, compliance or security issue.
2. Fixing something that is not working and has systemwide impacts.
3. Fixing something that is not working and has more limited impacts.
4. Adding functionalities that have broad use and will broadly assist with enrollment and retention.
5. Improving existing CRM processes that are currently functionable

### **Timeline Decisions and Communication for Planned Change Management**

#### Timeline Decisions

- Implementation of purchased, but not yet in-use, TargetX tools has been and continues to be the priority for the CRM Project
- When deciding to make a change in the CRM, items that address a legal, compliance or security issue (priority 1), fix something that is not working and has systemwide impacts (priority 2), and fix something that is not working and has more limited impacts (priority 3), can take precedence over the implementation of new tools
- Change items that add functionalities that have broad use and will broadly assist with enrollment and retention (priority 4) may – only with consensus from the Implementation Team – take precedence over the implementation of new tools
- Change items that improve existing CRM processes that are currently functionable (priority 5) should not take precedence over the implementation of new tools, but may be worked on alongside new tools should bandwidth from the stakeholders allow
- In the event that SCC and SFCC cannot come to a consensus about a change with broad impacts, the CRM project Executive Sponsors (Chief Institutional Advancement and External Affairs Officer, Carolyn Casey, and Chief Information Officer, Grace Leaf) will be made aware and bring the issue to Cabinet for resolution.

#### Communication

- Implementation Team
  - If the change management need necessitates cross-college collaboration, the CRM Administrator will raise it at the weekly Implementation Team meeting or in writing (email/Teams), however is most efficient for the need.
  - If the change management need has already been discussed at the weekly Implementation Team meeting and/or needs more specific and detailed answers from the colleges, the CRM Administrator will send an email to the college leads (can be prepared by the Enrollment Technology & Communications Specialist) with the necessary context, question(s) that require answers, and a timeline requirement to report back.
  - If the change management need requires a simple yes/no answer or final confirmation and will take 5 minutes or less for the college leads to respond to, the CRM

Administrator will post about it in the Implementation Team channel and ask for comments or reactions to the post.

- CRM Users
  - The Enrollment Technology & Communications Specialist will prepare and send an email to users notifying them of the change and expected impact(s).
  - If the change includes new functionality, that should be shared as well. This could be in the email message, with a recorded training video, or with a live training

### **Communication for Urgent Change Management**

There may be times when an urgent matter does not allow the CRM team and stakeholders to follow the developed and adopted CRM Guiding Principles prioritization. In the case of an urgent matter requiring immediate attention and changes, the following communication items will be prioritized.

- The Implementation Team will be made aware of any crisis first. If the investigation is early on, this may mean the first communication is a simple email or Teams channel message identifying the symptom(s) and that more info is to come. As the investigation continues, consistent messaging will be sent to let folks know when to expect the next message. Interpretation of the issue and impact will be shared – the questions “what does this mean and how does it affect CRM users/students/etc.?” will be answered.
- If CRM users are affected, they will be communicated with via email per their preferred method as discovered via CRM Work Group surveys. Only affected users will receive communication.
  - For example, if there is an issue with the TargetX Email tool, only those with TargetX Email permissions will be emailed.
- If prospective/current students are affected, this will be shared with the Implementation Team. With consultation from the Implementation Team, a message may be sent to notify students or encourage them to take action.

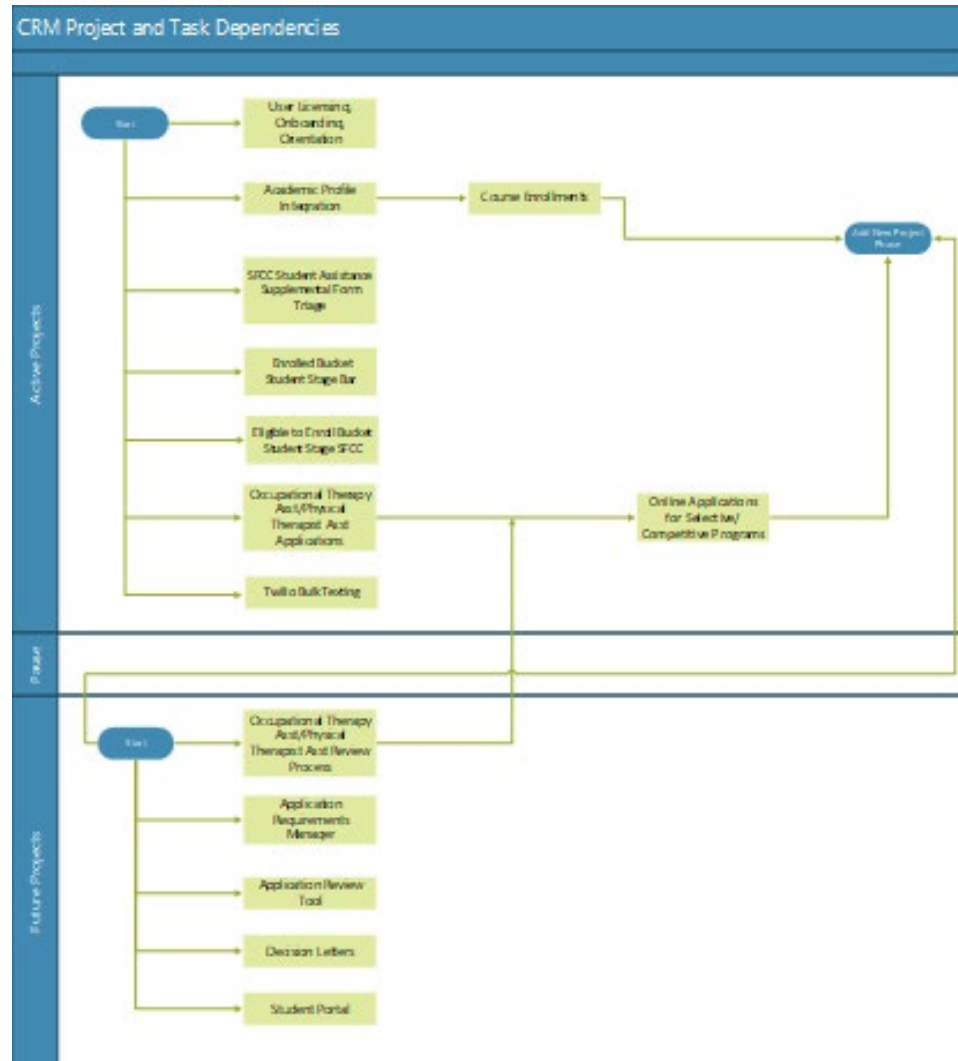
# Monthly Executive Leadership Dashboard



