



BELLEVEUE
COLLEGE

Board of Trustees
Community College District VIII

Regular Meeting

January 23, 2013

Vision

Bellevue College is the region's college of choice, based on its excellence, innovation, and national recognition for exemplary programs.

Core Values

We, the Board of Trustees, faculty, staff and administration of Bellevue College, place students at the center of all we do and support and promote the excellence of their efforts. We affirm and embody pluralism; value collaboration and shared decision making; and honor creativity and innovation. We consider it our duty to anticipate changing demands in education and welcome the opportunity to shape its future. We acknowledge our responsibility to society and embrace the belief that widespread access to excellent postsecondary education is the cornerstone of a democratic society.

Mission

Bellevue College is a student-centered, comprehensive and innovative college, committed to teaching excellence, that advances the life-long educational development of its students while strengthening the economic, social and cultural life of its diverse community. The college promotes student success by providing high-quality, flexible, accessible educational programs and services; advancing pluralism, inclusion and global awareness; and acting as a catalyst and collaborator for a vibrant region.

Core Themes: *Mission Alignment*

Student Success

BC supports the success of all students in meeting their educational goals through its commitments to open access learning; to offer a portfolio of appropriate and well-chosen educational programs, services, and activities; and to its ongoing attention to student persistence and educational attainment.

Teaching and Learning Excellence

BC prepares and enables excellence in teaching and learning through its commitments to ensure relevance, responsiveness, and inclusiveness of curriculum; to maintain an effective teaching environment by supporting the teaching and professional achievement of all faculty; to provide for the accessibility of quality learning support services; and to monitor the academic and professional success of all students.

College Life and Culture

BC values a learning and working environment through its commitments to support a campus environment that is diverse, inclusive, open, safe, and accessible; to model a college community that affirms and embodies pluralism and values collaboration and shared decision making; and to honor and practice sustainability, creativity and innovation.

Community Engagement and Enrichment

BC strives to be a leader and partner in building a strong and vibrant region through its commitments to collaborate with businesses, industries, local school districts, primary transfer institutions, alumni, donors, and governmental and social services organizations to develop and refine educational programs that prepare individuals for academic success, employment, and lifelong learning; and to provide programs and space for use by the community at large.

**BOARD OF TRUSTEES
COMMUNITY COLLEGE DISTRICT VIII
BELLEVUE, WASHINGTON**



A regular meeting of the Board of Trustees of Community College District VIII, 3000 Landerholm Circle SE, state of Washington, will be held on Wednesday, January 23, 2013. The business session will begin at 2:30 pm in room B201. Paul Chiles, Chair, will preside.

AGENDA

		Page
12:00 PM	LUNCH (A201) The trustees will have lunch together. No business will be conducted.	
1:00 PM	STUDY SESSION (B201) Student Success - Bellevue College Athletics	O'Connor
1:30 PM	BUSINESS SESSION (B201)	
	I. Call to Order	
	II. Roll Call and Introductions	
	III. Consent Agenda	
	A. Approval of Agenda for January 23, 2013	3
	B. Meeting Minutes from December 12, 2012	5
1:40 PM	IV. Constituent Reports	
	A. Faculty	Brown
	B. Classified Staff	Ng
	C. Student	Dzhuraeva
2:10 PM	V. Monitoring Reports (reports for this meeting in bold)	
	A. Student Success	All 10
	B. Instruction	All 11
	C. Workforce and Economic Development	All 12
	D. Student Services	All 13
	E. Equity & Pluralism	All 14
	F. Foundation	All 15
	G. Information Resources	Quarterly
	H. Capital Facilities	Quarterly
	I. New Campus Development	Quarterly 16
	J. Finance	Quarterly
	K. Human Resources	Quarterly
	L. Enrollment Report	Quarterly 17
	M. Budget and Legislative Developments	As needed
	N. Marketing and Public Relations	As needed

**BOARD OF TRUSTEES
COMMUNITY COLLEGE DISTRICT VIII
BELLEVUE, WASHINGTON**

2:20 PM	VI.	Information		
	A.	2011-12 Work Plan Year-End Report	James	21
2:30 PM	VII.	First Read		
	A.	Tenure Review Recommendations for the 2012-13 Academic Year	Nielsen	27
2:40 PM	VIII.	Action		
	A.	Bellevue College Commencement Ceremony	Rule	29
3:00 PM	IX .	Board Reports		
	A.	TACTC Board of Directors	Gunn	
	B.	TACTC Legislative Committee	Miller/Orrico	
	C.	Individual Member Reports		
3:15 PM	X.	President's Report	Rule	
3:30 PM	XI.	Unscheduled Business/Community Testimony		
3:45 PM		EXECUTIVE SESSION (B201)		
		There will be an executive session to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body or a member acting in an official capacity is, or is likely to become a party and to discuss the evaluation of state employees.		
4:45 PM	XII.	Adjournment		
		<i>Time and order are estimates only and subject to change.</i>		

BOARD OF TRUSTEES
COMMUNITY COLLEGE DISTRICT VIII
BELLEVUE, WASHINGTON

A regular meeting of the Board of Trustees of Community College District VIII, state of Washington, was held December 12, 2012 in room B201, Bellevue College, 3000 Landerholm Circle SE, Bellevue, Washington. Mr. Paul Chiles, Chair, presided.

EXECUTIVE SESSION

The executive session was called to order at 1:00 PM for 60 minutes to discuss with legal counsel representing the agency, litigation or potential litigation to which the agency, the governing body or a member acting in an official capacity is, or is likely to become a party. At 2:00 PM the executive session was extended for an additional ten minutes. Laura Saunders, Cesar Portillo and David Rule were invited to join the board. Executive session adjourned at 2:10 PM.

STUDY SESSION –EAST CAMPUS

Ray White presented an overview of the east campus development. The development team includes Ray White, Jim Waymire, Dan Dawson, Deric Gruen, and Debra Born. The project has been narrowed to three concepts which are still being reviewed for the building development phase. Environmental sustainability elements and goals for the project, and programs which being considered at the site were also presented to the board.

BUSINESS SESSION

The business session was called to order at 3:02 p.m.

I. ROLL CALL

Mr. Chiles, Ms. Gunn, Mr. Miller and Ms. Orrico were present.

INTRODUCTIONS

Laura Saunders, Interim President	Bruce Marvin, Asst. Attorney General
Lisa Corcoran, Exec. Asst. to the President	Rosemary Richardson, Faculty Emeritus
Laurence Herron, Interim Vice President of Institutional Advancement	Russ Beard, Vice President of Information Resources
Jan Ng, Classified Employee Representative	David Sandler , Public Relations Manager
Paula Boyum, Vice President of Workforce Development	Patty James, Associate Vice President of Effectiveness and Strategic Planning
Ray White, Vice President of Administrative Services	Yoshiko Harden, Vice President of Diversity
Jim Waymire, Architect	Jennifer Strother, Executive Director of Finance
Debra Born, Capital Projects and Planning	Dan Dawson, Project Manager
Bonnie Berry, Grants Director	David Rule, Incoming President
Brandon Lueken, Student Programs	Leslie Lum, faculty
Dustin Boehlke, ASG Vice President of Finance and Communications	Doug Brown, President, BCAHE
Kristen Velez, OSLA Legislative Director	Matthew Groshong, Dean of Student Success

II. **CONSENT AGENDA**

Vicki Orrico moved to approve the consent agenda. Marie Gunn seconded.

The consent agenda was approved unanimously (4-0).

