



STATE OF WASHINGTON

OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM

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August 30, 2016

TO: Connie Goff  
WPPRA Section Chief

FROM: Christa Biasi  
Director's Review Specialist

SUBJECT: Violeta Bradley v. Seattle Community Colleges (SCC)  
Allocation Review Request ALLO-16-019

**Director's Determination**

This position review is based on the work performed for the six-month period prior to December 1, 2015, the date that SCC Human Resources (SCC HR) received Violeta Bradley's request for reallocation. As the Director's Review Specialist, I carefully considered all of the exhibits and the information obtained during the Director's Review Conference. Based on my review and analysis of Ms. Bradley's assigned job duties; I conclude her position is properly allocated to a Program Specialist 2 (PS 2).

**Background**

On December 1, 2015, Ms. Bradley submitted a Position Questionnaire (PQ) (Exhibit B-2) to SCC HR.

By letter dated February 18, 2016, Mr. Denis Looney, Human Resource Specialist notified Ms. Bradley's Supervisor, Jo Scozzafava that her position remained allocated to PS 2 (Exhibit B-1).

On March 17, 2016, Office of Financial Management, State Human Resources (OFM SHR) received Ms. Bradley's request for a Director's Review of SCC HR's allocation determination (Exhibit A-1).

The Director's Review Conference was held on August 9, 2016, via telephone conference. In attendance was Violeta Bradley, Denis Tooney, Inti Tapia, Washington Federation of State Employees (WFSE), Martin Logan, SCC, Human Resources Director and Jo Scozzafava, Supervisor.

### **Rationale for Director's Determination**

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications.

This review results in a determination of the class that best describes the overall duties and responsibilities of the position. *Liddle-Stamper v. Washington State University*, PAB Case No. 3722-A2 (1994).

### **Organizational Structure**

The Seattle Community College has three campuses, Ms. Bradley works at the North Seattle Campus of Seattle Community College. She works under Ms. Scozzafava in the Intensive English Program of the organization.

### **Position Purpose**

This position is assigned duties as Advisor to Embassy Sponsored Students, International Student Advisor, Admissions Advisor and Housing Coordinator.

### **Duties and Responsibilities**

As summarized in Exhibit B-4, Ms. Bradley describes her percentage of duties performed as:

- 40% International Student Advisor (Immigration) and Admissions Advisor – Meet with current international students regarding academic and immigration issues. Work with the Admissions team on processing the admission of new international students.
- The Admission Coordinators create the Acceptance letters and Acceptance packets for new students, mail the packets to students/agents overseas, e-mail the new students with missing items, orientation information and or tracking number for shipment;
  - Create student ID numbers In HP, create student files; maintain a database of new students;
  - Answer academic questions for new and returning student. Assist students with first quarter registration for classes;
  - Transfer out inquiries (SEVIS transfer out, FSA notes, HP, transfer verification forms);
  - Contact person for FedEx. Manage online shipping account; send Invoices to the Accounting office (Siegal Center) weekly;
  - Answer academic questions for new and returning student. Assist students with first Quarter registration for classes;
  - Write student letter (enrollment, visa support, invitation, WA State ID/Driver's License, Social Security, etc.);
  - Review and approve current students' quarter plans. Meet with students and discuss their plan for the upcoming quarter;

- Meet with students regarding their immigration questions and issues and assist them in the process of applying for OPT, Reinstatement and COS. Help students fill out their applications for USCIS and gather supporting documents. Make their 1-20 and support letter;
- Send correction requests to SEVIS Help Desk for all students that have a need for a change/ extension/correction on their record and follow up on requests needing additional information;
- Answer e-mails in my outlook inbox and International (main office) outlook in box
- (admissions, academic and immigration inquiries). Forward e-mails to the appropriate staff in the IP office;
- Hold workshops each quarter for students that are out of immigration status (Reinstatement/Reentry) and students applying for a work permit (OPT-Optional Practical Training);
- Database of Prospective students, e-mail prospective students with information about admission to NSCC and immigration regulations.

40% Embassy Sponsored Student Advisor Coordinator

Financial Advisor to all Embassy Sponsored Students. Act as a liaison between NSC and SACM (representing the Ministry of Higher Education in Saudi Arabia). 99% of Embassy Sponsored Students are sent to NSC through the Saudi Arabian Cultural Mission (located in Washington DC). SACM manages the students in the United States sponsored by the Ministry of Higher Education in Saudi Arabia.