# Monthly Executive Leadership Dashboard

Active Dates for Time Estimates		11/1/2023 - 11/30/2023			
Recruitment Suite Percentage Complete		Change from Previous Month			
75%		2%			
Overall Project Status	Project & Tasks	Currently	Business U	Hour Estim	Risks
At Risk	Student Assistance Supplemental Form Triage	Active	SFCC	5	*Training Delays, Bandwith
On Target	Student Assistance Supplemental Form Triage	Active	District	7	
On Target	Academic Profile Integration Triage	Active	District IT	5	
On Target	Academic Profile Integration Triage	Active	District	5	
On Target	Academic Profile Integration Triage	Active	SCC	2	
On Target	Academic Profile Integration Triage	Active	SFCC	2	
On Target	Build out of Enrolled Bucket on Student Stage Bar	Active	District	10	
On Target	Build out of Enrolled Bucket on Student Stage Bar	Active	SCC	5	
On Target	Build out of Enrolled Bucket on Student Stage Bar	Active	SFCC	5	
On Target	Build out of Eligible to Enroll Bucket on Student Stage Bar - for SFCC	Active	District Admin	20	
On Target	Build out of Eligible to Enroll Bucket on Student Stage Bar - for SFCC	Active	SFCC	15	
On Target	Course Enrollments	Active	District	15	
On Target	Course Enrollments	Active	SCC	5	
On Target	Course Enrollments	Active	SFCC	5	
On Target	User Licensing, Onboarding, Orientation	Active	District Admin	40	*CRM Lead Onboarding
On Target	User Licensing, Onboarding, Orientation	Active	SCC	55	*CRM Lead Onboarding
At Risk	User Licensing, Onboarding, Orientation	Active	SFCC	12	*Turnover
On Target	Implementation Team Meetings, Prep, Attendance, Follow Up	Active	District	50	
On Target	Implementation Team Meetings, Attendance, Follow Up	Active	SCC	45	Assisting CRM Lead in processes
On Target	Implementation Team Meetings, Attendance, Follow Up	Active	SFCC	25	
On Target	Occupational Therapy Asst/Physical Therapist Asst Applications	Active	District	60	
On Target	Occupational Therapy Asst/Physical Therapist Asst Applications	Active	SFCC	40	
On Target	Online Applications for Selective/Competitive Programs	Active	District	50	
On Target	Online Applications for Selective/Competitive Programs	Active	SCC	25	
On Target	Online Applications for Selective/Competitive Programs	Active	SFCC	25	
On Target	Twilio Bulk Texting Triage	Active	SCC	2	
On Target	Twilio Bulk Texting Triage	Active	SFCC	5	
On Target	Twilio Bulk Texting Triage	Active	District	5	
Pending	Occupational Therapy Asst/Physical Therapist Asst Review Process	Future Project			
Pending	Occupational Therapy Asst/Physical Therapist Asst Review Process	Future Project			
Pending	Application Requirements Manager	Future Project			
Pending	Application Review Tool	Future Project			
Pending	Decision Letters	Future Project			
Pending	Student Portal	Future Project			
Subtotal				545	

# Project Dependencies



## CRM Glossary

### **Project Status Terms:**

**Status** – General indicator for projects and tasks relative to their target completion times.

**On Target** – Project or task is progressing.

**At Risk** – Project or task is encountering barriers to progress. This status is accompanied by values in the Risks column indicating the primary reason(s).

**Overdue** – Project or task is stalled. This status is accompanied by values in the Risks column indicating the primary reason(s).

**Pending** – Project or task is awaiting adoption by the implementation team.

### **Other CRM Terms:**

**Academic Profile** – Quarterly profile record for each student that preserves their program, degree, GPA, and college.

**Application Requirements Manager** – TargetX tool enabling the requirements for an application to be created and managed automatically.

**Application Review Tool** – TargetX tool allowing the creation of a data-driven review process based on your institution's predefined scoring rubric and collaborate with ease to minimize mundane administrative work.

**Course Enrollments** – ctclink data feed into the CRM for courses in which students are enrolled.

**Decision Letters** – A tool to display the status of student applications to students.

**Global Ed Application** – CRM-based, digital application that international students use to apply to SCC and SFCC.

**Implementation Team** – Group tasked with implementing the CRM and its features, and to make decisions about the project.

**Occupational Therapy Asst/Physical Therapist Asst Applications** – Efforts to digitize the application processes of these programs and house them in the CRM.

**Online Applications for Selective/Competitive Programs** – Developing and executing the processes required to digitize applications and house them in the CRM.

**Pay My Tuition** – The vendor Global Education uses to allow payment of tuition and fees to international students.

**Pay My Tuition Integration** – This is the data link between the vendor and the CCS CRM confirming payments.

**Student Assistance Supplemental Form** – the form visioned and built by the Implementation team that asks students questions shortly after admittance about whether they'd like someone in Disability Access

Services to reach out to them, if they're housing/food insecure, etc. Allows the colleges to be proactive in reaching out to students.