III. **CONSTITUENT REPORTS**

Faculty Report

Doug Brown, Bellevue College Association of Higher Education (BCAHE) President, -

- Introduced Leslie Lum who shared advance copies of a publication on multicultural marketing with Paul Chiles and Laura Saunders in appreciation of their support.
- Presented the faculty perspective on east campus and indicated a desire for more policy direction regarding the development.

Classified Staff Report

Jan Ng, representing classified staff, reported on the following key points:

- Thank you to Laura Saunders and Tom Prichard and thanks for support of Veteran's event in October;
- Dave Rule will be welcoming classified staff in February at the classified staff professional development event . The theme is communication and connections;
- Thanks to those areas which partner well with classified staff and a reminder to respect the collective bargaining agreement.

Student Report

Dustin Boehlke, ASG Vice President, shared a brief powerpoint presentation and video highlighting the Camp Casey retreat.

Kristin Velez, OSLA Legislative Director shared the student legislative agenda which includes tuition and book fees, financial aid for undocumented students, and work study funding.

IV. **MONITORING REPORTS**

Finance report – new format was presented and suggestion for including the % of budget this year compared to last year.

V. **ACTION ITEMS**

A. Selection of TAACT Transforming Lives Nominee

Motion 12:23

Steve Miller moved that the Board of Trustees of Community College District VIII select John Manino as the Bellevue College nominee for the TACTC Transforming Lives: Building America Award. Vicki Orrico seconded the motion. The motion passed unanimously (4-0).

B. Bellevue College Commencement Ceremony

The board of trustees considered current option suggestions and requested that staff investigate the University of Washington Alaska Air Pavilion as an alternate site and follow-up on the availability of Key Arena.

C. Resolution Honoring Interim President Laura Saunders

Motion 12:24

Steve Miller moved that the Board of Trustees of Community college District VIII hereby adopt Resolution 308: Commendation of Laura Saunders for her leadership and dedication to Bellevue College. Marie Gunn seconded. The motion passed unanimously (4-0).

COMMENDATION for LAURA SAUNDERS

WHEREAS, Laura Saunders has served as Interim President of Bellevue College from July 2011 through 2012, providing a strong, consistent and stabilizing presence to the college; and

WHEREAS, under Ms. Saunders' leadership and guidance, the college maintained its commitment to student success while expanding the capacity to provide baccalaureate programs; and

WHEREAS, Ms. Saunders has established and maintained a strong presence in the Washington State Legislature; and worked with students in the Office of Student Legislative Affairs and the board of trustees to support and encourage the establishment of the first student trustee in the community and technical college system; and

WHEREAS, Ms. Saunders has provided outstanding leadership in managing the college's resources during lean economic times while continuing to move the college forward with new programs and facilities; and

WHEREAS, Ms. Saunders has provided exceptional direction and guidance in identifying, hiring and mentoring the college's leadership team, including three new vice presidents and supporting the new faculty commons; and

WHEREAS, Ms. Saunders exhibits an exceptional ability to inspire and motivate the college community, which is demonstrated in her support of faculty, staff and students; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Bellevue Community College, Community College District VIII, does hereby commend and offer its most sincere appreciation to Laura Saunders for her outstanding service to the citizens of this community.

PASSED, THIS 12TH DAY OF DECEMBER, 2012.

BOARD OF TRUSTEES

Paul Chiles, Chair

Marie Gunn, Vice-Chair

Lisa Chin, Trustee

Steve Miller, Trustee

Vicki Orrico, Trustee

Robert Rowe

ATTEST:

Lisa Corcoran
Secretary, Board of Trustees
Community College District VIII

VI. **BOARD REPORTS**

TACTC – Marie Gunn reported that there was no additional information.

TACTC Legislative Committee—Steve Miller shared TACTC one-pager and expressed concern regarding the numbers distributed. He would like a report on unmet student financial need.

VII. **INTERIM PRESIDENT’S REPORT**

Interim President Saunders reported on the following items:

- Laura Saunders and Vicki Orrico attended legislative retreat.
- The college hosted a legislative breakfast at Bellevue. The one pagers used with legislators were shared with the board. The emphasis on new building funding.
- The Governor’s budget is due out on Dec. 18th.
- Representatives from the University of Leon in Leon Spain visited Bellevue College to discuss a joint nursing program collaboration.
- The Nursing Pinning Ceremony was held on December 4th and 27 new RNs were pinned.

- Two new baccalaureate degrees were approved by the State Board for Community and Technical Colleges and were submitted to the Northwest Commission on Colleges and Universities for approval.
- The college is soliciting applications for an interim Vice President for Student Services.
- Dave Rule and Laura Saunders attended the Bellevue Downtown Association state of the City Luncheon and introductions were made to a number of city leaders.
- The Gates Foundation has commissioned a number of studies on financial aid which may change landscape for financial aid in the future.

VIII. UNSCHEDULED BUSINESS

There was no unscheduled business.

Matt Groshong honored Tom Pritchard for his work in student services and noted his accomplishments.

IX. ADJOURNMENT

There being no further business, the meeting of the Board of Trustees adjourned at 4:15 p.m.

Paul Chiles, Chair
Board of Trustees

ATTEST:

Lisa Corcoran
Secretary, Board of Trustees
Community College District VIII



STUDENT SUCCESS

STEM AT BC (S**CIENCE**, T**ECHNOLOGY**, E**NGINEERING**, AND M**ATHEMATICS**)

Key Points

- The term, “STEM,” has multiple definitions. For example, in Washington, the State Board for Community and Technical Colleges (SBCTC) defines STEM based on (1) course-taking patterns of students and/or (2) enrollment in a limited set of professional-technical programs of study. The National Science Foundation (NSF) defines STEM solely on a student’s major program of study. Neither SBCTC nor NSF identifies health profession majors, such as nursing, as STEM programs.
- BC produces more STEM FTE students than any other CTC *district* in the state.
- BC’s state-supported enrollments (FTEs) account for about 6% of the total state CTC system, while its share of STEM FTE production accounts for more than 10% of the total state STEM target.
- In 2008, BC’s Disability Resource Center joined a University of Washington’s NSF grant designed to help increase the number of students enrolled in and graduating from STEM programs.
- The ability to demonstrate the extent to which a student population is primarily STEM-oriented requires effective processes for accurately recording students’ programs of study. In recent years, Bellevue College Student Services staff and others have dedicated significant resources to improving the accuracy of this vital student data.

Results

- At BC, the total population of degree-seeking students in NSF STEM programs increased nearly ten percentage points from the baseline year of AY 2007-08 to AY 2011-12, from 29.7% to 39.1%.
- For students with disabilities, the percentage of STEM majors increased from 3.1% in AY 2007-08 to 5.3% in AY 2011-12.
- The proportion of all BC associate-degree graduates who earned a degree in a STEM program increased from 8.5% in AY 2007-08 to 11.6% in AY 2011-12.
 - The percentage of STEM graduates with a disability increased from 7.7% in AY 2007-08 to 8.6% in AY 2011-12. And, while the number of such students is small, it has *doubled* over that time.

Next Steps

- Revised processes for determining educational goals and recording them accurately in the data system will contribute to higher quality, more reliable data regarding student outcomes in STEM and non-STEM programs. This includes continued monitoring of student program of study information and performance in STEM programs.
- Enrollment monitoring efforts are underway to ensure sufficient sections of STEM courses are available to students to meet their educational goals as well as the state target.

