



**STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT**

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
P.O. Box 40911 · Olympia, WA 98504-0911 · (360) 902-9820 · FAX (360) 586-4694

January 2, 2014

TO: Robin Ledbetter, Council Representative
Washington Federation of State Employees (WFSE)

FROM: Teresa Parsons, SPHR
Director's Review Program Supervisor

SUBJECT: Robin Schneider v. North Seattle Community College (NSCC)
Allocation Review Request ALLO-13-020

On October 16, 2013, I conducted a Director's review telephone conference regarding the allocation of Robin Schneider's position. You and Ms. Schneider were both present for the conference, and David Bittenbender, Human Resources Administrator, represented NSCC. Ms. Schneider's current supervisor, Brianne Sanchez, also participated in the conference.

After the conference, the parties provided follow-up comments via email with the last email correspondence received on November 1, 2013 (Exhibit D).

Director's Determination

This position review was based on the work performed for the six-month period prior to February 13, 2012, the date Ms. Schneider submitted her request for a position review to NSCC's Human Resources Office. As the Director's designee, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review conference, and the verbal comments provided by both parties. Based on my review and analysis of Ms. Schneider's assigned duties and responsibilities, I conclude her position is properly allocated to the Program Specialist 2 classification.

Background

Ms. Schneider's position is assigned to the Financial Aid Office at NSCC. Ms. Schneider reports to the Financial Aid Director, who reports to the Vice-President of Student Services. During the time leading up to Ms. Schneider's request and throughout 2012, the Financial Aid Office experienced turnover with a number of Interim Directors, as well as oversight from Financial Aid Directors at other Seattle District colleges and the University of Washington. In addition, the Assistant Director had been out on "unexpected Medical Leave," which resulted in staff taking on additional responsibilities (Exhibits B-2 and B-4).

On February 13, 2013, Ms. Schneider and other employees in the Financial Aid Office requested reclassification of their Program Coordinator positions to the Program Specialist 3 classification (Exhibit B-3). Ms. Schneider also completed the Employee Portion of her Position Review Request form (PRR) on February 13, 2013. Her supervisor at the time, Assistant Director (Interim Director) Bridget Doran, acknowledged the request on February 21, 2012.

Mr. Bittenbender reviewed Ms. Schneider's request, as well as a written synopsis of work assigned to positions in the Financial Aid Office from Interim Director Brigid McDevitt in the summer of 2012 (Exhibit B-4). Although Ms. McDevitt had recommended Ms. Schneider's position remain allocated to the Program Coordinator class, Mr. Bittenbender concluded her position's complexity of work and level of responsibility had "migrated beyond the Program Coordinator level" (Exhibit B-2). On January 10, 2013, Mr. Bittenbender reallocated Ms. Schneider's position to the Program Specialist 2 classification, concluding the duties and responsibilities described in the PRR supported reallocation (Exhibit B-2). The allocation determination was hand-delivered to Ms. Schneider on January 30, 2013 (Exhibit D-2).

On February 27, 2013, Ms. Schneider requested a Director's review of NSCC's allocation determination (Exhibit A-32).

Summary of Ms. Schneider's Perspective

Ms. Schneider asserts she performs specialized tasks requiring specific knowledge of various requirements to maintain over 500 scholarship accounts and meet student needs. In performing her duties, Ms. Schneider states that she works with participants and scholarship and Perkins loan administrators. She contends her position administers scholarships for her assigned programs, which involves handling a variety of complex transactions on multiple accounts. For example, Ms. Schneider states that she checks financial aid files for satisfactory academic progress by downloading transcripts from a shared system in student services (HERSHEY). She states she also uses the Financial Aid Management (FAM) system tool to award and adjust financial aid and run reports. She emphasizes the need to constantly monitor and adjust accounts and notes that daily transactions can be very tedious and complex. Ms. Schneider provided numerous examples of daily transactions also summarized in Exhibits D-6 and D-13.

In addition, Ms. Schneider indicates that she works with Higher Education Coordinating board (HECB) staff and accesses the web portal to submit student progress reports, verifications, and correspondence. Ms. Schneider further asserts she works with scholarship donors and advises them on financial aid processes followed by the college. Ms. Schneider indicates she has primary responsibility for handling the federal Perkins Loan, including entrance and exit counseling about loan requirements and responsibilities; the Passport Promise to Education Scholarship for emancipated foster youth in the state; the SEIUT (Service Employees International Union Training) special account for Swedish Hospital health care workers seeking continuing education; as well as other institutional, state scholarships, and private loans.