**Student Portal** – A dynamic, personalized portal for students navigating the college entry process.

**Twilio Bulk Messaging** – Texting messaging capability through the CRM that allows for bulk messages (i.e. more than 1 student at a time) to be sent. Planned to be used for event reminders, as well as much further usage in the Retention suite.

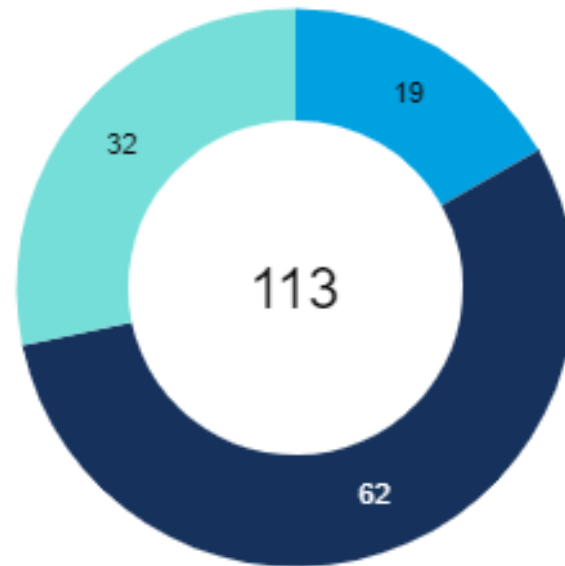
**User Licensing** – Term describing the effort required to grant access to the CRM for CCS staff and train them to work in the CRM.

# Users, Usage and Impact, and Deliverables

# Users

Users by College

Record Count



Company Name   ● Community Colleges of Spokane   ● Spokane Community College   ● Spokane Falls Community College

# CRM Leads at SCC and SFCC

- ▶ SCC Leads: Chantel Black and Nicci Gooch + Jordan Leseberg
- ▶ SFCC Lead: Karen Kelly
- ▶ Increasing impacts of full-time lead
  - ▶ Trained and licensed users
  - ▶ Individual user's consistent usage of the CRM
  - ▶ Quantities of relationship tracking with prospective (and current) students and de-siloing information
- ▶ SFCC # of licensed users in...
  - ▶ April 2023: 19
  - ▶ Present: 32

# Usage and Impact



\*recruitment/onboarding

		Inquiries	Tasks Completed (live August 24 <sup>th</sup> , 2022)	Events (live May 19 <sup>th</sup> , 2022)
3 months: March 31 <sup>st</sup> – June 30 <sup>th</sup>	2023	1,485	5,415	116
3 months: March 31 <sup>st</sup> – June 30 <sup>th</sup>	2022	839	N/A	15
6 months: March 31 <sup>st</sup> – September 30 <sup>th</sup>	2023	2,690	10,584	154
6 months: March 31 <sup>st</sup> – September 30 <sup>th</sup>	2022	1,899	587	22
1 year: March 31 <sup>st</sup> – March 29 <sup>th</sup>	2023-2024 (so far)	3,025	12,640	180
1 year: March 31 <sup>st</sup> – March 29 <sup>th</sup>	2022-2023	4,739	6,529	356

Increasing Usage Comparisons



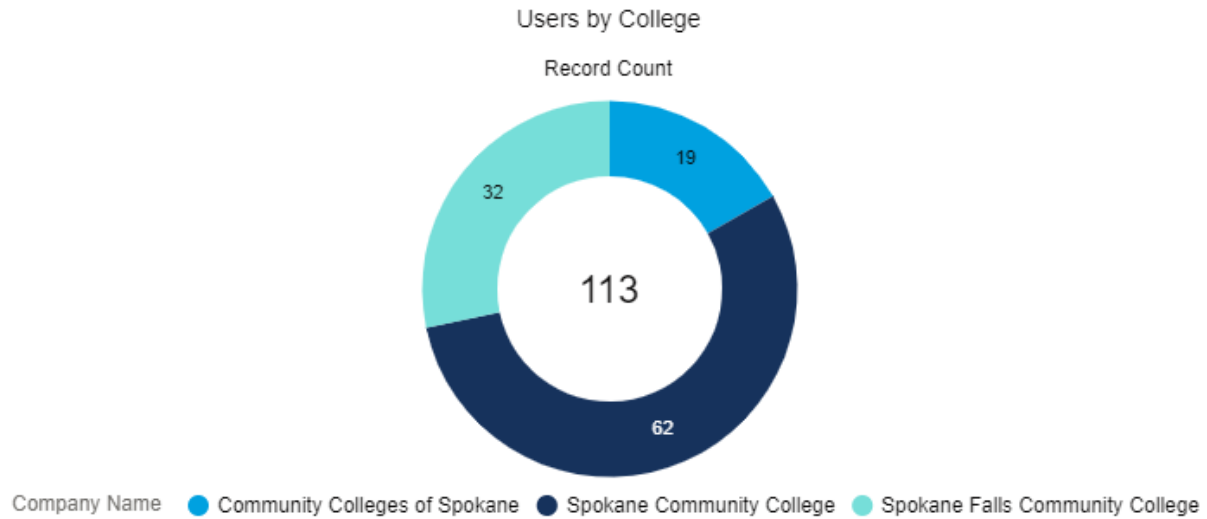
# Key Completed Deliverables

When	Deliverable/Milestone
February 28 <sup>th</sup> , 2022	First successful data integration with ctcLink (Contacts)
March 31 <sup>st</sup> , 2022	Inquiry form go live, Tx Email inquiry campaigns deployed
March 6 <sup>th</sup> , 2023	Cabinet approved CRM Roles and Responsibilities governance
April 6 <sup>th</sup> , 2023	Tx SMS (1:1 texting) deployed
June 8 <sup>th</sup> , 2023	First online application (Global Education) deployed + first supplemental form (Student Assistance) deployed
September 25 <sup>th</sup> , 2023	Cabinet approved CRM Change Management governance