Report by: Patty James, Associate Vice President, Effectiveness and Strategic Planning
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INSTRUCTION



BELLEVUE
COLLEGE

ARTS AND HUMANITIES: SHOWING OUR COMMITMENT TO DIVERSITY

Key Points

Thought-provoking discussions about equity, diversity, pluralism, inclusion and accessibility have been taking place in Educational Services and Instructional Cabinet meetings, which have prompted further conversations in the divisions on campus. Dean of Arts and Humanities, Maggie Harada, asked the Program Chairs in her division to share the ways in which their departments are working to weave these values into the fabric of instruction through their classes.

- **Communication Studies** offers courses that examine the impact of language, nonverbal cues and listening on our relationships. In Intercultural Communication, students examine the impact of their own cultural competency to become more aware of individuals biases.
- **ABE, GED, and ESL** classes are some of the most ethnically and racially diverse on campus. The program supports students who desire a fresh start in a new country or want to return to school amid adversity or previous setbacks.
- The **Drama** department casts its plays and presentations with a commitment to multiculturalism onstage. Theatre Arts and Stage Fright Student Drama presented the play **8** which concerns marriage equality. Scenes for the Kennedy Center American College Theatre Festival in February will highlight a variety of nationalities, religions and cultures.
- **The English Language Institute (ELI)** brings diversity to campus in many ways with their international student population from whom students and faculty learn about the immigrant experience in America. The Bridge class makes site visits to area centers such as El Centro de la Raza, and the Japanese American Society of Washington, etc., as part of research projects.
- **Music** offers a wide array of courses that are rooted in the celebration, exploration and understanding of diverse populations, ethnicities, creeds, and religions including World Music and the History of Jazz. Quarterly concerts celebrate cultures through music, including African Sanctus; Misa Criolla, an Argentinian Mass; and Past Life Melodies, a celebration of Australian Music and the Aboriginal Traditions.
- In the **Philosophy** department, instructors have given multiple talks during Black History Month, and hosted a student panel on immigration.

Next Steps

- The Office of Instruction continues to support the divisions in their dedication to honor the college's commitment to the success of all students by infusing the values of diversity and inclusion into the curriculum.

Report by: Tom Nielsen, Vice President, Instruction
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ECONOMIC & WORKFORCE DEVELOPMENT



EXPERIENTIAL LEARNING – CENTER FOR CAREER CONNECTIONS

Key Points

Bellevue College’s Center for Career Connections oversees development and implementation of “real-world,” work-based learning opportunities for students in a number of ways:

- Connecting students to work-based learning opportunities to help them confirm career choices, learn skills needed in the 21st century workplace, and make critically important contacts for permanent employment.
- Bringing industry professionals to campus to participate in classes, out of classroom events, mock interviews, and mentoring activities.
- Developing on and off-campus work-study positions for students that help inform their career choices, skill sets, and employment prospects.
- Developing curricula and courses for the credit Experiential Learning (EXPRL) department

Recent Data for Experiential Learning

- During the last five years, from January 2008 to December 2012, 874 students at the college participated in credit-bearing internships with 523 external partners.
- EXPRL credit-bearing internships increased from 72 in 2009-10 to 168 in 2011-12.
- Credit-bearing internships in STEM fields increased from 39 in 2009-10 to 82 in 2011-12.
- The most rapid growth in internship enrollment is occurring in all the IT fields, from Tech Support to Database Development and Business Intelligence.
- In spring quarter 2012 a new course was added to the EXPRL (Experiential Learning) academic department: Mastering Social Media

Next Steps

- Continue to grow experiential learning with an emphasis on increasing opportunities for underserved students in STEM fields
- Analyze industry involvement in experiential learning and address gaps
- Work with faculty to infuse experiential learning in programs of study

Report by: Paula Boyum, Vice-President of Economic & Workforce Development
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STUDENT SERVICES



COMPREHENSIVE SUCCESS INITIATIVE (CSI)

CSI began as a pilot program aimed at increasing new to college Latino (a) and African American students in fall 2010. Eligibility for the program requires students to be new to Bellevue College; African American/Latino students; and placed into Developmental English 071/072/073/074 to 092/093. Cohorts start in fall, winter, and spring quarters.

Key Points

Students enrolled in CSI, as a cohort, go through the following experiences aimed at increasing retention and persistence, and enhancing the college experience.

- 1 credit CSI Institute as replacement for the First Year Experience (FYE).
- 2 credit HD 190: Staying on Track class during their first quarter
- 2 credit MATH 093 (ALEKS based refresher) added for students enrolled in ENGL 092/093 (fall 2011)
- Students are required to work with Multicultural Services (MCS) staff or academic advisors to select classes for their first 4 quarters. Registration is blocked to prevent self advising.
- MCS staff provides wrap around services to the cohort from entry to exit. This includes ongoing academic progress tracking of the cohort through:
 - MCS tutoring, mentoring, life skill and academic coaching & Financial Aid support;
 - Career pathway advising in collaboration with Campus Career Connection; and
 - Leadership and campus engagement in collaboration with Student Programs.

Total N for 6 cohorts = 125	Fall 2010 (26)	Winter 2011 (18)	Spring 2011 (12)	Fall 2011 (44)	Winter 2012 (17)	Spring 2012 (8)
Retention is fall 2010 through spring 2012	58%	75%	55%	89%	80%	100%
Mean GPA	2.15	2.72	2.25	2.46	2.2	3.27
Median GPA	2.27	2.55	2.04	2.67	2.54	3.41

Next Steps

- Scale the initiative to include continuing students of color who are facing academic difficulties
- Aim to reach cumulative GPA of 2.5 as well as 80% retention throughout student tenure for each cohort

Report by: Ata U. Karim, Ph.D., Interim Vice President Student Services
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OFFICE OF EQUITY AND PLURALISM



Key Points

- The Office of Equity and Pluralism staff attended the Governing for Racial Equity conference held at Seattle University. The conference was hosted by the City of Seattle Race and Social Justice Initiative. Attorney and Rebuild the Dream founder Van Jones was the keynote speaker.
- The Office of Equity and Pluralism provided support for El Centro Latino program members to attend the annual United States Hispanic Leadership Conference and for Black Student Union program members to attend the 15th annual Black Student Union national conference in Chicago, Illinois.
- Yoshiko Harden was the keynote speaker at BC Student Programs' mid-year student leadership retreat.
- Yoshiko Harden and faculty members Lori Saffin, Donna Miguel, Denise Johnson and Megan Hansen developed a group to build alliances and partnerships between white women and women of color who work at Bellevue College. A program launch and reception will be held on January 29th from 3:00-4:00pm.

Upcoming Events

- Dr. Martin Luther King, Jr. event - Chuck D, founding member of rap group Public Enemy, and wife Dr. Gaye Theresa Johnson will speak on January 17th from 11:30am-12:30pm in the Carlson Theatre. As the founder of Public Enemy, Chuck D is one of the most colossal figures in the history of hip-hop, not to mention its most respected intellectual. As an artist and activist, he redefined hip-hop as music with a message. Dr. Gaye Theresa Johnson is an Associate Professor of Black Studies with affiliations in the departments of History and Chicana/o Studies at the University of California at Santa Barbara.
- Critical Conversations - An Examination of Student Achievements Gaps; Racial Disparities in Earning A's will be held on January 18th from 12:30-2:00pm in The Commons.

