



**Agency
Responsibilities
of the
State Board
for
Community
& Technical
Colleges**



WASHINGTON STATE BOARD FOR
COMMUNITY & TECHNICAL
COLLEGES

319 SE 7th Avenue / PO Box 42495
Olympia WA 98504-2495

STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES' 2005 TRANSITION DOCUMENT

State Board for Community and Technical Colleges

Washington has 34 community and technical colleges, which serve nearly 500,000 people each year. Sixty percent of all students enrolled in higher education in the state of Washington are enrolled in a community or technical college.

The two-year college system is governed by the State Board for Community and Technical Colleges and 30 local college district boards. The State Board has nine members appointed by the governor to four-year terms. One position is designated for labor, and one is for business. The board members represent the geographic and ethnic diversity of the state.

All legislative appropriations for the system's operating and capital budgets including student enrollments are appropriated to the State Board, rather than to the 30 community or technical college districts. The State Board has the authority to request and prioritize the system's operating and capital budgets and to distribute the state appropriation to the colleges which includes the enrollment allocations.

The State Board sets tuition levels and waiver policies and is charged with approving all new vocational programs in the system. Additionally, it is the legal entity that holds title for all real estate within the system. The Board also provides a process to develop system policies and standard procedures by acting as a convener or facilitator for the system. And the Board oversees the system's retirement program.

The State Board serves as a single point of contact for outside constituency groups or government entities. This is especially true of the legislature and other state agencies and groups representing broad regional or statewide perspectives. It is a part of the State Board's role to communicate with such constituencies and provide a system perspective on budget and policy issues.

The staff is divided into three divisions. The divisions are:

Financial Services

The staff in the Financial Services Division develops the operating and capital budgets for the two-year college system and allocates all resources received from the Legislature. The division is the central records management center for the colleges, accounting for all the money and students in the system and providing data for researchers. It also maintains the State Board's web page, which is: <http://www.sbctc.ctc.edu>.

Administrative Services

The Administrative Division is responsible for legislative and state agency relations; develops the policy and budget agenda for the two-year college system; coordinates the statewide trustees' association; and coordinates the statewide presidents' association. It is a policy resource for the colleges in the areas of publications and public information; student services and initiatives for students and staff of color; and human resource management. In addition, the general office management functions are performed for the State Board office within this division.

Educational Services

The Educational Services Division is the largest State Board division. Staff in the Education Services Division is responsible for academic, basic skills, and workforce education, which includes program coding and approval as well as program evaluation and technical assistance. They provide statewide support in the areas of economic development and small business program assistance; continuing education, community service offerings, libraries, and state-contracted programs. The staff also provides services in the areas of research, distance learning and assessment. Statewide academic transfer agreements are coordinated through this division, as is the state level management of the Running Start program.

Local Colleges

The original Community College Act of 1967 states the purpose of the community and technical college system is to “offer an open door to every citizen, regardless of his or her academic background or experience, at a cost normally within his or her economic means.” The colleges have three primary missions:

- Provide students with a wide array of job training programs and employers with well-prepared employees;
- Provide students with rigorous academic programs that comprise the first two years of college so they can transfer to four-year institutions for the final two years of study that will lead to a baccalaureate degree; and
- Provide adults with basic literacy skills, high school completion and GED courses, and English as a Second Language (ESL) instruction, so they can succeed as breadwinners, citizens, and parents.

Washington’s 34 community and technical colleges are divided into 30 community or technical college districts. Each district is represented by a five-member board appointed to a five-year term by the governor, with the consent of the Senate. In appointing trustees, the governor considers geographic balance and the representation of labor, business, gender, and racial and ethnic minorities. Technical college boards must have at least one business representative and one labor representative.

Local colleges are noted for being flexible and responsive to local needs. Local industries and community organizations turn to their local community or technical college and board of trustees for answers to educational and social needs. They expect their local trustees to represent the interests of their communities in overseeing the operations of their local college.

The local trustees have the authority to employ college presidents and staff, to adopt local policies, and to approve the college budgets, as well as negotiate contracts, grant degrees and work with the administration and faculty to prescribe courses of study.

Organization of the State Board for Community and Technical Colleges

The State Board members are:

Tom Koeninger, chair, Vancouver

Editor emeritus of *The Columbian*, serves on *The Columbian* editorial board and writes a weekly column. Chairman: Fourth of July Advisory Committee, Vancouver School District's Management Advisory Task Force. Current Member: the Advisory Board, Conservation Land Trust; Vancouver National Historic Reserve Trust; Clark College Alumni Association Board of Directors; Steering Committee for Lewis and Clark Bicentennial Commemoration; Visitation Committee for School of Communications, University of Washington. Co-senior Warden of St. Luke's Episcopal Church. Former Centralia College Board Member.