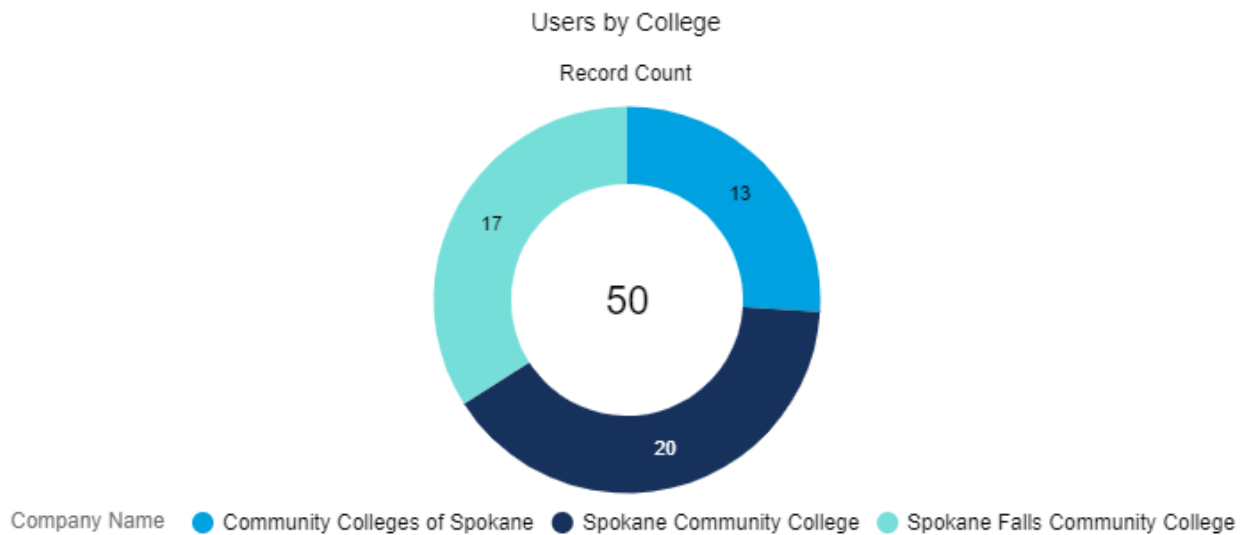
## Users, Usage and Impact, and Deliverables (all as of November 1<sup>st</sup>, 2023)

### Users

**Total # of licensed users who are actively employed at CCS**



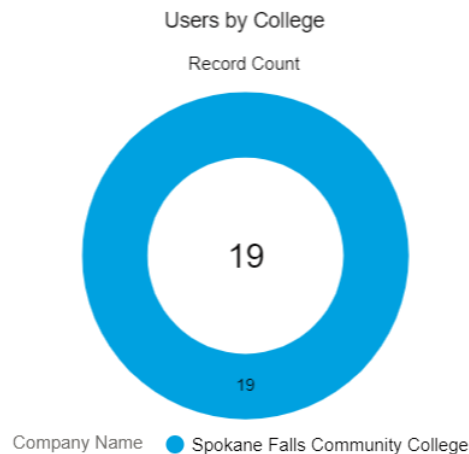
**Total # of licensed users who have logged into the CRM *within the last month***



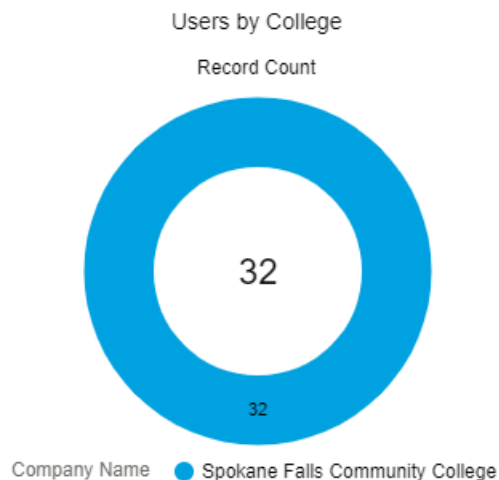
The commitments of both colleges to the CRM through each hiring a full-time CRM lead has (for SFCC) and will (for SCC) make a demonstrative impact in many areas.

- Increasing the # of trained and licensed users
- Increasing each individual user's consistent usage of the CRM
- Increasing ability to track relationships with prospective and current students
- Increasing the quantity of de-siloed information, easing employee communication and smoothing the student journey

**Total # of licensed users at SFCC, just prior to the college having a full-time CRM lead (approx. April 2023)**



**Total # of licensed users at SFCC, at present (5 months of having a full-time CRM lead)**



## Full Deliverables

<b>Deliverable/Milestone</b>	<b>When</b>	<b>Who</b>
First successful data integration with ctcLink (Contacts)	February 28 <sup>th</sup> , 2022	Data integration team—IT, IR, Marketing, and college leads
First group of CRM users (outside Implementation Team) trained and in production environment—SCC Pathway Specialists	March 28 <sup>th</sup> , 2022	Marketing, IT, SCC college leads
Inquiry form go live	March 31 <sup>st</sup> , 2022	Full implementation team
Tx Email inquiry campaigns deployed (both SCC and SFCC)	March 31 <sup>st</sup> , 2022	Marketing, IT, and college leads (including work from prior college leads)
Reports functionality deployed	March 31 <sup>st</sup> , 2022	Marketing, IT
Tx Events deployed	May 19 <sup>th</sup> , 2022	Marketing, IT, Nicci Gooch
CRM Work Group approves Guiding Principles	May 23 <sup>rd</sup> , 2022	Marketing, IT
Tasks functionality deployed	August 24 <sup>th</sup> , 2022	Marketing, IT, college leads
CRM communication plan delivered	September 12 <sup>th</sup> , 2022	Marketing
Cabinet approved CRM Roles and Responsibilities governance	March 6 <sup>th</sup> , 2023	Marketing, IT, college leads, Work Group
Tx SMS (1:1 texting) deployed	April 6 <sup>th</sup> , 2023	Marketing, IT, college leads
First online application (Global Education) deployed	June 8 <sup>th</sup> , 2023	Marketing, IT, college leads, Global Education
First supplemental form (Student Assistance) deployed	June 8 <sup>th</sup> , 2023	Marketing, IT, college leads
Cabinet approved CRM Change Management governance	September 25 <sup>th</sup> , 2023	Marketing, college leads