Report by: Yoshiko Harden, Vice President for Diversity
yoshiko.harden@bellevuecollege.edu

Key Points

FOUNDATION IMPACT ON THE COLLEGE:

- Mini-Grants: Eight awards were granted totaling \$15,000:
 - **NURSING Clinical Simulation and Learning**
Jocelyn Anderson, Health Sciences Ed and Wellness Institute (Nursing)
 - **ADOBE CS6 TEXTBOOKS FOR IBIT/BTS TEACHER ASSISTANTS AND TUTORS**
Mary Corcoran, Institute for Business and Information Technology
 - **SUMMER BRIDGE TO COLLEGE: AUTISM SPECTRUM NAVIGATORS**
Sara Gardner, Disability Resource Center
 - **TRiO SUMMER ENGLISH & MATH SUMMER BRIDGE PROGRAM**
Ron Holland, TRiO
 - **NARROWING SUCCESS RATE GAPS**
Denise Johnson, Social Sciences (Sociology)
 - **FUJITSU SCANSNAP SCANNERS**
Michelle Robertson and Errold Nabong, Enrollment & Registrar Services
 - **WATCHDOG NEW MEDIA TECHNOLOGY PROGRAM**
Lisa Salkind, Student Programs (The Watchdog)
 - **BIOLOGICAL ANTHROPOLOGY AND FORENSIC ANTHROPOLOGY AGE LAB IMPROVEMENT**
Anthony Tessandori, Science (Anthropology)
- Received Lockwood Grant for \$25,000 to support the establishment of a dedicated space and programming for the 325+ military veterans enrolled at Bellevue College.
- Bricks:
 - A letter was sent to all Bellevue College employees in December. The BCF has received a great response and fundraising from bricks is nearly \$11,000.

MISCELLANEOUS

- Coming up: Margin of Excellence Awards Ceremony on Wednesday, February 6th from 2:45pm to 4:45pm in the Carlson Theater.
- Recently Held: BCF Winter Social was held on Wednesday, December 12th. A number of trustees joined Bellevue College Foundation board members to celebrate the season and honor Interim President Laura Saunders.

LUNCHEON:

- 2013 *Become Exceptional* Luncheon: WEDNESDAY, MAY 1, 2013 at the Meydenbauer Center in Bellevue. Keynote speaker is Gerald Chertavian CEO/Founder of Year Up.

Report by: Kara Talbott, Development Director
kara.talbott@bellevuecollege.edu

NEW CAMPUS DEVELOPMENT

Key Points

During fall 2012 BC staff and consultants met regularly with City of Issaquah representatives to share planning and to identify planning criteria and gather information about the site development permit. These meetings inspired multiple development concepts out of which three distinctly different concepts emerged. These three concepts were then more carefully developed and examined with respect to cost and their relative pros and cons.

Concept One



Concept Two



Concept Three



- A statement of environmental stewardship and sustainability has been finalized.
- Weather data and preliminary geotechnical information has been gathered.
- Specific elements of the site plan were drafted and presented to the Board in December along with the three concepts.

Next Steps

- In early January 2013 the alternative concepts will be presented to the campus community for feedback. With this input the steering committee will discuss the alternative concepts and suggest a preferred concept.
- The preferred option will be presented to the Board for a first reading and again for final approval of the site master plan.
- Following approval of the master plan, the site permit application will be submitted (early April).
- Reports, studies, recent presentations, and other East Campus materials are available at <https://go.mybcc.net/president/eastcampus/default.aspx>

Reported by: Ray White, Vice President of Administrative Services
Ray.White@bellevuecollege.edu, 425-564-2446

ENROLLMENT REPORT



TOTAL ENROLLMENT FALL QUARTER 2012

Description

The college continually monitors and analyzes enrollment statistics and trends, particularly during registration and enrollment periods. Enrollment updates are regularly provided to the entire college during that time. Downward and upward trends are analyzed, and strategies are put into place to address areas of concern. As part of the strategic enrollment and planning process, each quarter, an enrollment report for all fund sources (state-funded, self-support and other) is compiled for review and discussion.

Key Questions

- * Was the college's enrollment target for state funded and self-support FTE students met for Fall Quarter 2012, and how did that performance compare to Fall Quarter 2011?
- * Were there any areas of enrollment that experienced significant differences (increase or decrease for Fall Quarter 2012)?

Analysis

The Enrollment Report indicates that Fall Quarter 2012 FTES reflect the regional trend of softening enrollment, with the final tally slightly below that for Fall Quarter 2011-12. Internal targets for total enrollment were established last spring, with the goal of matching actual FTES for 2011-12 (only IBIT division actually reduced targets). It now appears likely that projected enrollment targets will be missed by a few percentage points. Assuming this enrollment trend continues through the balance of 2012-13, the college will meet the state enrollment commitment.

For Fall 2012, the college was below target by 304.1 FTES or 2.8%

- Arts and Humanities Division – below target by 69.7 FTES or 2.0%
- IBIT (Business) Division – exceeded target by 47.8 FTES or 4.8%
- Health Science Division – below target by 54.2 FTES or 6.3%
- Science Division – below target by 68.6 FTES or 2.3%
- Social Science Division – below target by 166.5 FTES or 8.0%
- Other Programs – exceeded targets by 7.2 FTES or 1.1%

Background/Supplemental Information

Attachment A:

- Enrollment Comparison: Target vs. Actual FTES – Fall Quarter 2012
- Enrollment Comparison For All Funding Sources: Actual FTES 2012-2013 vs. 2011-2012

Recommendation/Outcomes

The Board will have an opportunity to review and discuss the college's enrollment data and trends for Fall Quarter 2012.