Sharon Fairchild, Spokane

Vice President, Marketing and System Development, Providence Services Eastern Washington. Former: Consultant, Fairchild Consulting, LLC; President, Group Health Northwest. Current Member: Board of Directors, Executive, Public Policy, and Nominating Committees of the Spokane Regional Chamber of Commerce; Group Health Community Foundation Board of Directors and Eastern WA Advisory Board; Mayor's Opportunity Council on Poverty; Advisory Committee of the Health Improvement Partnership. Former Member: Idaho Small Employer and Individual Reinsurance Board; Association of Washington Healthcare Plans; Alliance of Community Health Plans.

Jim Garrison, Mt. Vernon

Past Chairman: Delta Dental Plans Association, and Delta USA. Former: President and Chief Executive Officer and Director, Washington Dental Service; Senior Vice President and General Manager, Anthony Industries, Inc.; President & Chief Executive Officer, K2 Corporation; Vice President – Employee Relations, Boise Cascade Corporation; Assistant Professor of Management and Organization, University of Washington; Research Associate/Case Writer, Harvard Business School.

Erin Mundinger, Omak

Administrator, Washington State Employment Security Department. Former: Co-owner/Manager, Corner Shelf; Analyst & Training Coordinator, National Security Agency. Former Member: Advisory Council on Adult Education; Washington State Job Training Coordinating Council; Family Independence Program State Advisory Committee; Pentad Private Industry Council; Washington State Council on Vocational Education.

Paul Hutton, Issaquah

President, Thought Engineering, LLC. Former: Vice President, Engineering at Captaris; Vice President, Products and Marketing, AGENA Corporation; Assistant Vice President, Reliance Insurance Company; Business Development Manager, and Telecommunication Development Manager, Weyerhaeuser Company; Manager, Technical Services and Telecommunications, Nordstrom, Inc.; Project Manager, Associates Corporation of North America; Senior Systems Engineer, US Air Force.

Al Link, Seattle

Secretary-Treasurer of Washington State Labor Council. Member of the United Steelworkers of America. Former: President, Spokane Central Labor Council; President, Steelworkers Local #329; Chair, Steelworkers Legislative and Education Committee; Vice President, Washington State Labor Council's Executive Board.

Jane Nishita, Seattle

Public Policy Manager, Qwest Communications. Former: Special Assistant to the Superintendent, Seattle City Light; Community Affairs Manger, Qwest Communication, Inc. Former Member: transition Team, Mayor-Elect Paul Schell; Steering Committee, Mayoral Campaign for Cheryl Chow; Exploratory Committee, Mayoral Campaign for Martha Choe; Chair, Board of Directors, YMCA; Board Member, University of Washington's Women's Center; Trustee, Group Health Foundation.

Carolyn Purnell, Seattle

Author and Attorney. Former: Leadership and Merger Specialist for Batelle; Executive Director and Chief Counsel, Municipality of Metropolitan Seattle; Graduate Manager, Context Trainings, Inc.; Director of Purchasing and Corporate Attorney, Weyerhaeuser Company; Legal Counsel, City of Seattle Mayor's Office; Deputy Prosecuting Attorney, King County.

Jose Ruiz, Anacortes

Retired from Washington State Employment Security Department. Former: Administrator, Mount Vernon Job Service Center; Manager, Yakima Job Service Center; Acting Manager, Olympia Job Service Center; Program Specialist, Employment Security Field Operations; Labor Market Analyst, Research and Statistics, Employment Security. Former Skagit Valley College Board Member. Former Member: Washington State Migrant Council State Board and Advisory Board; Economic Development Association of Skagit County; Mount Vernon Chamber of Commerce; Northwest Washington Private Industry Council.

The nine-member State Board is responsible for hiring the agency's Executive Director. The director in turn hires the rest of the staff.