# From SCC and SFCC – Key Accomplishments

# SCC

- ▶ All Information Sessions, Future Sasquatch Days, and other new student enrollment events are tracked in the CRM.
- ▶ SCC launched inquiry campaigns using automated emails, automated bulk text messages, one-on-one texting, task management, and Outlook email logging features.
- ▶ SCC worked with Interact consultants to develop engaging and prospect friendly email and text message content.
- ▶ SCC launched drip campaigns to keep prospective students engaged and moving toward the goal of completing their admissions application.
- ▶ Tech Ed event on November 1<sup>st</sup>: 476 total registrants, about 250 signed up in advance, many more at the event
  - ▶ Largest event to date

# SFCC

- ▶ SFCC's latest version of Bigfoot Orientation (BFO) is improving the college onboarding experience. BFO now seamlessly guides first-time students to personalized advising appointments through the CRM Events tool.
- ▶ In collaboration with the STEM pathway, SFCC successfully piloted bulk texting, receiving positive feedback for its user-friendly interface and potential to elevate student engagement.
- ▶ Learning Support and Disability Access Service departments are now responding to the needs of students identified through the CCS-wide Student Assistance survey. Five (5) new CRM users were trained for the project.
- ▶ Running Start is leading the charge in fully embracing the potential of our CRM with a demonstration project. It will showcase the potential for recruitment, events, and seamless onboarding.

# Looking Forward



# Selective/Competitive Entry Program Applications

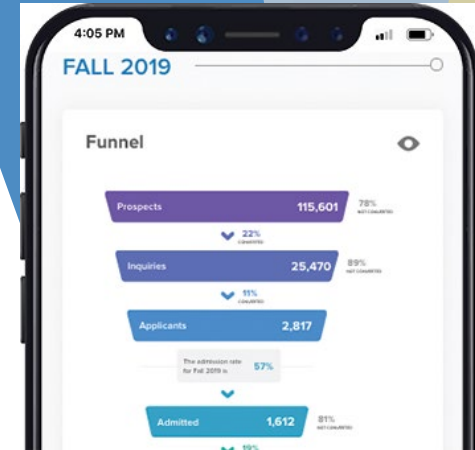
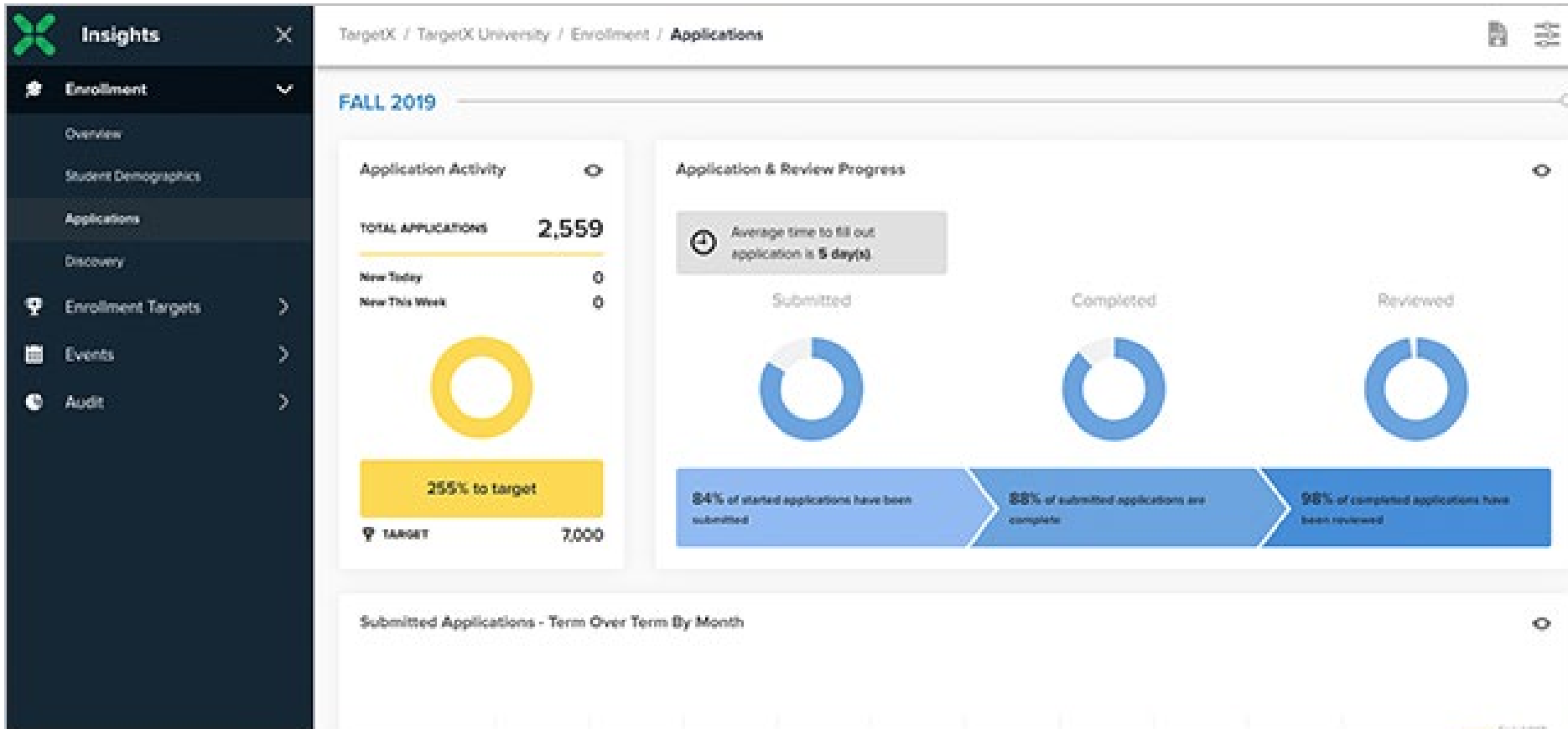
## SCC