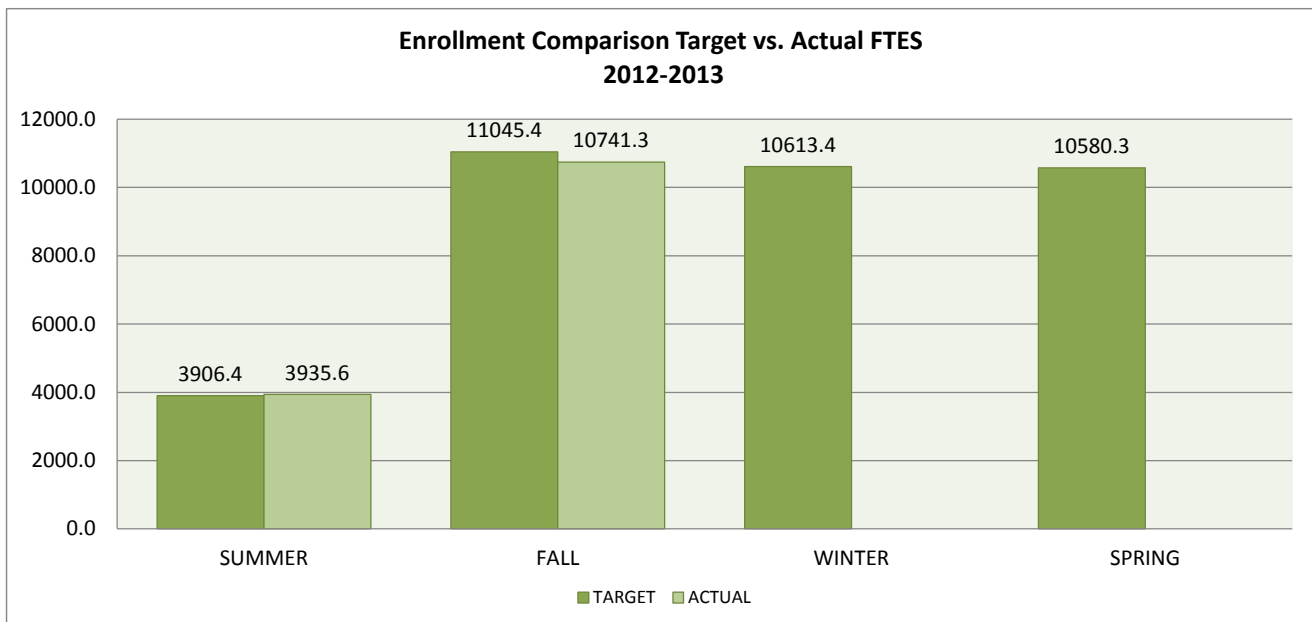
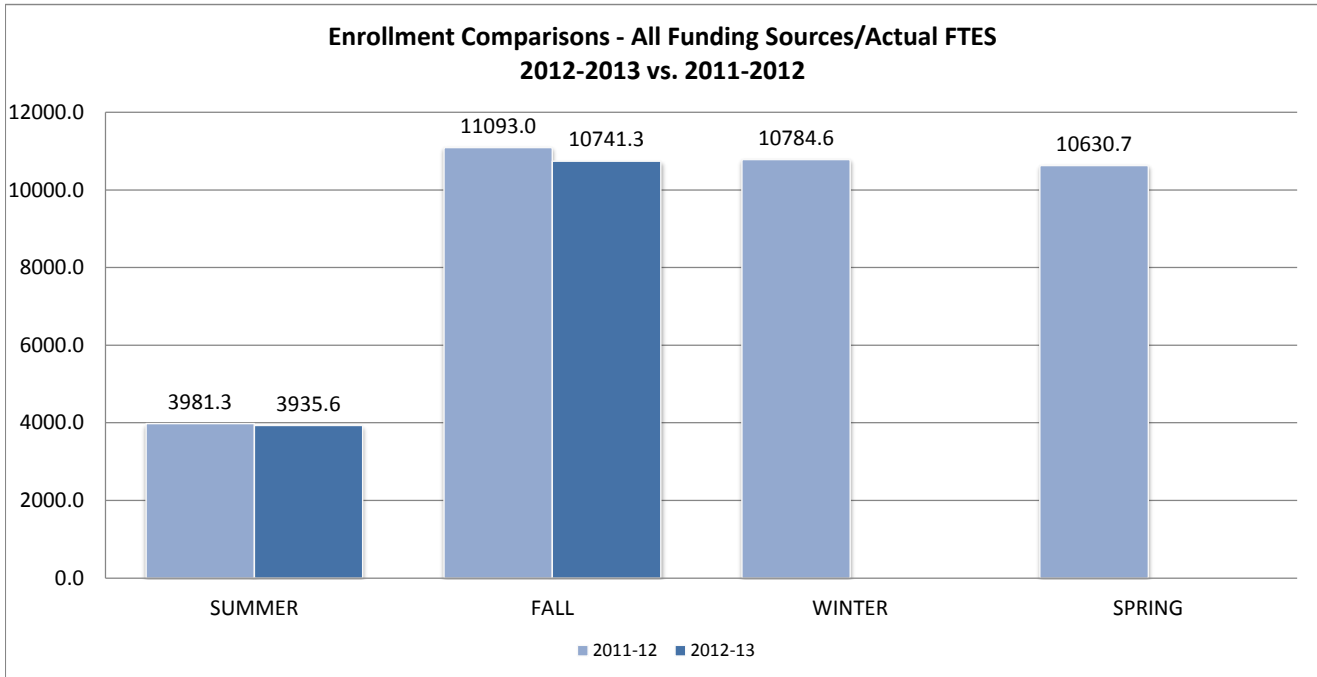
Prepared by: Tom Nielsen, Vice President of Instruction
tom.nielsen@bellevuecollege.edu
425-564-2305

TOTAL COLLEGE				
All Divisions & Miscellaneous Programs	Fall 2012 FTES Target	Actual FTES	# Change	% Change
	11045	10741.32	-304.1	-2.8%

Division	Fall 2012 FTES Target	Actual FTES	# Change	% Change
Arts & Humanities	3453	3383	-69.7	-2.0%
Humanities	0	0	0.0	0.0%
Art	228	208	-20.5	-9.0%
Applied Linguistics	0	0	0.0	0%
Communications	448	490	42.5	9.5%
Dance	14	15	1.7	12.8%
Drama	50	39	-11.0	-22.1%
English	1191	1179	-12.1	-1.0%
World Language	431	411	-20.3	-4.7%
Interdisciplinary	0	0	0.0	0.0%
Interior Design	147	101	-46.2	-31.4%
Music	168	166	-1.7	-1.0%
Philosophy	224	202	-22.3	-10.0%
ABE/GED	105	122	17.3	16.4%
DEVED/ID	32	29	-3.3	-10.4%
Experiential Learning	20	21	1.2	5.9%
ESL	396	401	5.1	1.3%
Health Sciences	862	808	-54.2	-6.3%
Diagnostic Ultrasound	39	41	2.1	5%
Early Childhood Educ	27	31	4.1	15%
Education	16	21	5.2	32%
Health	58	56	-1.9	-3%
Indiv Studies	0	0	-0.4	-100%
Imaging	0	0	0.0	0%
Nursing	113	115	2.2	2%
Nuclear Medicine Tech	10	10	0.2	2%
Parent Ed	0	0	0.0	0%
Physical Development	117	111	-5.9	-5%
Radiologic Technology	55	57	2.1	4%
Radiation Therapy	21	24	2.8	13%
Recreation Education	0	2	1.9	0%
Health Professions	152	139	-13.3	-9%
Radiation Mgmt/Tech	32	26	-6.0	-19%
Neuro Diagnostic Tech	22	21	-0.8	-4%
Medical Informatics	9	0	-8.7	-100%
Parent Education	192	154	-37.7	-20%
Social Science	2084	1917	-166.5	-8.0%
Criminal Justice	86	88	1.3	1.6%
Anthropology	177	166	-10.4	-5.9%
Economics	241	213	-27.7	-11.5%
Geography	139	130	-9.0	-6.5%
History	218	233	15.4	7.0%
International Studies	35	24	-11.0	-31%
Political Science	148	143	-5.0	-3%
Psychology	408	386	-22.3	-5.5%
Business Admin Trans	263	199	-64.3	-24.4%
Sociology	294	267	-26.7	-9.1%
Cultural and Ethnic Studi	74	67	-6.8	-9.2%

