

# SOUTH SEATTLE COLLEGE - STRATEGIC ADVISORY Council BYLAWS

Adopted January 2026

## PHILOSOPHY

The **Strategic Advisory Council (SAC)** is a representative body responsible for advising the President's Cabinet on policy proposals and provide transparency that affect any members of the South Seattle College community outside of any one department or constituency.

This role includes, but is not limited to participation in the annual planning cycle, which includes environmental and institutional assessment, goal setting, strategy formation, and budget allocation. SAC is also tasked with sourcing suggestions from the campus community to improve policy, budgeting, and quality of campus life.

## Articles

### I. Membership

- A. SAC will consist of thirteen (13) voting members and three (3) non- voting members.
- B. Voting members include twelve (12) elected members and one (1) standing member from the following constituencies:
  1. Chair
    - a) One (1) member will be appointed from within the previous year's membership (any classification)
  2. Faculty
    - a) One (1) full-time College Transfer/BAS
    - b) One (1) full-time Professional/Technical
    - c) One (1) full-time Transitional Studies/New Holly.
    - d) One (1) Library/Counseling
  3. Exempt
    - a) One (1) Student Services
    - b) One (1) Instruction
    - c) One (1) Admin Services
  4. Classified
    - a) One (1) Student Services
    - b) One (1) Instruction
    - c) One (1) Admin Services
  5. Students
    - a) One (1) United Student Association member appointed by the United Student Association.
  6. Georgetown Campus
    - a) One (1) member from Georgetown campus (any classification)
- C. Non-voting members include two (2) ex officio member and one (1) appointed

member consisting of the following:

1. Ex officio
  - a) The South Seattle College President will serve as an ex officio member.
  - b) A second ex officio member will be appointed by the South Seattle College President from within the members of President's Cabinet
  - c) The Executive Assistants for the President's Office and Vice President of Instruction will alternate monthly as secretary for SAC (see Article VI, Section C.)

## **II. Eligibility**

Membership will be open to full-time and part-time SSC employees and full-time and part-time students.

### Elections

- A. Elections will be held for SAC members will be held before the end of Winter Quarter each year.
- B. Pre-election Procedure
  1. The election subcommittee will identify and report vacancies to the SAC by week five (5) of the Winter Quarter.
  2. SAC members will announce the election process to the campus community constituencies and call for nominations from each group by week seven (7) of Winter Quarter.
  3. All elected or appointed SAC members whose terms of service are ending should be informed by the election subcommittee and asked whether they would like to be nominated for another term.
  4. Nominees, including their personal profiles, will be announced in week nine (9) of Winter Quarter.
  5. Nominees personal profiles may include current and former committee memberships, unit (s) in which they work, or their program of study, length of employment at SSC, and any other pertinent data.
- C. Election Procedures
  1. The committee will work with campus Communications to prepare electronic voting ballot.
  2. Election period will be held over (5) five work days. The election subcommittee will collect and tally votes.
  3. Employees who have job assignments in more than one constituency group may vote as part of each constituency.
- D. Post Election Procedures
  1. Nominees will be elected to positions based on descending order of votes received.
  2. If any position remains open after the election, SAC will take appropriate action to fill the position.

3. Election results will be announced by week one (1) of Spring Quarter.

### **III. Terms of Service**

- A. A full year of office will be from the last meeting of the Spring Quarter to the end of Spring Quarter of the following year.
- B. Exempt members serve for two (2) years.
- C. Classified members serve two (2) years.
- D. Faculty members serve two (2) years.
- E. Student members serve one to two (1-2) years.
- F. In the event that a member is unable to serve a full term, SAC will take appropriate action to fill the position from that constituency group.
  1. If a member is replaced in the middle of a term, the position will be counted as a vacancy for the next election regardless of how much time was left on the term prior to the replacement.
- G. The members serving as officers may serve additional time as required in order to complete their duties as officers.

### **IV. Orientation**

- A. The outgoing chair will be responsible for ensuring that the incoming chair and new SAC members are oriented to the workings of SAC, their responsibilities, and issues under SAC consideration.
- B. Incoming members will be invited to attend SAC meetings during Spring Quarter become familiar with SAC operation.