1. Dental Assisting
2. Diagnostic Medical Sonography
3. Echocardiography
4. Radiology Technology
5. Nursing
6. Respiratory Care

## SFCC

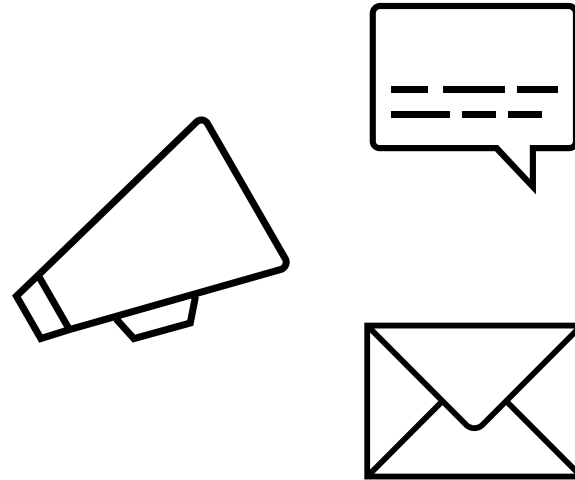
1. Occupational Therapy Assistant (planned launch November 27<sup>th</sup>)
2. Physical Therapist Assistant (planned launch November 27<sup>th</sup>)
3. Orthotics/Prosthetics
4. Graphic Design
5. Hearing Instrument Specialist
6. Audio Engineering
7. Interpreter Training

# Insights Suite



# Communication Planning and Execution

- ▶ Considerations
  - ▶ ctcLink communications
  - ▶ Retention suite
  - ▶ Coming SBCTC sourced tool
- ▶ CCS collaboration
- ▶ TargetX SBCTC group



# Questions?

Erin Schultheis, CRM System Administrator, [erin.schultheis@ccs.spokane.edu](mailto:erin.schultheis@ccs.spokane.edu)

Carolyn Casey, CIAEAO, [carolyn.casey@ccs.spokane.edu](mailto:carolyn.casey@ccs.spokane.edu)



# Community Colleges of Spokane

**NOVEMBER 14, 2023**

**Tab 4**

## **ACTION: TENURE CONSIDERATION**

The Board of Trustees, as appointing authority, is ultimately responsible for granting or denying tenure for a probationary faculty member after having reviewed and given reasonable consideration to the information provided through and during the tenure process.

By the end of a probationer's eighth quarter of employment, or when otherwise recommended prior to the eighth quarter, (summers excluded), the board may:

- a. grant tenure.
- b. deny tenure.
- c. extend the probationary period for one, two, or three quarters, excluding summer quarter (where recommended by the applicable tenure review committee); or
- d. take no action, thereby granting de facto tenure.

The following probationary faculty members are appropriately before the Board of Trustees and awaits action as outlined above.

## **RECOMMENDATION**

Take the appropriate action to implement the Board of Trustees' tenure decision for the following probationary faculty members, presented here by.

### **GRANT TENURE**

NAME	DEPARTMENT	COLLEGE
MORGAN, JUSTINE	RESPIRATORY CARE	SCC

### **DENY TENURE**

NAME	DEPARTMENT	COLLEGE
SLAUGHTER, STACEY	INVASIVE CARDIOVASCULAR TECH	SCC

Prepared by: Samantha Shelton  
Executive Assistant to Chief Strategy and Administration Officer  
11/6/2023

Presented by: Greg Stevens  
Chief Strategy and Administration Officer



## Community Colleges of Spokane

**NOVEMBER 14, 2023**

### **ACTION: TENURE CONSIDERATION**

#### Language for Mike Wilson to read early/start of the BOT meeting

"If anyone has any comments for the Board of Trustees regarding tenure recommendations, each individual needs to sign in and if needed the Board will allow time during Executive Session."

#### If Executive Session is necessary

"This Executive session is for reviewing the performance of public employees and other matters within the scope of RCW 42.30.10"

#### Language to be read by a Board Member as motion

"Whereas the Board of Trustees is duly authorized and vested by law as the appointing authority for CCS; and has reviewed and given reasonable consideration to the tenure review committee recommendation for these probationary faculty members.'

#### For the group/ individual to be Granted Tenure

"I move that the board hereby grants an award of tenure to the following probationary academic employee and hereby directs the chancellor to take any and all appropriate action in carrying out this decision."

#### Read name, department, and college

NAME	DEPARTMENT	COLLEGE
MORGAN, JUSTINE	RESPIRATORY CARE	SCC

#### Await second of motion, then call for vote

#### For the group/ individual to be Denied Tenure

"I move that the board hereby denies the award of tenure to the following probationary academic employee and hereby directs the chancellor to take any and all appropriate action in carrying out this decision."