Division	Fall 2012 FTES Target	Actual FTES	# Change	% Change
Business (IBIT)	999	1047	47.8	4.8%
Accounting-Paraprofessiona	79	90	11.5	14.6%
Sustainable Business Practic	14	11	-2.6	-18.6%
Information Tech	23	26	3.5	15.5%
Business Management	257	269	12.3	4.8%
Marketing	93	76	-17.1	-18.4%
Business Tech System	185	218	33.7	18.2%
Business Intelligence	14	25	11.4	83.6%
Network Services	48	42	-6.2	-12.9%
Programming	98	81	-17.0	-17.4%
Database Admin	6	0	-6.3	-100.0%
Technical Support	38	48	10.1	26.9%
Digital Media Arts	146	161	14.5	9.9%
Science	2973	2904	-68.6	-2.3%
Astronomy	181	180	-1.4	-0.8%
Biology	660	613	-46.2	-7.0%
Botany	38	33	-4.8	-12.6%
Chemistry	405	354	-50.9	-12.6%
Computer Science	77	80	3.0	3.9%
Environmental Science	48	62	14.7	30.9%
Engineering	39	34	-4.5	-11.6%
Geology	70	71	0.7	1%
I.D. Math	471	475	4.5	1.0%
Math	739	765	26.0	3.5%
Meteorology	47	33	-13.7	-29.3%
Oceanography	45	32	-13.2	-29.2%
Physics	154.4	171.47	17.1	11.1%
Other Programs	674	681	7.2	1.1%
Alcohol/Drug	47	49	2.81	6.0%
BAA Interior Design (FS5)	48	44	-3.35	-7.0%
Career Education Opt	99	101	2.35	2.4%
ELI Internl Bus Prof	296	320	23.60	8.0%
ELI University Prep	47	55	8.76	18.8%
Fire Science	21	13	-8.20	-38.7%
Human Development	80	60	-19.12	-24.0%
Cont Nurs Educ (FS 5)	32	28	-4.27	-13.2%
College in the High School	2	0	-1.70	-100.0%
Study Abroad	3	10	6.34	191.0%
Tech Prep (Summer only)	0.000	0	0.00	0.0%

**COMMUNITY COLLEGE DISTRICT VIII
BELLEVUE COLLEGE
FALL 2012**





REGULAR MEETING AGENDA ITEM

BELLEVUE COLLEGE 2011-12 WORK PLAN YEAR-END REPORT

INFORMATION

FIRST READ

ACTION

Description

Members of President's Staff adopted work plans for AY 2011-12 in fall 2011. This report provides information on the disposition of the objectives for AY 2011-12.

The scorecard reflects the final status of work plan items for AY 2011-12. Items are classified into one of four categories:

- Completed: Final Results
- Objectives Continue in 2012-13
- No report
- Alternative Solution Pursued.

Each item in the work plan is linked to a Core Theme—Student Success, Teaching and Learning Excellence, College Life and Culture, or Community Engagement and Enrichment.

The scorecard has a summary page showing the status for each of the four Core Themes with navigational links to detailed pages describing the progress and status of each work plan item (click where indicated to move to the detail or simply scroll through the document).

Key Questions

- * What is the final status of the focused initiatives within the college's work plan for 2011-12?

Analysis

Of the 27 initiatives in the work plans:

- 17 (63.0%) were completed
- 10 (37.0%) were continued in AY 2012-13 (this includes multi-year objectives)

Background/Supplemental Information

Attachment 1: Work Plan Scorecard Final AY 2011-12

Recommendation/Outcomes

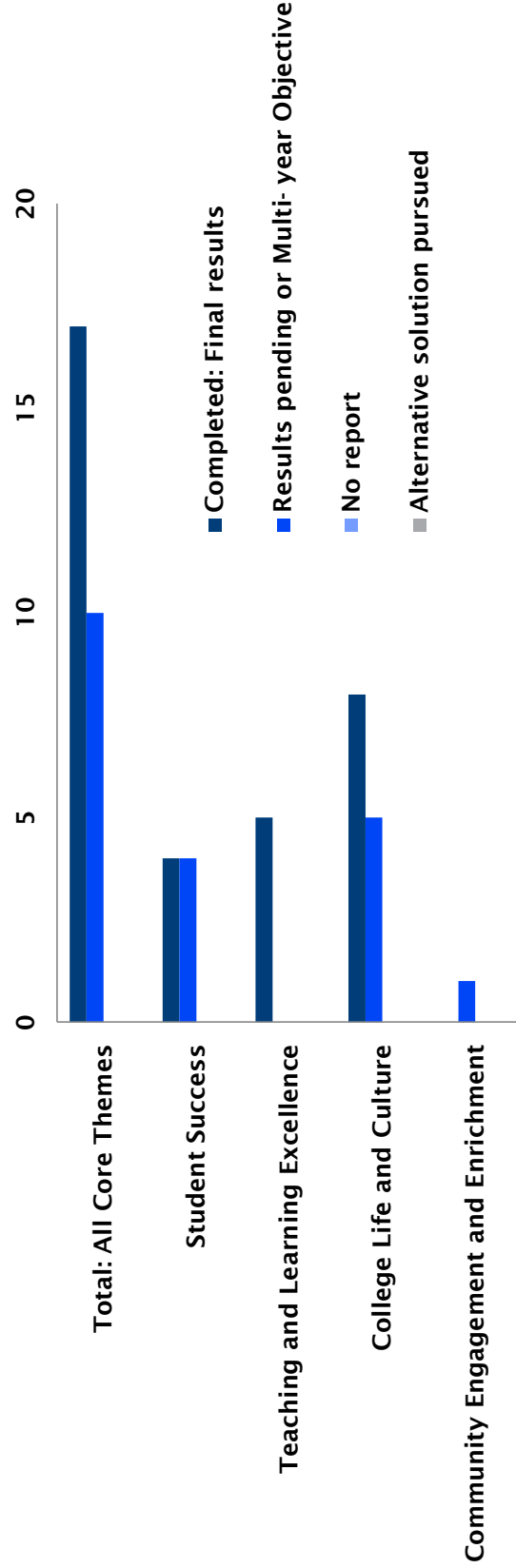
That the Board of Trustees of Community College District VIII reviews the work plan scorecard as attached and has an opportunity to have any questions answered.

Prepared by: Patty James, Associate Vice President for Effectiveness and Strategic Planning
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2011- 12 Work Plan Scorecard Year- end Report

Objectives	Completed: Final results		Results pending or Multi- year Objective		No report		Alternative solution pursued	
	#	%	#	%	#	%	#	%
Total: All Core Themes	27	63.0%	10	37.0%	0	0.0%	0	0.0%
Student Success	8	50.0%	4	50.0%	0	0.0%	0	0.0%
Teaching and Learning Excellence	5	100.0%	0	0.0%	0	0.0%	0	0.0%
College Life and Culture	13	61.5%	5	38.5%	0	0.0%	0	0.0%
Community Engagement and Enrichment	1	0.0%	1	100.0%	0	0.0%	0	0.0%

2011- 12 Work Plan Year- end Report



Legend:
Completed: Final results 4
Results pending or multi-year Objective 4
No report 0
Alternative solution pursued 0