The Executive Director of the State Board is:

Earl Hale

State Board for Community and Technical Colleges
Post Office Box 42495
Olympia, WA 98504-2495
(360) 753-7412

The three division directors are:

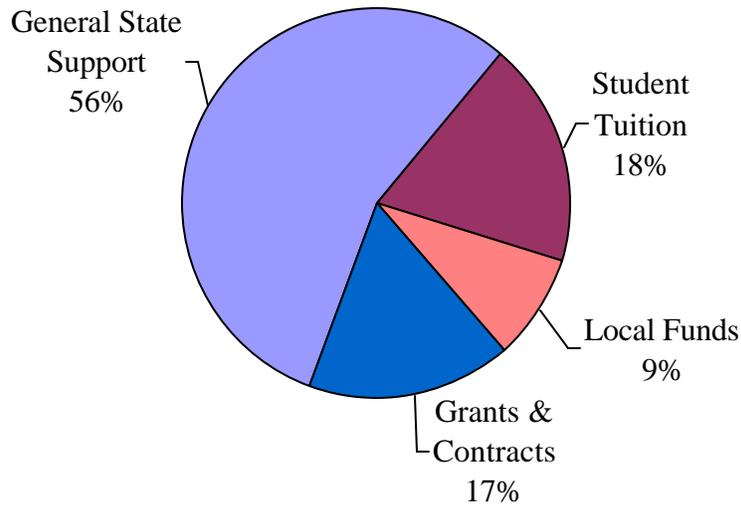
Sandy Wall, Administrative Services (360-704-4312)

Jan Yoshiwara, Education Services (360-704-4353)

Mary Alice Grobins, Financial Services (360-704-4381)

An organizational chart listing the State Board staff members and a listing of the 34 colleges and the presidents at each college can be accessed via the State Board website at <http://www.sbctc.ctc.edu/staff.asp>.

**Where does Two-Year College money come from?
FY2003-04
(\$949.5 Million)**



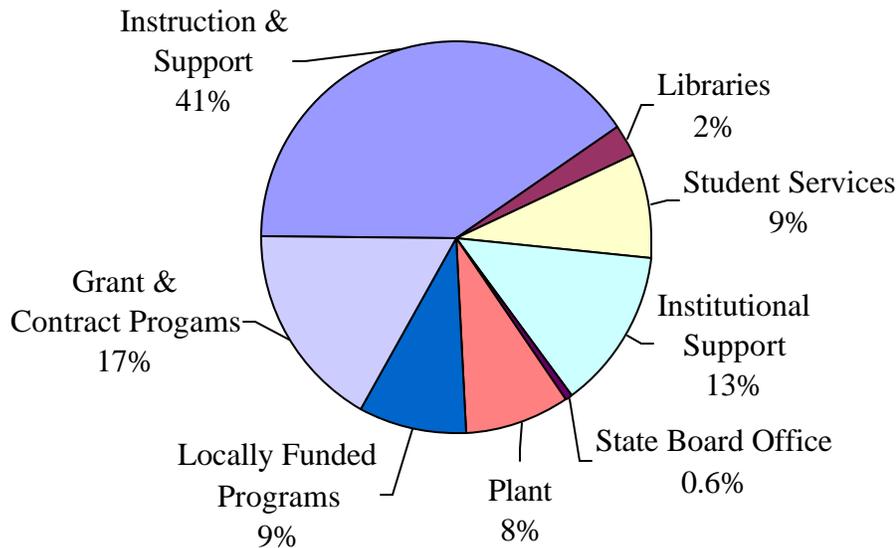
General State Support includes general state funds and Administrative Contingency Account funds appropriated by the Legislature.

Student Tuition includes operating fees paid by students (about 76.5% of the state tuition and fee charge).

Local Funds include lab fees, miscellaneous fees, course fees for student-funded courses and vocational program revenues.

Grants & Contracts includes contracts with business and government, Running Start, international student contracts and grants from public and private sources.

**Where does Two-Year College money go?
By Program
FY2003-04
(\$949.5 Million)**



Instruction & Support includes teaching faculty and support staff in direct education delivery as well as supervisory staff and academic computing, supplies and equipment.

Libraries include libraries and media centers.

Student Services includes admissions, registration, advising, student programs and activities, counseling, and special populations programs.

Institutional support includes administration of the colleges: president and direct reports, business office, personnel, logistical services, board of trustees, public information, computing, legal, and auditing.

State Board Office includes administrative oversight and general supervision for the community and technical colleges.

Plant includes maintenance and operations of the physical plant and grounds.

Grant & Contract Programs include contracts with business and government, Running Start, and international student contracts.

Locally Funded Programs include student-funded and self-support courses.