#### Read name, department, and college

NAME	DEPARTMENT	COLLEGE
SLAUGHTER, STACEY	INVASIVE CARDIOVASCULAR TECH	SCC

#### Await second of motion, then call for vote

**EXECUTIVE SESSION**

**BACKGROUND**

From time to time, the board will find it necessary to adjourn to executive session. Formal action will not be taken during executive session.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

November 14, 2023

**EHA/FACULTY REPORTS**

Presented by: Beverly Daily, AHE  
Christina Momono, SCC, ESL  
Katie Satake, SCC  
Katella DeBolt, SFCC  
November 14, 2023



## Board of Trustees Report for November 2023

Intissar Yahia and Christina Mitma Momono attended the Washington Association for Education of Other Speakers Conference in October. Intissar won a Professional Development Grant Award. Spokane Community College assisted her in travel through Professional Development Funds. Intissar works at our Pullman site. Here is a photo recognizing her at the statewide Conference. [2023 Annual Conference – WAESOL](#)



Board of Trustees Report-SCC Credit Faculty  
Katie (Catherine) Satake

November 14, 2023

1. Amy Anderson, SCC Communications faculty reported: Amy's Introduction to Communication students are working on a community service project in class. They are collecting donations for the Union Gospel Mission and putting together care packages for unhoused people in the Spokane community.

Amy received the "HerStory Award" from the Women's Federation for World Peace-USA. This award honors those who live their lives in service of others.

2. David Edwards, SCC Architecture faculty reported: In October, David took his first-year architecture students on a field trip to the University of Idaho and Washington State University to visit the architecture programs. They met with faculty at each institution, and the students met with four SCC Architecture graduates to talk about the transition from the community college to a university.

David said "One of the more inspiring moments was when the head of the architecture program at U of I told our students that an SCC Architecture graduate is the only person to have earned two years' worth of credit from her portfolio." He also went on to say that SCC's architecture program is the best in the whole Pacific Northwest and the nearest community college of any comparison is in San Francisco. He complimented David on balancing education that is both great preparation for university transfer as well as job readiness.

3. Andy Buddington, SCC Geology faculty reported: SCC Geology students visited the WSU Geoanalytical Laboratory in June and again in October to prepare samples for undergraduate research projects. As part of their visit to WSU, students toured the geochemistry facilities including:

- XRF (X-Ray Fluorescence) spectrometer lab
- The ICP-MS (Inductively coupled plasma mass spectrometer) lab
- The field emission electron microprobe lab

Andy has also started a series of weekly seminars exploring the study of igneous rocks and igneous geochemistry. The first seminar on October 25 was titled "Wandering the Kings-Kern Divide of the Southern High Sierra."

**Katella DeBolt**  
**November 2023:**

**Item #1: SFCC is so dramatic!**

Kemuel DeMoville, SFCC Drama faculty, reported the Drama Faculty at SFCC have been very busy supporting students and our community!

Jeremy Whittington (Adjunct Drama Instructor):

- Selected in September as one of the "Top 20 Emerging Leaders in the Northwest" by TrendingNW
- Designed the sets for Dracula at Spokane Civic Theatre and Matilda at Lake City Playhouse
- Took Stage Left Theater's production of PASS OVER to national AACT competition in Louisville, Kentucky (June) and won Best Play, Best Director, and Best Ensemble

Chris Hansen (Adjunct Drama Instructor):

- Selected to lead off the Terrain 14 Literary Arts presentation.

Kemuel DeMoville (Annualized Acting Director of Drama Program):

- His play *Cane Fields Burning* was optioned for publication by Next Stage Press.
- His play *On the Crest of the Wave in the Sea of the Dead* was published in Cirque Literary Magazine
- His play *A Dark and Stormy Knight* was produced in Apache Junction, AZ.
- His play *Merry Men* was produced in Strathalbyn, SA, Australia.
- His play *Stegosaurus Walks Alone* was produced in Lafayette, CA.
- His play *The Leafy and Weedy Sea Dragons* was produced in Michmoret, Israel.

**Item #2: This Barbershop promises no haircuts**

Dr. Jay Krumbholz (Music Dept.), served as the District Representative for Contest and Judging (DRCJ) for the Barbershop Harmony Society's Evergreen District (the PNW plus British Columbia, Alberta and Alaska), on October 20-21, 2023 in Federal Way, WA. He also competed in the competition as a member of Spokane's Lilac City Voices.

**Item #3: These Publications are *OutThere*:**

Bradley Bleck, Journalism instructor, was published in the Sept/October *OutThere Outdoors* on indigenous place names in the Inland Northwest. He will also have a story in the Nov/Dec issue on the place of beauty and the sublime in nature.

#### **Item #4: The sounds of Community**

Rosi Guerrero, Piano Instructor and Music and Recording Arts Chair, shared that the “SFCC Jazz Festival on Nov. 17 tied in with our Open House Event for Music & Recording Arts Department. With our instrumental director, Dr. David Larsen, at the helm, we have forged a meaningful partnership with local community high school and middle school bands that promises to elevate our event to new heights and strengthen our ties with the community. This Jazz Festival is a testament to our commitment to nurturing musical talent at all levels and fostering a spirit of collaboration in the world of music. The involvement of these talented young musicians will not only enrich the festival experience but also provide a unique opportunity for our students and faculty to mentor and learn from the next generation of jazz performers.

Aligning with the college’s mission and values, we aim to strengthen our bonds with the local community and inspire a passion for music performance among young musician and audiences. We seek inclusion, to educate and mentor with excellence, and foster an alliance with our community to provide all students with an excellent education that transforms their lives and expands their opportunities.