### **V. Responsibilities**

- A. Members will attend SAC meetings on a regular basis.
- B. Each member will be responsible for notifying the Chair if unable to attend scheduled meetings. In the event a member has 3 unexcused absences, SAC may replace the member with someone from the general campus population from the departing member's constituency.
- C. As representatives of their respective constituencies, members will consult with their colleagues for the following purposes:
  1. To report SAC actions.
  2. To gather comments and concerns which may be appropriate for SAC consideration.
  3. To assist constituency members, when requested, in preparing recommendations for SAC consideration (see Appendix C.)
- D. Members will serve on at least one standing subcommittee (see Article IX.)

## VI. Officers

- A. The chair will be a voting member who was previously the vice-chair or chair elect, will serve for a one (1) year term and cannot serve consecutive years. Chair responsibilities include performing the following:
  1. Convening and conducting SAC meetings in accordance with the bylaws.
  2. Developing the agenda for each SAC meeting, and making provisions for its distribution in accordance with the bylaws.
  3. Facilitating the work of SAC task forces and subcommittees.
  4. Meeting with the President on a regular basis to discuss SAC directions and activities.
  5. Presenting SAC recommendations to the President's Cabinet.
  6. Attending or arranging for a designated SAC member to attend meetings of the President's Cabinet as needed to report on SAC issues and activities.
  7. Orienting the incoming chair.
  8. Delegating the following tasks to other SAC members:
    - a. Finalizing draft minutes of SAC meetings for review by SAC.
    - b. Securing room locations and zoom links for SAC meetings.
    - c. Establishing and announcing dates, times and location of SAC meetings.
    - d. Facilitating the SAC's communication with the campus community,
    - e. Facilitating the orientation of new SAC members.
- B. The vice-chair will be a voting SAC member elected or appointed from among the elected or appointed voting members of SAC.
  1. Election
    - a) In the Spring quarter, a vice-chair will be elected for a one (1) year term by SAC and will chair SAC in the event of the chair's absence.
    - b) In the event the chair is unable to fulfill or delegate the responsibilities of the chair for any reason the vice-chair will serve as chair-elect and will still assume the position of chair the following year. (See Article III Section G.) SAC will then elect an interim vice-chair to replace the chair-elect. The interim vice-chair will serve until vice-chair elections are held in the Spring Quarter.
    - c) In the event that SAC is unable elect a vice-chair (e.g., if there is no quorum during the spring meetings when the election for vice-chair is scheduled,) the President's Office may designate an individual from SAC to serve as vice-chair.
    - d) The vice-chair will be elected or appointed from among elected SAC members who still have at least one more year left in their term. This can include SAC Members elected during the Winter Quarter of that year.
    - e) Standing members and non-voting members are not eligible to be elected vice-chair.

- C. The President's Office will designate a secretary as a non-voting member of SAC. Responsibilities of the secretary will include:
  - 1. Recording the meeting minutes to include:
    - a) A listing of members present and absent.
    - b) A detailed account of discussions and activities.
    - c) A section identifying issues under consideration.
    - d) SAC and Cabinet recommendations and action on issues, and the formation of issue-oriented task forces.
  - 2. Maintaining a current log on the status of all proposals brought before SAC.
  - 3. Providing copies of the above documents for the following purposes:
    - a) Distribution to the campus community.
    - b) Maintenance of an archive file.
    - c) The chair's records.

## **VII. Meetings**

- A. College SAC business will be transacted in open meetings except when executive sessions are declared by a quorum.
- B. Meetings will be held a minimum of once a month, and will be conducted in accordance with Robert's Rules of Order, Newly Revised.
- C. An agenda for each scheduled meeting will be prepared and posted at least three (3) business days in advance of the meeting. Minutes of each general session will be prepared, distributed, and posted within ten (10) business days following their approval by the SAC.
  - 1. Agenda items will be sourced from the larger campus community through an accessible "Request for Strategic Advisory Council (SAC) Consideration" form available at least one (1) week in advance of the meeting.

## **VIII. Quorum**

Attendance of seven (7) voting members representing at least three (3) constituencies will constitute a quorum.