Workforce Development – A Changing Economy

Higher education in Washington faces several simultaneous challenges. Most of these challenges stem from increasing demand for education at both the two-year and four-year institutions at a time when public resources are very limited.

The knowledge-based economy has raised the bar of everyone who seeks a family wage job. There are virtually no good jobs – or opportunities to climb a career ladder – for people without some level of postsecondary education or job training. Nor is there any hope of sustaining the state's economy or employment base without a highly education workforce.

Even in times of high unemployment, Washington employers still report a skills shortage. Washington faces the threat of companies leaving the state – or outsourcing work to other countries – because they cannot find locally trained staff. A majority of job openings require postsecondary education, but most require education and training that two-year colleges provide.

The basic structure of Washington's economy is changing. Manufacturing and aerospace industries are declining, while information technology, biotechnology, health care, and professional and technical services are growing. At the same time, our competitors in other countries are developing more educated workforces.

Community and technical colleges are part of the solution to improving Washington's economy. Two-year colleges are responsive to local economic needs. Colleges work with local business and labor advisory committees to design or expand programs. Data on employment demand and wage rates from the Employment Security Department's customized labor market reports are used to make sure programs meet the needs of unemployed and dislocated workers.

Washington State provides special funding to retrain thousands of jobless workers forced to change careers due to changes in the economy. Worker Retraining funds are used to start new vocational programs or expand existing capacity in high-demand, high-wage fields.

However, funds appropriated to the community and technical colleges have not kept pace with the rising demand for programs that produce skilled workers for today's employers. Demand is coming from a higher percentage of high school graduates seeking entry-level job skills. Demand is coming from people currently employed but who need further training to move up the employment ladder, and demand is coming from people who have lost their jobs and need new skills.

Waiting lists exist for these programs at colleges around the state. The unemployed and underemployed citizens in Washington need to have the ability to access good training and educational opportunities so they can help new and emerging industries build a strong and thriving economy in this state.

The two-year college role is vital and can be documented in terms of job placement, earnings, growth in high-demand occupations, and closing the skilled labor force gap. The workforce training mission of the two-year college system must continue to be a high priority for the colleges and for state-level policy and financial decision-makers.

The issue: State resources have not kept up with the needs of local employers and Washington citizens for access to higher education.

Information contact: Jim Crabbe, SBCTC Workforce Education Director, 360-704-4333

Growing Need for Bachelor's Degrees

Recent headlines and editorials have focused the spotlight on a growing crisis for Washington's higher education. The demand for bachelor's degrees is overwhelming the capacity of four-year institutions, not to mention family budgets. Well-qualified community and technical college transfer students, as well as high school graduates, are being turned away from the state's four-year institutions.

To be economically competitive, Washington State must provide more baccalaureate opportunities to thousands more students as efficiently, conveniently and economically as possible.

Community and technical colleges offer a unique way to provide lower division education to citizens of the state and have made it possible for thousands of students, who would not otherwise have been able to do so, to earn bachelor's degrees. In fact, forty-one percent of baccalaureate degree earners got their start at community colleges. Sixty-one percent of transfer students are first-generation college students, and 20 percent are people of color.

Community and technical colleges play key roles in communities with low access to bachelor's degrees. Working together with university branch campuses and university centers offering junior and senior-level courses on two-year campuses, community and technical colleges have successfully improved access to baccalaureate degrees in their regions, especially for place-bound adults.

Transfer students typically enroll in university majors that are job oriented. Business, engineering, computer science, math and science are among the top five majors completed by community and technical college transfer students. One-half of new teachers are transfer students.

Community and technical colleges host university centers with Central Washington University, Western Washington University, Eastern Washington university, Washington State University and City University. These centers offer bachelor's degrees in teacher education, business, accounting, nursing, engineering technology, management, and criminal justice. These and other partnerships between two- and four-year colleges are the least expensive and most efficient way for students to earn baccalaureate degrees.

The issue: Providing access to upper-division and post-graduate programs on two-year college campuses is the most efficient way to increase access to a baccalaureate degree.

Information contact: Loretta Seppanen, Education Services Assistant Director (360) 704-4348

Growing Need for Basic Skills and Adult Literacy

Washington's society and economy will not tolerate under-prepared adults as it has in the past. Higher workplace literacy requirements have created new demand for basic reading, writing, math and computer courses. There are 485,000 adults in Washington who lack high school diplomas, and the number of jobs available to them is shrinking rapidly. Unless they have access to education, this undereducated population and their children will become further impoverished and dependent on government health and social services.