My responsibilities with the sponsored student are the following:

- Advise students on academic and immigration issues; provide consultations to students and their Academic Advisors in SACM regarding policies and rules of NSC and immigration;
- Create letters for students to submit to SACM and request their Financial Guarantee (sponsorship) from the Ministry of Higher Education in Saudi Arabia;
- Interpret, review and apply policies to comply with NSC, immigration, and SACM;
- Hold workshops once a quarter for new (first quarter) students. The workshops are intended to educate students on balancing the rules and requirements of NSC, Immigration and SACM at the same time. The workshops address academic issues, guidance to obtaining financial sponsorship from the Government in students' home countries as well as cultural differences/culture shock and obstacles to overcome while studying at NSC;
- Keep track of all students and their academic progress and report their progress to their appropriate academic advisors in SACM;
- Keep track of students' tuition payments by SACM and submit refund requests to Financial Aid and Cashiers offices at NSC when a student gets sponsored by SACM and has already paid tuition on their own;
- Submit sponsorship letters to the Financial Aid and Cashier's office at NSC during the beginning of each quarter;
- Supervise and assign duties to the Sponsored Students Services Assistant. She works part-time Monday-Thursday and I am her direct supervisor. My assistant speaks Arabic; she translates letters, documents; contacts students in Arabic by e-mail, phone and sits in on my student meetings if translation is needed. She helps organize student workshops and assists during the workshop with answering questions and translation;

- Get reports quarterly and as reported by instructors from the Student Success Specialist in International Programs on the academic progress of Embassy sponsored Students; send reports to Academic Advisors in SACM and discuss student progress;
- Work closely with Academic Advisors at SACM submit student grades, transcripts, discuss any issues (academic, immigration, cultural) that arise during the students' education at NSC;
- Attend Education Conferences such as the Annual Washington International Education Conference (held in Washington DC);
- Attend local and out-of-state meetings with Advisors from SACM;
- Organize and hold seminars/workshops for Embassy sponsored international students.

10% Admission Advisor

10% Housing Coordinator - Assist new and current international students with finding housing (fill out and submit homestay/apartment applications, arrange for visits to the sites). Help students arrange for an airport pick-up with Shuttle Express when arriving to Seattle.

- Maintain relationships and communication with the homestay agencies and apartments in the local area (meet with managers and get updated openings and regulations);
- Meet with companies that assist with our housing needs (hotels, furniture rentals, etc.);
- Maintain a housing Information binder and bulletin boards for students to get housing information from. Follow up with apartments and rentals weekly/bi-weekly and update bulletin boards and housing binder;
- Visit new apartments, visit homes with rooms for rent, research new housing Opportunities; meet with prospective housing providers;
- Answer e-mails in the Housing outlook inbox;
- Work with local business on getting discounts and donations for our students for New Student Orientation or for their Housing welcome packets.

### **Summary of Ms. Bradley's Perspective**

Ms. Bradley submitted Exhibit B-4 in order to further outline her duties and the changes in her position since her new duties have been assigned to her. She outlines these changes by providing the following statements:

These are no longer my duties:

- Print new student applications (received on our website, e-mail, mail or fax) and enter them in a database. We have a full-time Admission Coordinator doing this job. When I first started working at NSC I was part-time Admissions Coordinator and part-time Housing Coordinator. I had a part-time Admissions Assistant.
- Create I-20 in the SEVIS system for all new students applying to NSC. I only make some of the I-20s for new students now, mainly during busy times when the Admissions Coordinator needs help keeping up with the volume of new student applications.

- New Hire paperwork and ENSRCs for the part-time student employees (front desk and student ambassadors). Create and manage new hire files. Terminate ENSRCs for former employees and update/change ENSRCs for current employees. This duty has been taken over by Arlette Fellores (Assistant Director).

Ms. Bradley's new duties are those of the Embassy **Sponsored Student Advisor Coordinator** as stated above.

In her request for a Director's Review (Exhibit A-1), Ms. Bradley also indicates that she assists in creating new policies and plans that affect the Intensive English Program (IEP) of the organization North Seattle College (NSC). She gives recommendations to higher level staff; supervises and assigns duties to staff; communicates and works with outside organizations; writes reports involving all international students for supervisors and outside organizations; works and communicates with all international students of NSC; researches and analyzes information that affects the whole program and is in charge of Embassy-Sponsored students.