## **IX. Subcommittees**

SAC will have standing subcommittees and as many ad hoc subcommittees as necessary

- A. Standing Subcommittees
  - 1. Each standing subcommittee must include at least one SAC member from each constituency.
  - 2. SAC members may be members of more than one standing subcommittee.
  - 3. Standing subcommittees membership should be assigned by the end of the first meeting of Fall Quarter each year.
  - 4. If a standing subcommittee member needs to be replaced, the replacement process must maintain membership of at least one SAC

member from each constituency on the subcommittee.

5. The standing subcommittees of SAC include the following:

a) The budget subcommittee (responsibilities outlined in Article XIV.)

**B. Ad Hoc Subcommittees**

1. Ad hoc subcommittees will be formed to deal with issues that do not require the entire SAC's involvement, but which do not fit the criteria of a Task Force (see Article X.)
2. Ad hoc subcommittees will not make SAC policy, but will instead report recommendations back to the College SAC as a whole.
3. Ad hoc subcommittees will be disbanded after recommendations on the issues they were formed to deal with have been passed to SAC and SAC determines that the ad hoc subcommittee is no longer necessary.
4. Should SAC wish to amend these bylaws it is recommended that an ad hoc bylaw subcommittee be formed to draft recommended amendments.

**X. Task Forces**

- A. SAC will form task forces representing different constituencies and functional areas as deemed necessary to resolve issues in accordance with established guidelines (see Appendices A and B).
- B. Task forces will disband after recommendations are forwarded to the President's Cabinet for action.

**XI. Annual Planning and Review**

- A. At the beginning of the academic year SAC will identify issues on which to focus and direct its actions for the coming year through a campus-wide survey of priorities.
- B. At the beginning of the academic year, SAC will review and assess policies and procedures originated by SAC.
- C. At the end of the academic year, SAC will provide a recap of SAC's recommendations, any on-going task forces, and priorities to the larger campus community.

**XII. Amendment**

SAC bylaws can be amended by a two thirds (2/3) vote of each of the constituencies or their representatives.

### **XIII. XII. Communications**

SAC will regularly disseminate reports of its activities to the campus community through various communication formats and modes, which may include:

- A. The Public Folder located in electronic mail, web-based communications.
- B. Posting of hard copies on bulletin boards located in major circulation areas.
- C. Publications with campus-wide circulation.

### **XIV. Budget Recommendation on Process**

- A. Throughout the year, SAC is responsible for gathering and relaying feedback through surveys, campus-wide forums and proposed budget plans from the campus community to the President and the President's Cabinet for budgetary recommendation and decision-making.
- B. The President and the President's Cabinet are the final authorities in campus budgetary decisions.

## APPENDIX A: Issue and Policy Recommendation Process

To facilitate SAC's review of issues, the following guidelines will be used:

- A. Individuals or groups will complete a *Request for Strategic Advisory Council (SAC) Consideration* form (Appendix C) and submit it to a Strategic Advisory Council (SAC) member.
- B. SAC will assess whether immediate intervention is needed.
- C. SAC will define the issue further, and identify individuals for a task force.
- D. SAC chair will inform the campus community and the President's Cabinet of emergence of the issue, individuals identified for participation in developing a recommendation, and support/guidance will be enlisted.
- E. The task force will prepare interim/final recommendation using Task Force Guidelines for Developing Strategic Advisory Council (SAC) Recommendations (Appendix B).
- F. A proposal will be presented to the full SAC for discussion and action.
- G. SAC may request additional information or re-working of the proposal.
- H. SAC will prepare and present a recommendation to the President's Cabinet.
- I. The President's Cabinet will review and act on the recommendation.
- J. The President's Cabinet will implement recommendation(s).
- K. The Strategic Advisory Council (SAC) will keep the individuals/groups apprised of actions taken through each step of the process.
- L. The Strategic Advisory Council (SAC) will inform the campus community of its action.

## APPENDIX B: Task Force Guidelines for Developing Strategic Advisory Council Recommendations

**Purpose of the Guidelines:** To facilitate the process by which issues adopted by SAC are considered and recommendations made.