Even low-wage jobs in industries ranging from health care to agriculture now require proficiency in English, math and basic computer skills, and many of these jobs also require specific training. Yet the people who need these jobs and the education to get them are underserved, because pre-college level courses do not qualify for financial aid. Although colleges do not charge full tuition for basic skills programs, most very low income students need help with living expenses, transportation, and child care in order to stay in school.

Washington employers need these workers. The workforce is growing very slowly, and the demand for literate, skilled workers is outstripping the supply. In some industries, such as health care, this is creating a crisis that will grow out of control as the baby boom generation retires. Washington's economy simply doesn't have any workers to spare, and it cannot afford to leave this under-educated population behind.

The increasing level of immigration to our state has created an increase in the demand for English as a Second Language instruction. More than 255,000 Washington adults speak limited English and could benefit from English as a Second Language instruction.

One of five recommendations made by in the National Collaborative's 2004 report to the state of Washington identified this issue as "key – even critical." The report states:

“Adult basic education, English as a Second Language, and General Equivalency Diploma (GED) preparation need much more attention. . . . Almost one-fourth (24.7 percent) of young people between 18 and 24 do not have high school diplomas. Washington confers about 6,000 GEDs each year, but the population of young people lacking the high school diploma is growing faster than that. A substantial number of the state's young population is not well educated, and that number is growing. Working with the State Board for Community and Technical Colleges, the state should provide additional funding for these related activities. . . .”

State funds are needed to offset the lack of tuition support provided for Adult Basic Education and English as a Second Language programs, and the resulting disincentive to the colleges to keep pace with the local communities' demand for these programs. The Legislature has reduced flexible funding for the two-year college system in each of the last four years. Over that same time period, the Legislature has increased tuition by a compounded rate of over 36 percent in order to partially backfill the budget reductions. As a result of these legislative decisions, many colleges have had to reduce ABE and ESL in favor of tuition paying students just to keep their budgets intact, at a time when demand for these courses is increasing.

The issue: State resources have not kept pace with the increasing demand for access to Adult Basic Education and English as a second language programs.

Information contact: Israel Mendoza, Adult Literacy and Basic Skills Director (360) 704-4326

Rising College Costs, Tuition Policy, and Funding Needs of the Community and Technical Colleges

To ensure access for over 31,000 additional state-supported enrollments that will come to the community and technical colleges by the year 2012, the state will need to make critical investments along the way to fully fund the additional state-supported enrollments and retain and develop quality faculty and staff in the two-year college system. A state policy that takes into consideration state-support, tuition and financial aid is needed to provide the resources necessary to enable community and technical colleges to educate a workforce that will fuel the state's economy.

When a sluggish economy reduces state revenue, college budgets are cut and tuition goes up. This shifts some of the burden of college costs from the state to students. Two-year college students' share of the cost has increased over time: 32 percent in 2002 versus 23 percent a decade ago. And as colleges become more reliant on tuition revenues, they are forced to make programmatic decisions favoring high-tuition generating, low-cost programs over needed programs that produce less tuition revenue or are high-cost.

The average income of two-year students is significantly lower than their counterparts in four-year schools, requiring financial aid be available to a larger proportion of the student population. Today's financial aid system was designed for recent high school graduates who enroll full-time. Adult low-wage, working students often don't qualify for financial aid because they take less than six credit hours per quarter, or because they are enrolled in short-term training programs that make them ineligible, or because they are taking literacy or pre-college course that are not eligible for traditional forms of financial aid. **The unfortunate result is that those who could benefit the most from education – low-wage working parents – have the least access to it.**

An average annual increase of \$35 million in additional resources to the two-year college system is needed to adequately fund the demand for new enrollments through 2012. With this revenue, colleges will be able to: 1) meet student demands in existing academic, workforce, and basic skills programs; 2) invest in emerging programs; 3) provide intensive team teaching for basic skills student; and 4) provide much-needed counseling, library, and disability services that have been put on hold in recent years as colleges diverted their diminishing resources to direct instructional programs.

Two-year college enrollments greatly exceed facility capacity and a 2003 Facility Condition Survey shows there is a large capital backlog of needed renovations and replacements of existing buildings. The capital budget requests of the two-year colleges are balanced among 1) preservation, 2) growth, 3) capital repairs and minor improvements, and 4) reduction of the capital backlog. The ten-year estimated cost to reduce the capital backlog is \$1.350 billion and the cost to build the needed capacity for growth is \$1.015 billion.