In summary, Ms. Schneider asserts she monitors eligibility and disburses funds; performs outreach, including publications for the web and scholarship presentations to the public; has some responsibility in tracking legislative changes; conducts investigations and regularly resolves both general and complex issues, potentially assisting all students at NSCC. Ms. Schneider contends she works independently in arranging the distribution of funds for students to ensure they get the financial and academic support they need. Overall, Ms. Schneider

believes the duties and responsibilities assigned to her position reach the Program Specialist 3 class level.

Summary of NSCC's Reasoning

NSCC recognizes Ms. Schneider's Program Coordinator position has grown in complexity and level of responsibility as financial aid requirements have expanded. NSCC notes her position requires detailed knowledge of financial aid programs with specific knowledge about those programs assigned to her position. NSCC describes financial aid as a complex body of detailed rules and transactions and asserts Ms. Schneider handles transaction activities for programs delegated to her position, including processing payments for special services. NSCC asserts Ms. Schneider's duties and responsibilities include authorizing financial aid awards and disbursing funds, reviewing student transcripts for academic progress, and making refunds of unused funds to donors and students as needed. NSCC describes budgeting of financial aid funds as managing the specific transactions for each student account. NSCC states that all of the positions in the Financial Aid Office assist students, faculty, and staff with financial aid application processes and eligibility, including adjustments of financial aid awards.

NSCC recognizes Ms. Schneider's duties and responsibilities associated with the SEIU Healthcare Multi-employer training scholarship but emphasizes that another position has primary responsibility for special accounts. NSCC also recognizes her responsibilities with the Passport Program but notes this education scholarship represents about one to four students annually. NSCC clarifies that Ms. Schneider works within lists of eligibility requirements not determined by the college. NSCC agrees that Ms. Schneider's position has primary responsibility for processing Perkins Loans, including working with students to ensure they understand all requirements. While NSCC agrees Ms. Schneider's position has delegated responsibilities within her assigned financial aid programs, NSCC asserts the level of decision-making and delegated authority does not reach the Program Specialist 3 class. For example, NSCC contends Ms. Schneider's position has not been assigned organization-wide program responsibility and asserts the technical aspects of coordinating and reporting scholarship funds get reviewed by higher level staff. Overall, NSCC contends the Program Specialist 2 is the appropriate level classification (Exhibits B-2 and D-9).

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).

Overview of Financial Aid Office by Interim Financial Aid Director Brigid McDevitt

Ms. McDevitt also served as the Financial Aid Director at one of the other Seattle District colleges and provided an overview of the Financial Aid Office at NSCC. In summary, Ms. McDevitt explained that the Financial Aid Office houses a variety of distinct programs that have been integrated into one application process whenever possible. She noted that each program has its own rules, regulations, reporting requirements and allocations. The financial aid

programs are both federally and state funded and include the Pell Grant Program; Campus Based Aid Program, including Supplemental Educational Opportunity Grant (SEOG); Federal Work Study; Perkins Loans; State Need Grant; State Work Study; and other smaller programs like Americore (federal); and Passport to College, WAVE, and College Bound Scholarship (state programs). There are also institutionally funded programs such as North Seattle Grant and Tuition Waiver; and additional programs like Veterans Benefits; Work Force Funding Source; and Worker Retraining and WorkFirst.

The programs overlap and the financial aid processes include application, awarding, monitoring, disbursing, and reporting, which occur simultaneously or sequentially. Deadlines and timelines are sensitive to practices in other areas on campus. Financial aid involves continual change driven by technological and regulatory requirements and expectations to disburse aid to students. The way the college receives funds varies by program. Examples include lump sum with eligibility and reporting requirements, contracts in which agencies are billed, individual scholarship checks, and access to eligibility lists to request funds. Changes in electronic data retrieval and reporting requirements have increased the complexity of work in the Financial Aid Office. While the purpose of financial aid has not changed and the primary objective is to serve students, the administration of aid has become more complex and policies and practices are developed to maintain compliance and protect the college from liability (Exhibit B-4).

Duties and Responsibilities

The Position Review Request (PRR) Employee Portion describes the purpose of Ms. Schneider's position follows (Exhibit A-37):

Under general direction to assist public, students, faculty and staff with financial aid application processes and procedures, to run scholarship programs and oversee federal Perkins Loan program. Also to facilitate private educational loan checks and to check files for satisfactory academic progress.

In summary, the work activities described on the PRR include the following (Exhibit A-37):

30% Counsel students and families with minimal oversight regarding financial aid process, eligibility issues and student account policies, processes and procedures in person, email and on the phone. Tasks include:

- Educating public and disseminating federal and state financial aid rules and procedures, in person, via email and phone.
- Providing students with instructions and documents required for completing financial aid files.
- Providing financial aid information to the public at quarterly retention campaign fairs.
- Adjusting financial aid awards according to credit load.
- Ordering checks as appropriate.
- Referring students as needed.
- Informing public of other forms of financial aid on campus, such as Work Force programs, community partners and social services.