She provides further information related to her duties in Exhibit A-5.

- I am the Academic and Immigration Advisor for all student sponsored by Governments in their home countries. I give my recommendations to the Dean of IEP about academic policies concerning Government sponsored and all international IEP students; I discuss my decisions with the Dean on actions needed to be taken regarding students' immigration standing in the US. Anne Forester consults with me when attendance and academic issues arise with IEP students, including the SACM sponsored students, and asks for immigration advice from me to best serve the international IEP students. My recommendations are considered when IEP policies are made or changed (available for students in the IEP student handbook <http://facweb.northseattle.edu/ardenli/IEPhandbook.pdQ>. Final decisions are made by the Executive Director of IP, Ryan Packard (for immigration issues) and IEP Associate Dean, Anne Forester (for academic issues). I send reports to Government officials in Washington, DC regarding student progress.
- I work closely with Ryan Packard and Financial Aid and Cashier's offices when establishing tuition payment deadlines and when writing policies and procedures for Government sponsored students and share them with staff, sponsored students, SACM advisors and foreign recruiting agencies. Policies and procedures are presented and given to the students in writing during the SACM Student Orientation and available in the IEP student handbook <http://facweb.northseattle.edu/ardenli/IEPhandbook.pdf>. The procedures I've created for tuition payment processing and medical insurance billing for sponsored students are available for IP staff in the IP Office Manual <http://www.manula.com/manuals/north-seattle-college>.
- My work with the Government sponsored students does have an impact on the College and the District. This group represents 10-12% of the international student population and are a great source of funding for different areas of the college. The Government sponsored students also contribute to the diversity of the NSC students.

- Upon doing research about the reasons and trends of sponsorship denials from the Saudi Arabian Government, I have worked closely with the SACM Advisors in Washington, DC and Faculty and Staff at NSC on creating an acceptance of pre-college English classes (English, 95, 96, 97, 98 and 99) for scholarship sponsorship by foreign Governments; This has increased the retention of Government sponsored students at NSC; It has also increased the retention of students transitioning from IEP to the college level program.
- I submit financial guarantee letters and invoices for tuition payments to Financial Aid and work closely with the Cashier's office on medical insurance billing.
- I work with Accounts receivable at the District office on resolving past due invoice payments.
- I communicate with agencies in Saudi Arabia on recruiting students for NSC and work closely with the International Programs Admissions team on getting students admitted; once the admission is complete, I discuss the scholarship application process with the students and refer them to SACM to apply for a scholarship. I assist with creating/updating marketing brochures and flyers for sponsored student recruitment.
- I create, organize and manage a SACM Student Orientation for all Embassy sponsored students at the beginning of each quarter. During this orientation, policies, procedures and other important information are shared with the students. The policies and procedures are written by me and approved by my Executive Director. Presenters during the orientation are IEP Associate Dean, Anne Forester, IP Executive Director, Ryan Packard, IP Manager, Jo Scozzafava, Student Assistant and Translator, Dima Sleit and myself.
- I write and hold SACM student information workshops during each quarter for NSC staff. The purpose of this workshop is to create awareness and understanding of this student population, so that NSC can provide the best service for these students.
- I represent North Seattle College at the International Education Conference in Washington, DC, where I meet with Embassy officials and foreign agencies responsible for student placement in colleges and universities in the United States.

### **Summary of SCC HR's Perspective**

In SCC HR's determination letter (Exhibit B-1) it states the District Compensation Committee and NSC's HR Department reviewed the information submitted by Ms. Bradley's request to have her position be reallocated from a Program Specialist 2 to a Program Specialist 3. During the course of the position review, SCC HR reviewed class specifications for PS 2 and PS 3.

SCC HR found the PS 2 to be the best fit for Ms. Bradley. In their comparison of duties it was determined the following statements best defined the duties performed by Ms. Bradley the majority of time:

#### **Program Specialist 2**

##### **Class Series Concept**

Positions in this series coordinate discrete, specialized programs consisting of specific components and tasks that are unique to a particular subject and are separate and distinguished from the main body of an organization.