State policy-makers will need to establish higher education as a funding priority to provide opportunity for those who need access to higher education.

The issue: Rapidly rising tuition rates are blocking access to many of our citizens and the shift to tuition-based funding is impacting the programs colleges can offer.

Information contact: Mary Alice Grobins, Director of Financial Services (360) 704-4381

Adequate Compensation

At the heart of the community and technical college system are the faculty and staff who provide quality programs and services. Two-year college faculty and staff have not received a cost of living adjustment for at least two years. As a result, morale is low and turnover is growing. Faculty and staff are losing buying power as housing, food and energy costs continue to increase, while they continue to see their salaries stagnate. Additionally, Washington State's two-year college salaries are well below those in peer states and they lag behind those in this state's K-12 system and four-year colleges.

In the current budget environment, the two-year system faces annual cuts to the base budget, mandates to serve targeted programs, and an overall expectation they will continue to serve all students. As a result, colleges are serving more students with fewer resources while cost of living increases are frozen. Without substantial investments in the two-year college system, enrollment demand has been met by further relying on part-time faculty, increasing student-faculty ratios and foregoing pay increases for faculty and staff. This is not a sustainable formula for meeting the needs of 31,000 additional students who will want access to the two-year college system.

Adequate compensation for those who provide education and training is required if we are to have a strong two-year college system to achieve economic well being for the state and the kind of future we want for our children and grandchildren.

**The issue: The quality of education is highly dependent on the quality of the faculty.
Washington state needs to offer competitive compensation to maintain a quality faculty and staff.**

Information contact: Mary Alice Grobins, Director of Financial Services (360) 704-4381

Board Member Listing by Board Position

COMMUNITY AND TECHNICAL COLLEGES, STATE BOARD FOR (ES010)

Agency 699 - Community/Technical College System	Senate Conf. Y	Positions: Maximum 009
Authority Governor	Public Disc. Y	Minimum 000
Authoriztn. RCW 28B.50.050	Term Length 048	Actual 010
Rem. Auth. GC	Meetings/Yr. 15	

Pos. #	Name and Address	Status	Race	Appointed	Expires
001	Purnell, Carolyn J. 1304 Bigelow Avenue North Seattle, WA 98109	A	AA	04/04/2004	04/03/2008
		Terms Served	03		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
002	Garrison, James PO Box 75688 Seattle, WA 98125	A	C	04/03/2003	04/03/2007
		Terms Served	02		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
003	Munding, Erin (Ms.) PO Box 846 Omak, WA 98841	A	C	04/14/2004	04/03/2008
		Terms Served	02		
		Position	a member		
		Comments	General Public/Eastern WA		

Pos. #	Name and Address	Status	Race	Appointed	Expires
004	Hutton, Paul 24212 SE 45th Street Issaquah, WA 98029	A	C	05/17/2002	04/03/2005
		Terms Served	02		
		Position	a member		
		Comments	General Public		

Pos. #	Name and Address	Status	Race	Appointed	Expires
005	Fairchild, Sharon 22815 East Clearwater Lane Liberty Lake, WA 99019	A	C	09/09/2002	04/03/2006
		Terms Served	01		
		Position	a member		
		Comments	General Public/Eastern WA		

Pos. #	Name and Address	Status	Race	Appointed	Expires
006	Link, Alan O. Washington State Labor Council 314 First Avenue West Seattle, WA 98119	A	C	04/10/2002	04/03/2006
		Terms Served	01		
		Position	a member		
		Comments	General Public/Labor		

Board Member Listing by Board Position

COMMUNITY AND TECHNICAL COLLEGES, STATE BOARD FOR (ES010)

Pos. #	Name and Address	Status	Race	Appointed	Expires
007	Ruiz, Jose 6815 Gibraltar Place Anacortes, WA 99221	A	H	05/15/2001	04/03/2005
		Terms Served	02		
		Position	a member		
		Comments	General Public		
Pos. #	Name and Address	Status	Race	Appointed	Expires
008	Koenninger, Tom 4618 Olive St Vancouver, WA 98663	A	C	04/03/2003	04/03/2007
		Terms Served	03		
		Position	a member		
		Comments	General Public		
Pos. #	Name and Address	Status	Race	Appointed	Expires
009	Nishita, Jane 1600 - 7th Avenue, Room 3202 Seattle, WA 98191	A	AP	04/03/2003	04/03/2007
		Terms Served	02		
		Position	a member		
		Comments	Business		