Key Focus	Objective	Measure	Lead	Current Status	Comment or Critical Success Factors
Retention/ Persistence	Progress through learning transitions and pathways	Cradle to career partnerships support student success.	Nielsen		New position approved to support transitions work and K-12; FELI held at BC in June 2012 for 30+ participants; new HCTM degree added in 2012 and 4 additional applied baccalaureates under development.
	Developmental to college-level courses (discipline-specific)	Retention, Completion, Persistence rates	Nielsen		Math 099: more than one-fourth of Fall 2011 students who earned a C or better grade (27.5%) enrolled in a college-level course the next quarter, an increase from 26.1% in AY 09-10. Engl 092/093: just over one-fourth of Fall 2011 students who earned a C or better grade (26.3%) enrolled in a college-level course the next quarter, an increase from 23.7% in AY 09-10.
	Basic Skills	Level gains	Nielsen		As a result of working with the SAI data, the Director of Developmental Education developed a plan to clearly identify and work closely with those students who have indicated their goal as transitioning into college-level courses.
	SOC progress from developmental to college-level (discipline-specific) through cross-functional support teams	Follow-on course	Karim (Pritchard)		SAI data shows a change in the mix of Basic Skills students in recent years. While still small, the ABE population has increased to nearly one-fourth of the Basic Skills population in 2011-12, compared to just over one-tenth in 2007-08. At the same time, the percentage of ABE students making gains (i.e., earning Achievement points) has increased from 41.3% in 2007-08 to 45.5% in 2011-12, while ESL has increased from 50.6% to 56.2% over the same time period. As a result of working with the SAI data, the Director of Developmental Education developed a plan to clearly identify and work closely with those students who have indicated their goal as transitioning into college-level courses.
	Reorganize Enrollment Services/Admissions Process	1.1 Completion of Enrollment Services/Educational Planning reorganization 1.2 Increase % of students applying online 1.3 Increase accuracy of paper application process	Karim (Pritchard)		SAI data shows a change in the mix of Basic Skills students in recent years. While still small, the ABE population has increased to nearly one-fourth of the Basic Skills population in 2011-12, compared to just over one-tenth in 2007-08. At the same time, the percentage of ABE students making gains (i.e., earning Achievement points) has increased from 41.3% in 2007-08 to 45.5% in 2011-12, while ESL has increased from 50.6% to 56.2% over the same time period. The CSI cohort is comprised of new-to-college students who self-identify as Latino(a) or African American and place in pre-college English. Maintained a cumulative GPA of 2.56 for cohort Maintained a cohort retention rate of 80% for quarter over quarter Maintained cohort retention rate of 60% year over year. Results will be used to improve the student success and support interventions in 2012-2013 Academic year.
Course Success	Increase Retention of First-Time/Full-Time Students	Fall-to-spring retention	Karim (Pritchard)		FYE retention has remained stable. The FYE curriculum was revamped summer 2012. The number of negative written comments about the course was ZERO (n > 1200), down from more than 25% in previous years. We will see if the new curriculum results in an increase in retention for the fall 2012 cohort. The CSI cohort is comprised of new-to-college students who self-identify as Latino(a) or African American and place in pre-college English. Retention Fall 2011: 89%; Winter 2012: 80%; Spring 2012: 100%
	Faculty engagement with Student Services	Participation rates	Nielsen		Transitioned within Student Services Objectives.
	Developmental math and English	Course grades = C or better	Nielsen		This Objective has transitioned to routine monitoring. Success DevEd: Annual--2009-10 = 78.9%; 2010-11 = 87.9%; 2011-12 = 79.7%; 3-yr Avg--0708-0910 = 83.1%; 0809-1011 = 84.6%; 0910-1112 = 82.1% English: Annual--2009-10 = 82.7%; 2010-11 = 82.8%; 2011-12 = 80.3%; 3-yr Avg--0708-0910 = 82.0%; 0809-1011 = 82.6%; 0910-1112 = 81.9% Math: Annual--2009-10 = 66.0%; 2010-11 = 66.3%; 2011-12 = 63.6%; 3-yr Avg--0708-0910 = 65.4%; 0809-1011 = 65.9%; 0910-1112 = 65.3% Completion DevEd: Annual--2009-10 = 87.9%; 2010-11 = 100%; 2011-12 = 91.7%; 3-yr Avg--0708-0910 = 91.3%; 0809-1011 = 94.3% English: Annual--2009-10 = 86.0%; 2010-11 = 85.3%; 2011-12 = 83.0%; 3-yr Avg--0708-0910 = 84.7%; 0809-1011 = 85.5% Math: Annual--2009-10 = 74.5%; 2010-11 = 76.8%; 2011-12 = 73.4%; 3-yr Avg--0708-0910 = 73.9%; 0809-1011 = 75.2%

Click to return to main page

2011- 12 Work Plan

Scorecard

Core Theme: Teaching and Learning Excellence

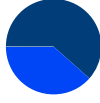
Legend:

Completed: Final results	5
Results pending or multi- year Objective	0
No report	0
Alternative solution pursued	0



Key Focus	Objective	Measure	Lead	Current Status	
				Comment or Critical Success Factors	
Course success	Course strategies	Survey	Nielsen		Faculty responses about strategies/interventions analyzed and grouped into general categories; these categories along with specific examples were reported to all faculty as documentation of best practices among peers.
	Program/department interventions in targeted courses	Assessment activity documented	Nielsen		With the introduction of pivot table training and improved access to student performance data, individual faculty and departments have begun to focus on targeted courses. For example, as a result of its program review work, one program became aware of completion and success variations among students with particular demographics. Further investigation into faculty teaching those courses spurred conversations around models of best practice with the program.
	Learning Management System	Review, study, procure, deploy and train users	Beard		Implementation team formed to pilot first courses
Learning support systems	Implement new process for submitting technology-related projects	Project completion	Beard		In fall quarter of 2011 the new template and assessment model was put in place and communicated.
	Reorganize the structure of IR	Resolution times for open tickets; satisfaction with restructure	Beard		New structure in place

Legend:
 Completed: Final results 8
 Results pending or multi-year Objective 5
 No report 0
 Alternative solution pursued 0



Key Focus	Objective	Measure	Lead	Current Status	Comment or Critical Success Factors
Environmental	Commuter Trip Reduction	Carbon emissions reduction	White (Solemsaas)		The commute trip reduction program is established and employs measures that include parking, alternative transportation, alternative fuels, and travel practices. This continues to be monitored by BC's Office of Sustainability.
	Telephony system	Phone performance	Beard		A new call center was identified and after many stops and starts the system is in production and project is complete.
	Align budgeting and planning	Planning and budget integrated	White/James (Solemsaas)		FY 13 budget process incorporated planning efforts. Continuous improvement of the process needed.
	Improve institutional planning	Accreditation report; units establish purpose, goals, measures, targets	James (Solemsaas)		Year One Accreditation report submitted; institutional accreditation re-affirmed by NWCCU. Nearly all units have purpose statements with measures and targets.
Business Process Improvement	Environmental Scanning	Trends reports	Boyum		Environmental scans were developed in conjunction with the Office of Institutional Research and Effectiveness. Scanning documents were used for 2012-13 strategic planning.
	Decision-making data structures	Access to data	Beard		Objective continued into 2012-13
	Data access post-migration from HP3000	Access to data	Beard		An enterprise data architecture plan is currently being written. Implementation for fall 2013
	Centralized data storage	Access to data	Beard		Objective continued into 2012-13 A collaborative project with four of the CTC's will complete this work by summer 2013
	STEM Plan	Grant proposals; STEM partnerships	Boyum		Instantiation complete, implantation underway, complete by summer 2013.
Supportive environment	BC's 50th Anniversary	Establish planning group; lay foundation	Herron		Three STEM grants submitted: NSF - data visualization & Comgen; DOL TAA consortium grant- Health e-workforce (health IT) Multi-year objective.
	Implement Campus Operations Restructure	Improved service	White (Solemsaas)		After initial restructuring of the Campus Ops department and some minor adjusting, the reorganization was completed. Ultimately a full layer of management was eliminated and efficient work teams were formed. The new configuration is stabilized and successfully meeting the demands of the department.
	E-Learning: Expand and enrich the training opportunities for our employees through the use of online training.	Reduce resources dedicated to one-time training	Portillo		The online training product has been implemented and a soft rollout took place. The system is being used to supplement the Pluralism in the Selection Process training. Assignments were given to the participants to expand and reinforce the learning. The feedback from participants has been very positive.
	Increase diversity of recruitment pools	Applicant demographics Compare applicant pool to King County demographics	Portillo		We have identified opportunities to utilize the tool more broadly. Recently the possibility of collaborating with Faculty Commons to use the registration system was discussed. Since we have been the lead institution implementing this software, there have also been discussions state wide to collaborate with other colleges and leveraging our combined efforts to obtain better pricing. Applicant tracking complete; 100% of all positions have demographic data for applicants Candidate demographics compared to King County Two deans, two faculty and VP of HR attended faculty recruitment event in California--over 150 potential candidates.
					We will continue to monitor the diversity of the applicant pool. A schedule of critical points in the selection process have been identified and the online applicant system allows us to easily check demographics by position at those critical points. We will be able to identify trends early on in the process and take proactive steps to ensure diversity within the pool at all steps of the selection process.