30% Responsibility for scholarship programs institutionally and outside organizations. Tasks include:

- Liaison for scholarship consultation and materials to general public, students and school employees.
- Administer website (editing, posting and updating).
- Develop and perform workshops on scholarships at quarterly retention campaign events.
- Organize and host annual Scholarship Fair, including planning, management, creation, implementation, marketing, and training volunteers.
- Manage and reconcile over 500 scholarship budgets from outside agencies and organizations.
[Scholarship budgets are referring to student accounts]
- Research and create new scholarship budgets.
[Establishing new student accounts]
- Award, bill, reconcile, and check and monitor academic progress on scholarship awards for a variety of scholarships, including:
 - All Athletic Booster and International Student Services Scholarships
 - Onsite NSF Scholarships
 - Parent Education Co-Op Scholarships
 - CWA [College for Working Adults] Bosworth Scholarships
 - SEIU [Service Employees International Union] quarterly awards.
 - All Education Fund Foundation Scholarship awards
- Member of Education Fund Foundation Scholarship Selection Committee.
- Monitor, track and check satisfactory academic progress for the following state scholarships: WA Scholars, WAVE (Washington Award for Vocational Excellence), Gear Up and GRMS (Get Ready for Math and Science).
- Manage application collection, grade checks and compliance of requirements for annual NePage Scholarship. Promote and represent NSCC at selection committee meeting. Award scholarship, check for academic progress and reconcile account.
- Create marketing materials for scholarship website and WA state search engines.

15% Administer all aspects of the Federal Perkins Loan Program, including all borrower support services and education on loan policies and procedures.

10% Guide students regarding private educational loans, certify loans and disburse loan checks.

10% Determine initial student financial aid eligibility based on satisfactory academic progress standards.

5% Advocate and mentor for Passport Promise to Education Scholarship for emancipated former WA State foster youth.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

The **Program Specialist** Class Series Concept states, in part, the following:

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. . . .
Examples of program areas may include . . . financial aid . . .

There is no dispute Ms. Schneider's position fits the class series concept for the program classes.

The **Program Specialist 3** definition reads, in part, as follows:

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. . . . Program components are comprised of specialized tasks . . . 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.

The State Human Resources (HR) Glossary of Classification Terms defines **general direction** as follows:

- Employee independently performs all assignments using knowledge of established policies and work objectives.
- Employee plans and organizes the work and assists in determining priorities and deadlines. May deviate from standard work methods, guidelines or procedures in order to meet work objectives.
- Employee exercises independent decision-making authority and discretion to decide which work methods to use, tasks to perform and procedures to follow to meet work objectives.
- Completed work is reviewed for effectiveness in producing expected results.

The majority of Ms. Schneider's duties involve working with students and families to ensure financial aid applications are processed correctly, students understand and meet eligibility requirements, and students ultimately receive the financial aid awards needed to pay for college. This has been described as a program specific and technically complex process with

varying rules and requirements, depending on the particular scholarship or loan program. Ms. Schneider also has responsibility for ensuring that funds, including credits and overpayments, get disbursed correctly according to specific requirements that may be unique to each student account.

Although Ms. Schneider performs her duties independently and uses knowledge of established policies and regulations, her decision-making authority is more in line with general supervision, characteristic of the Program Specialist 2 level.

The State HR Glossary of Classification Terms defines **general supervision** as follows:

- Employee performs recurring assignments without daily oversight by applying established guidelines, policies, procedures, and work methods.
- Employee prioritizes day-to-day work tasks. Supervisor provides guidance and must approve deviation from established guidelines, policies, procedures, and work methods.
- Decision-making is limited in context to the completion of work tasks. Completed work is consistent with established guidelines, policies, procedures and work methods. Supervisory guidance is provided in new or unusual situations.
- Work is periodically reviewed for compliance with guidelines, policies and procedures.

Ms. Schneider makes decisions within established guidelines and parameters, such as adjusting aid based on credit load. In addition, her daily tasks involve coordination of financial aid transactions and reporting, as well as directly working with students, staff, faculty, and program administrators, rather than having organization-wide responsibility.

I recognize the Program Specialist 2 and 3 classes describe examples of work that may apply to either class, for example, working with program participants, resolving conflicts, and assisting higher-level staff. However, when considering both class definitions and the level of supervision and decision-making, the Program Specialist 2 class provides a better fit.

The **Program Specialist 2** definition states, in part, the following:

Positions at this level work under general supervision and plan, organize, direct and coordinate operations for 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.