#### **Key Highlights of the Festival will include:**

1. An Open House event featuring the Music & Recording Arts Department; tours, classroom demonstrations, display table, meet the faculty, open-door rehearsals
2. 160+ middle and high school student participation in workshops & masterclasses conducted by our faculty and guest artist clinicians
3. An evening Jazz Concert featuring our guest jazz artist clinicians, the SFCC Big Band and the SFCC Jazz Workshop Band. 7pm Performance; SFCC Music Auditorium

#### **High Schools Participating:**

- Lakeside
- Deer Park
- Cheney
- Central Valley

- Columbia

Middle Schools Participating:

- Evergreen Middle School
- Cheney Middle School
- Liberty High School Westwood

**Item #5: Service and Blessings**

Renee Compton, Director of Physical Therapy Assistant (PTA) Program, shared that many of PTA and Occupational Therapy Assistant (OTA) students and faculty served meals at the Trent shelter in partnership with Blessings and Beyond on October 18<sup>th</sup> and October 25<sup>th</sup>.

**WFSE/CLASSIFIED STAFF REPORTS**

Presented by: Abigail Affholter, SCC  
Alison Cooney  
November 14, 2023

**STUDENT GOVERNMENT REPORT**

Presented by: Tammy Pham - SCC  
Vishal Pathirana - SFCC  
November 14, 2023

## REPORT TO THE BOARD OF TRUSTEES | NOVEMBER 2023

PHUTSADY PHAM, PRESIDENT

TANEISHA TAKYUKA, VICE PRESIDENT

### Administrative/General Updates

This month, the ASG has been focusing inwards and thinking about how to organize ourselves and train ourselves in the right way so that we are ready to help others and students across campus. We have set up our own committees centered on Finance, Student Programs and Activities, and our Rules and Governance.

We are working towards drafting a new constitution that we would like ratified by the Board of Trustees in the future. We have successfully melded our Director positions together and reorganized them to allow for a Director of Inclusivity, Diversity, Equity, Accessibility, and Awareness (IDEAA). We are very excited to see the work that will come from this position to aid the SCC environment. Our goal for the new ASG constitution is to bring back the three branches similar to the US Government and have a clear pathway for student leaders in the future to follow with our priorities.

We still have three vacant positions, and with the creation of a Judicial Branch will have more opportunity to hire student leaders to lead at SCC. We are advertising for these positions and would love for everyone to share this opportunity.

### Executive Staff:

Vacant, Director of Communications  
Austin Dehlin, Director of Finance and  
Legislative Affairs

Tadiwa Zingoni, Director of Academic/Student  
Affairs  
[Onboarding] Amy Fain, Director of  
Inclusivity, Diversity, Equity, Accessibility and  
Awareness (IDEAA)

### Senate Updates:

The Senate is working with the executive team's efforts to organize our leadership to be more effective. Our Vice President, Taneisha Takyuka, is continuing to work with DEGA for inclusive and accessible seating around campus. We had a successful Family Fun Night on November 2<sup>nd</sup>, with a great turnout of families at our Student Center. Our senators are working with the Library to extend the duration of renting laptops to aid students who need access to a working device for homework. Our Food Pantry is showing to be very successful this year, which is a bittersweet thing, so we are looking into how to better help students with their needs with food and clothing.

*Upcoming Public Senate meetings: November 21<sup>st</sup> and December 5<sup>th</sup> in Skitch, Bldg 6 at 1:30p.m.*

### Senate:

Sasha Green, Adult Education & Extended  
Learning  
Abdullah Abualkheir, Business,  
Hospitality, and IT (BHIT)

Emerald Bessermin, Health & Environmental  
Sciences  
[Onboarding] Nico, Athletics and Physical  
Education  
[Onboarding] Ha Nguyen, Arts and Sciences  
Vacant, Technical Education



## Board of Trustees Meetings Report

Vishal Pathirana

Student Body President of Spokane Falls Community College

We are proud to have a complete team and it's been an exciting quarter! The team visited Auburn to attend CUSP where we had some time to bond with each other as well as with members from ASG at SCC. We learned a lot and had a great time networking with other colleges and seeing how they do things and picked up different strategies and ideas we can implement.

Fall Quarter has been a blast! We've had close to 20 events and have had a great turnout. We had a successful welcome week and did giveaways. Some notable events were the drive-in movie where we showed Transformers: Rise of the Beasts, we had a Family Fun Night for Halloween that was open to the community and we had a lot of kids show up, there was so much candy and we made a maze which was a big hit! ASG along with Black Student Union hosted a Halloween Costume Contest and everyone got real creative with their costumes!

We have had a couple farmers markets and the turnout has been phenomenal.

Post secondary workforce committee showed up on the 6<sup>th</sup> of this month and we met with them. Our Food Pantry Director gave them tour of food pantry as well. The food pantry has been very successful, we saw an increase in students accessing it. As of right now we typically have around 150 students using it, whereas last Spring we only had an average of around 70 students a quarter.

The Senate team visited Washington D.C. to attend an ASGA conference, and had the opportunity to meet with ASG'S from all over the country as well as some International ASG's. and it was an invaluable experience. They were able to collaborate on common challenges and got the chance to go into breakout rooms and discuss the logistics when it comes to running an effective and efficient student government.

Tammy and I are working on getting our teams together and have multiple people trained to administer Narcan as well as have Narcan on campus in our buildings and staff members being trained to administer it.

Upcoming:

This upcoming week the Programming team will be heading to the NACA Convention in Riverside California so that they can plan out events for the upcoming year.

We will be hosting our annual Thanksgiving dinner where we provide a full meal for students, faculty and staff, and I would warmly like to welcome all the board members to attend! It will be on the 20<sup>th</sup>. Please reach out and I could forward more details about it!

In addition to that we are putting together Thanksgiving baskets for the students and are proud to say that within the first three days of announcing it, we have had all 100 students sign up, so we decided to bump up the number of baskets we will be giving out so that a lot more students are able to receive one!

We will be doing a Cold for Coats Drive as well and are working on our Tree of Sharing where students, staff and faculty get presents for the children that go to the daycare at SFCC later this month.

Thank you all for having me and I'm excited for the year ahead!

EOR!

## **BOARD REPORT**