The task force identified by SAC to develop a recommendation will:

- A. Describe the issue in thorough and succinct terms.
  1. Briefly state the issue being considered.
  2. Assemble background information (a history of the emergence of the issue.)
  3. Summarize reasons why it is appropriate to address the issue at the present time.
- B. Identify individuals whose perspectives are needed to resolve the issue, being inclusive of:
  1. The types of expertise needed.
  2. The groups or individuals who are impacted by the issue.
  3. The groups or individuals who might be involved in the implementation of a resolution.
  4. The SSC or non-SSC groups or individuals who may be appropriate consultants.
- C. Outline the results of research on the issue. This may include but not be limited to:
  1. The range of different viewpoints on the issue.
  2. Questionnaires or surveys.
  3. Calculations.
  4. Applicable policies and laws.
  5. Descriptions of operating models at SSC or other campuses.
- D. Project immediate and long-range challenges and benefits to the campus community of the proposed resolution in the following areas:
  1. Cultural
  2. Legal
  3. Ethical
- E. Describe interim action recommended (as deemed necessary) and final recommendations.
- F. State the rationale for the recommendations.
- G. Propose plan for immediate and/or final implementation of recommendation to include but not be limited to:
  1. Task breakdown.
  2. Task assignment.
  3. Time schedule.
  4. Appropriate policy enforcement mechanism.
  5. Cost analysis.
  6. Campus communication/broadcast structure.

H. Identify any unresolved concerns.

I. Describe a plan for assessing the results of the implemented plan.

## APPENDIX C: Request for Strategic Advisory Council (SAC) Consideration

Thank you for your interest in making positive changes at SSC using our participatory governance system. SAC requests that you use the following format to present your ideas and issues for its consideration.

Your name or names, if a group:

Phone number(s):

Department(s):

Do you wish your identity remain confidential between you and the SAC Chair? Yes No

Please answer the questions as fully as you can. If you have more than one issue, please complete a form for each.

1. What issue do you want the SAC to consider?
2. Please describe any ideas you have for addressing the issue.
3. Why do you think this is an important issue for the campus community?
4. Please provide any additional information that you may have concerning this issue.

SAC will send you a confirmation of receipt immediately upon receiving this Request for Consideration, and will inform you of the steps it is planning to take in processing this Request.

## APPENDIX D: Budget Review Guidelines

South Seattle College is accountable to the state legislature and to our students, our staff and faculty, and the community we serve. All budget management decisions should be guided by a primary commitment of South Seattle College to provide high quality programs and services which contribute to student's learning, students' retention, and meet the needs of an increasingly diverse community. South Seattle College is also committed to the professional development of all faculty and staff.

### General Principles and Guidelines

As a part of on-going budget planning at South Seattle College, these principles are intended to focus the discussion within the campus community on the process and criteria by which all budget related decisions should be made. They are meant to facilitate an open and effective procedure for budget management.

- As a public institution, SSC is a dynamic organization where change is constant, and this change inevitably affects the allocation of campus resources. The process of budget planning should be flexible, allowing for both the periodic phasing out of declining programs and the development of innovative new programs and services.
- The principle underlying all budget decisions of the college should be to enhance and preserve the quality of programs and services.
- All members of the SSC community are valuable and important. All budget decisions should consider the impact on the college's students, staff, and faculty. It is the responsibility of program managers and unit administrators to keep the campus (other administrators, faculty, staff, and students) fully apprised in a timely manner of the potential impact of budget changes on their programs and services
- Any long-term budget reductions at the campus level should be accomplished by making selective, rather than uniform across-the-board, reductions.
- All budget decisions should be consistent with the college's strategic long-range planning efforts as defined in the SSC mission and Institutional Directions statement, and with unit goals and objectives.
- The process of budget management and decision making should involve a wide range of campus constituents, in consultation with program managers and unit administrators who ultimately communicate their recommendations to the President's Cabinet. The President and President's Cabinet, in consultation with the Chancellor, are the final authorities in all campus budget decisions.
- The budget decision-making process should include the analysis and consideration of data obtained through the program review process and other sources.