Positions coordinate program services and resources; act as a program liaison and provide consultation to program participants and outside entities regarding functions of the program; interpret, review and apply program specific policies, procedures and regulations; assess program needs; and develop courses of action to carry out program activities. Program coordination also requires performance of tasks and application of knowledge unique to the program and not transferable or applicable to other areas of the organization.

**Definition (relevant parts only)**

... Incumbents oversee day-to-day program operations, function as the program representative and resource, have extensive contact with program participants and outside entities, and resolve problems within a delegated area of authority...

Finally, SCC HR states in their determination letter "...Program Specialist 3 has organization-wide responsibility that can have a statewide impact." SCC HR continues by further outlining the reason for their determination:

"...A Program Specialist 3 is also responsible for researching and analyzing information that affects all aspects of the program and then reports this to higher lever staff. A Program Specialist 3 communications reach out to all constituents (international students) of the program, while Ms. Bradley's primary focus is on a specific group of international students and she does not have interactions or communications with all International students."

**Summary of Director's Review Conference**

Throughout the Director's Review Conference, Ms. Bradley explained her duties as they relate to her position. She works closely with all international students as a student advisor and housing coordinator. She's also the advisor to all government sponsored students in the International Programs office.

Ms. Bradley further outlines her duties by explaining she is the Academic Advisor for all students sponsored by governments. She outlines her duties for making recommendations to the Dean of IEP regarding academic policies concerning the government sponsored students. Some of these recommendations include, number of absences allowed per quarter and warnings and steps needed to regain entry into the program should a student be removed due to absences. Although these "policy" recommendations are made by Ms. Bradley, SCC HR indicates these recommendations are more procedural within the NSC and any enactment of a new policy must be approved by the Board of Trustees.

Ms. Bradley states that her work with government sponsored students does have an impact on the college and the district as the group of students she works with represents a significant portion of the student population and is also a significant funding source for various areas of the college. These duties include the submission of financial guarantee letters and invoices for tuition payments to financial aid and the cashier's office on medical insurance billing.

Ms. Bradley's main focus of duties is her communication with outside entities in Saudi Arabia on the recruitment of students for NSC and her work with the International Programs Admissions team. She assists students in their admission into the college and works on assisting those students with scholarships and organizing and managing the Saudi Arabia Cultural Mission

(SACM) Student Orientation. She is the sole advisor for the SACM and works closely with her superiors in order to best serve SACM and IEP students.

The duties discussed during the review conference are all performed and managed by Ms. Bradley at NSC. As stated by SCC HR during the review conference, each campus manages their international student programs, the policies overseeing the program as a whole are approved by the Board of Trustees, for all three campuses.

During closing statements, Ms. Bradley's superiors spoke very highly of her ability to carry out her duties with very little oversight. They spoke to the fact of Ms. Bradley's accomplishments in her duties and stated she is a valuable asset to the International Student Program. Ms. Scozzafava, supervisor, also stated that when a new policy or procedure "comes down," Ms. Bradley reviews it and informs her of the new policy and/or procedure, ultimately the new policy and/or procedure needs to reach a higher level for final approval, but it is Ms. Bradley that is tasked with implementing and following through the responsibility of the program and to follow implementation. She further stated that Ms. Bradley is the only person in the office that deals with SACM in Washington D.C., and the program relies heavily on Ms. Bradley to ensure the program remains in compliance.

### **Comparison of Duties to Class Specifications**

I carefully reviewed the exhibits submitted by the parties. Allocating criteria consists of the class specification's class series concept (if one exists), the definition and the distinguishing characteristics. Typical work is not an allocating criterion, but may be used to better understand the definition or distinguishing characteristics.<sup>1</sup>

### **Program Specialist Class Series Concept**

Positions in this series coordinate discrete, specialized programs consisting of specific components and tasks that are unique to a particular subject and are separate and distinguished from the main body of an organization. Positions coordinate program services and resources; act as a program liaison and provide consultation to program participants and outside entities regarding functions of the program; interpret, review and apply program specific policies, procedures and regulations; assess program needs; and develop courses of action to carry out program activities. Program coordination also requires performance of tasks and application of knowledge unique to the program and not transferable or applicable to other areas of the organization.

Examples of program areas may include, but are not limited to: business enterprises, fund raising, volunteer services, community resources, election administration and certification, juvenile delinquency prevention, recreational education and safety, energy education, aeronautic operations and safety, student housing, financial aid, and registration.