Click to return to main page

2011- 12 Work Plan

Scorecard

Core Theme: Community Engagement and Enrichment

Legend:

Completed: Final results	0
Results pending or multi-year Objective	1
No report	0
Alternative solution pursued	0



Key Focus	Objective	Measure	Lead	Current Status	Comment or Critical Success Factors
Contribution to Community's Vitality	Relocate KBCS transmission facility	Expand audience	Beard		Objective continued in 2012 - 13. Completion by Feb. 2013



REGULAR MEETING AGENDA ITEM

TENURE REVIEW COMMITTEE RECOMMENDATIONS

INFORMATION

FIRST READ

ACTION

Description

A recommendation from the Tenure Review Committee regarding tenure appointments for full-time faculty members listed below is being submitted to the Board of Trustees, in accordance with the "Agreement Between the Board of Trustees of Community College District VIII and the Bellevue College Association of Higher Education."

Third Year Candidates Recommended for Tenure

Jocelyn Anderson	Health Sciences Education and Wellness Institute (Nursing)
Stacey Austin	Health Sciences Education and Wellness Institute (ENDT)
Teaessa Chism	Health Sciences Education and Wellness Institute (Nursing)
Rosemary Hall	Institute for Business and Information Technology (Paraprofessional Accounting)
Timothy Jones	Social Science (Political Science)
David Kopp	Arts and Humanities (English)
Grace Robbings	Social Science (Economics)
Chace Stiehl	Social Science (Economics)

Third Year Candidate Recommended for a Fourth Probationary Year

Katrina Casprowiak	Arts and Humanities (Art)
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Key Questions

- * What is the reason for granting tenure to faculty?
- * Has a process for granting tenure been followed for each candidate under consideration, and what elements are included in the process?

Analysis

According to the Tenure Guidelines, the reason for tenure, as stated in the Revised Code of Washington, is to protect faculty employment rights. Further, tenure protects academic freedom and promotes collegiality and professionalism among faculty.

This year, nine tenure candidates will be presented for Board action. The candidates have participated in a rigorous tenure process as outlined in the college's tenure guidelines. A recommendation has been forwarded to the Board of Trustees and the President by the Tenure Review Committee (TRC) as follows:

- Grant tenure to eight candidates; and
- Grant a fourth probationary year to one candidate.

The candidates have participated in a rigorous tenure process as outlined in the college's tenure guidelines. As outlined in the Tenure Guidelines, the tenure process at Bellevue College normally consists of a three-year probationary period for each candidate, and includes three levels of review.

- 1) Tenure Evaluation Subcommittee (TES) consists of members elected within the candidate's division and chosen by the candidate, and approved by the Tenure Review Committee (TRC). This group gathers information and data in support of the candidate's tenure, and provides mentoring and assists the candidate throughout the three year process.
- 2) The Tenure Review Committee, including six members elected by the faculty, reviews the documentation prepared by the TES to ensure that similar standards and expectations are met across the many disciplines. The TRC provides an objective look at each document to make sure that the case supporting the recommendations of the TES is sound.
- 3) Finally, the Board of Trustees, giving serious consideration to the recommendation of the TRC, decides to grant or not grant tenure. During the first two years of candidates' employment, the President uses the recommendation of the TRC to decide whether or not to continue the probationary period.

Background/Supplemental Information

Electronic notebooks in .pdf format are being assembled for each tenure candidate, and all pertinent documents for each case will be included for review by members of the Board of Trustees. An electronic notebook for each candidate will be provided to each trustee prior to the March meeting.

Recommendation/Outcomes

This item will be presented for board action at the March 6, 2013 meeting.

Prepared by: Tom Nielsen, Vice President of Instruction
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REGULAR MEETING AGENDA ITEM

BELLEVUE COLLEGE COMMENCEMENT CEREMONY

INFORMATION

FIRST READ

ACTION

Description

The Bellevue College commencement ceremony should be a special and memorable event for students, their friends and loved ones. In the past few years, Bellevue College’s enrollment has grown significantly and at last year’s ceremony the gym reached maximum capacity for both graduates and guests. Given the present trends, the college cannot sustain the current model of having one ceremony with three guest tickets per students.

	2010	2011	2012
Eligible to attend	2122	2446	2408
% picked up regalia	25.3%	26.2%	30%
% picked up regalia and participated in ceremony	78.2%	82.7%	83.5%
Total participants	420	530	603

As the college begins to plan commencement for the 2012-13 academic year, a determination will need to be made for this year’s ceremony. In order to facilitate this decision a survey was distributed using the All BC – Official distribution list requesting that participants complete a brief survey regarding preferences for the commencement ceremony. Four potential options were provided and participants were asked to rank those options in terms of preference. The results of this survey are provided as an attachment.

Key Question

* What commencement option will provide the best experience for students?

Analysis

In order to facilitate a decision and to provide an opportunity for campus participation, the survey distributed on campus provided four options. The results of the survey indicated that faculty and staff would prefer having two ceremonies on commencement day on campus with students receiving 5 guest tickets and students would prefer a single ceremony at Key Arena or other similar venue where there would be no or limited guest ticket restrictions. Availability of venues which will accommodate a large commencement ceremony is limited. Key Arena is currently under consideration, pending the Seattle Storm’s 2013 game schedule which will determine availability. Alaska Air Pavilion at the University of Washington is not available.

Background/Supplemental Information

Commencement Survey Results

Recommendation/Outcomes

That the Board of Trustees of Community College District VIII will (*enter option selection here*) for the 2012-13 academic year commencement ceremony.

Prepared by: Lisa Corcoran, Executive Assistant to the President
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Graduation Ceremony Survey Results

12/3/12

rjeffers

Question: Please rank your preferred graduation option, with 1 being your first choice and 4 being your last choice.

Result summary: Option C “won” overall and with faculty, staff and those who preferred not to specify. Students chose Option B.

Top choice is bolded and in red.

Options	Overall Rating N=234	Faculty N=81	Staff N=106	Student N=31	Prefer not to say N= 16
Option A: Keep one ceremony but reduce the number of guest tickets from three to two. Fifty percent of the graduates would be able to get a third ticket on a first-come, first-served basis.	3.01	2.81	3.05	3.48	3.06
Option B: Keep one ceremony and move the ceremony to Key Arena in Seattle. Graduates could bring unlimited guests.	2.43	2.40	2.58	2.00	2.50
Option C: Have two ceremonies on commencement day, with half the academic and professional/technical graduates attending a 5:00 pm ceremony and the other half at 7:30 pm. Chairs on the gym floor would be spaced more widely for greater comfort and each graduate would receive five guest tickets.	2.15	2.26	2.12	2.23	1.63
Option D: Have two commencements during the year, one at the end of winter quarter and the other at the end of spring quarter. Winter graduates would get eight tickets and spring graduates three tickets, with fifty percent of graduates getting a fourth ticket on a first-come, first-served basis.	2.37	2.53	2.25	2.29	2.81