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<sup>1</sup> In *Norton-Nader v. Western Washington University*, PRB Case No. R-ALLO-08-020 (2008), the Personnel Resources Board (Board) stated that the following standards are the hierarchy of primary considerations in allocating positions: a) Category concept (if one exists); b) Definition or basic function of the class; c) Distinguishing characteristics of a class; and d) Class series concept, definition/basic function, and distinguishing characteristics of other classes in the series in question.

The scope of Ms. Bradley's duties fit into the Program Specialist series. She performs her duties by working in the ISP of NSC. Her work entails working with and assisting international students with enrolling in classes, applying for scholarships, housing, etc. She works closely with entities outside NSC, such as the Saudi Arabia Embassy to ensure those students enrolled in classes at NSC are meeting the federal guidelines for student visas. She coordinates program services and resources and acts as the program liaison to provide consultation to program participants and outside entities.

### Program Specialist 3

#### Definition

Positions at this level work under general direction and typically have organization-wide program responsibility. For programs with statewide impact, incumbents are specialists who manage one component or assist higher levels in two or more components of the program. Programs include but are not limited to voter registration programs; boating, concession, or winter recreation programs; minority and women's business enterprise programs; and aeronautics programs. Program components are comprised of specialized tasks (e.g., reservations, administration, and budget coordination) within a specialty program. Incumbents assist higher-level staff by coordinating all aspects of program services, providing technical assistance and specialized, consultation to program participants, staff and outside entities, and recommending resolution for complex problems and issues related to the program. Incumbents assess program participants' needs and develop specialized services and training unique to the program and are responsive to the needs of participants.

This class is intended to describe positions which typically have organization-wide responsibility for managing one component, or assisting higher levels in managing two or more components of large statewide programs. The program in which Ms. Bradley's duties are performed is the International Students Program at NSC. OFM SHR, has defined a program as "a specialized area with specific **complex components** and tasks that distinguish it from other programs (or the main body of the organization)... specific to a particular subject and has a specific mission, goals, and objectives..." Ms. Bradley's duties do not reach this level of responsibility. A PS 3, has organization-wide program responsibilities and communicates to all constituents of the program, which would be all international students, however, Ms. Bradley's position duties only encompass one specific group of international students and outside entities. SACM is not the program, rather a complex component of the ISP.

Furthermore, although Ms. Bradley's position at NSC is responsible for SACM and is the student advisor for international students, her duties are not organization-wide and she is not the "manager" of the ISP. In fact, each campus of SCC has their own program coordinator or specialist that works within the ISP assisting those students that are part of SACM. The guidelines for these students to attend SCC are set out by the Federal Government and in turn, the guidelines are applied at each of the college campuses that provide educational opportunities to international students. Ms. Bradley states her tasks include the coordination of day-to-day operations of students that are part of SACM and she is the student advisor for all international students, working directly with students, faculty and staff. Ms. Bradley leads assigned staff and makes decisions within established policies, procedures and guidelines. All of these duties are performed at NSC and do not reach a "state-wide" level of impact.

As Ms. Bradley stated during the review conference and throughout the provided exhibits, she communicates with, and provides direction to, the Associate Dean of the Intensive English Program (IEP). Some of this direction can include, but is not limited to, scholarships, course studies and changing federal guidelines for international students. Additionally, although Ms. Bradley makes recommendations to the Dean of IEP about academic policies concerning government sponsored students and actions that may need to be taken regarding attendance, policy changes or deviation from established work methods. These actions must first be approved by her supervisor and secondly, be approved by the Board of Trustees.

The Program Specialist 3 class describes examples of work that may apply to her position such as working with program participants, resolving conflicts, and assisting higher-level staff. However, when considering the allocating factors in the class definition including the size and scope of the designated program, the scope of responsibility over the program, the level of supervision and decision-making, there are other classes which provide a better fit for her position and for these reasons, her position should not be allocated to the PS 3 class.

## Program Specialist 2

### Definition

Positions at this level work under **general supervision** and plan, organize, direct and coordinate operations for programs such as the business enterprise, volunteer services and community resources, elections examination/administration programs. Incumbents **oversee day-to-day program operations**, function as the **program representative and resource**, have extensive contact with **program participants and outside entities**, and **resolve problems within a delegated area of authority**. Unusual problems, probable outcomes and solutions are presented to higher levels for resolution. Incumbents may be delegated limited authority to approve budget expenditures and may assist higher-level staff with developing and coordinating statewide program activities. [emphasis added]

Ms. Bradley performs recurring assignments without daily oversight by applying established guidelines, policies, procedures and work methods. As an example, Ms. Bradley described an action taken when an international student had a number of absences. The procedure was to warn the student, inform the instructor of the warning and absences, and should the student miss additional classes, the student will fail the course and if continued to miss classes their I-20 would be terminated and they will be dismissed from NSC for one year. These policies are set out by the Board of Trustees of the Seattle Community Colleges.

The duties Ms. Bradley performs are technical and supportive in nature to the NSC participation in SACM and also the ISP. However, her position does not have full, independent responsibility for reviewing and applying program specific policies, procedures and regulations, assessing program needs and developing courses of action or resolving problems in order to carry out program activities. Ms. Scozzafava is the Program Manager of the IEP, she oversees various programs for international students. Ms. Scozzafava further indicates that should a change in policy be needed, that it first must go beyond her and to the Board of Trustees who has ultimate responsibility for approving new policies and procedures. Ms. Bradley exercises independent judgment to address situations with students and others. The decisions Ms. Bradley makes about SACM students are done following prescribed standards.

Ms. Bradley's duties can be defined as "oversight of day-to-day program operations, functioning as the program representative and resource, having extensive contact with program participants and outside entities, in resolving problems within a delegated area of authority," all of which fall within the PS 2 class.

The primary function of her position and the majority of her duties in their entirety, fall within the scope and level of responsibility in the stated Definition for the Program Specialist 2 class. Therefore, the best fit for her overall level and scope of assigned duties and responsibilities are consistent with Program Specialist 2.<sup>2</sup>

### **Appeal Rights**

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation or the agency utilizing the position, may appeal the allocation or reallocation to the Washington personnel resources board. Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is PO Box 40911, Olympia, Washington, 98504-0911. The PRB Office is located on the 3rd floor of the Raad Building, 128 10th Avenue SW, Olympia, Washington. The main telephone number is (360) 407-4101 and the fax number is (360) 586-4694.

If no further action is taken, the Director's determination becomes final.

c: Violeta Bradley, Appellant  
Denis Looney, Human Resource Specialist  
Jo Scozzafava, Supervisor  
Inti Tapia, WFSE  
Martin Logan, SCC, Human Resource Director

Enclosure: List of Exhibits

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<sup>2</sup> The best fit concept is supported by *Salsberry v. Washington State Parks and Recreation Commission*, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board (the Board) addressed the concept of best fit. The Board referenced *Allegrì v. Washington State University*, PAB Case No. ALLO-96-0026 (1998), in which the Personnel Appeals Board noted that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of [her] position.

**VIOLETA BRADLEY v SCC**  
**ALLO-16-019**

**LIST OF EXHIBITS**

A. Violeta Bradley Exhibits

1. Request for a Director's Review (date stamped)
2. Support letter from the Intensive English Program Associate Dean, Anne Forester
3. Support letter from Executive Director of International Programs, Ryan Packard
4. Support letter from the Manager of International Programs, Jo Scozzafava
5. Letter of explanation of additional responsibilities I have taken on since 06/01/2015 which are described as Program Specialist 3 responsibilities in the Determination of Position Reallocation I received from HR on 02/18/2016.
6. Examples of student progress reports sent to SACM Advisors
7. IP office procedures for SACM
8. International students and countries of origin in Winter Quarter 2016
9. Examples of student schedules
10. Examples of e-mail communication regarding past due SACM invoices
11. Examples of e-mail communication regarding admission of SACM students
12. Orientation for SACM students
13. SACM student workshop for NSC staff
14. Conference agenda for WIEC

B. SCC Exhibits

1. Allocation Determination Letter
2. Violeta Bradley Position Questionnaire
3. Violeta Bradley Changes to Position Document
4. Violeta Bradley Percentage of Job Duties Document
5. State of Washington Class Specification for Program Specialist 2
6. State of Washington Class Specification for Program Specialist 3
7. Violeta Bradley Position Description for the Time Period
8. North Seattle College International Programs Organization Chart
9. Violeta Bradley Reallocation Determination Email

C. Class Specifications

1. Program Specialist 2
2. Program Specialist 3