The majority of Ms. Schneider's work involves counseling students and families with minimal oversight about the various financial aid processes and requirements, including eligibility issues and academic requirements. She also provides consultation and guidance to program participants and the general public, organizes informational events and scholarship fairs, and updates web pages, serving as both a program representative and resource. Ms. Schneider

plans, organizes, directs, and coordinates the daily functions and tasks related to her assigned financial aid programs.

As such, she awards, bills, and reconciles student accounts (distributes funds and issues refunds of unused funds to donors and/or students). She also checks and monitors academic progress on scholarship awards for a variety of scholarships and communicates with outside entities, such as scholarship donors, private and federal loan administrators, HECB, and the SEIU training program. Ms. Schneider resolves problems within her delegated area of authority and unusual problems are presented to higher levels for resolution. In total, the Program Specialist 2 class best encompasses the overall duties and responsibilities assigned to Ms. Schneider's position.

Program Specialist 2 typical work examples that best align with Ms. Schneider's position include the following:

- Provides information and technical assistance to program participants, staff and outside entities regarding program content, policies and activities and recommends alternative courses of action; promotes the program with outside organizations and resources;
- Attends meetings and/or conferences as the program representative; develops and makes public presentations on program related topics;
- Confers regularly with staff and outside entities regarding the interpretation and implementation of program policies . . .
- Monitors program activities in relation to established program goals; within established program parameters, determines variances from program standards;
- Prepares training and promotional materials . . .
- Analyzes program participants' operations and performance to program policies, procedures, practices and conformance with rules and regulations; provides assistance, counseling and/or instruction as needed.

The Personnel Resources Board has previously determined that most positions within the civil service system occasionally perform duties that appear in more than one classification. However, when determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

It is clear Ms. Schneider performs a variety of complex transactions with multiple rules and requirements and has a solid understanding of numerous federal, state, institutional and private scholarship and loan programs. A position's allocation is not based on an evaluation of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the available job classes. Overall, the scope of duties and level of responsibility assigned to Ms. Schneider's position best fit the Program Specialist 2 classification.

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 P.O. Box 40911, Olympia, Washington, 98504-0911. The PRB Office is located on the 4th floor of the Insurance Building, 302 Sid Snyder Avenue SW, Olympia, Washington. The main telephone number is (360) 902-9820, and the fax number is (360) 586-4694.

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

c: Robin Schneider
David Bittenbender, NSCC
Lisa Skriletz, SHR

Enclosure: List of Exhibits

ROBIN SCHNEIDER v NORTH SEATTLE COMMUNITY COLLEGE
ALLO-13-020

A. Robin Schneider Exhibits

Section 1: Scholarships & Special Accounts

1. Exhibit 1 (pages 1-2): Email from me to Facilities, Student Leadership and IT requesting set up for scholarship fair.
2. Exhibit 2 (pages 1-2): Budget Account Establishment/Changes-Edits form showing creation of scholarship budget code.
3. Exhibit 3: Email from College Success Foundation Scholarship Director regarding the "Realize the Dream" scholarship for undocumented students.
4. Exhibit 4: Athletic Scholarship bill for 2011/2012.
5. Exhibit 5: Email regarding International Student Programs scholarship bill and an extra student added on.
6. Exhibit 6 (pages 1-2): Email from Director for Onsite Scholarship (Ready Set Transfer) for STEM majors, faculty requesting me to award scholarships.
7. Exhibit 7: Parent Education Instructor email requesting me to award attached list of recipients.
8. Exhibit 8: Email from Education Fund Director regarding College for Working Adults awardees that have to pay \$50 of their tuition on their own after the scholarship is applied. An agency TRAC was paying the \$50 for some students.
9. Exhibit 9: Email from former Director Suzanne Scheldt confirming responsibility for SEIUT (Swedish medical health care funding).
10. Exhibit 10 (pages 1-2): Emails regarding complex issues with Ed Fund Scholarships grades and students adding and dropping requiring investigation.
11. Exhibit 11 (pages 1-2): Email from myself to the NSCC Education Fund Scholarship Director attaching bills I prepared. Snippet of Ed Funds I awarded.
12. Exhibit 12 (pages 1-2): Emails from WSAC (formerly HECB) regarding awarding WAVE.
13. Exhibit 13: Emails from WSAC (formerly HECB) asking me to verify WAVE Scholarship disbursements.
14. Exhibit 14 (pages 1-2): Email from WSAC giving me GRMS (Get Ready for Math & Science) portal access and confirming me as the contact person for program and award amounts.
15. Exhibit 15: Email regarding award information for the NePage Scholarship (this scholarship is for Seattle CC students only that are in nursing or ECE programs.)
16. Exhibit 16: Email to Admin regarding College Bound funds that I submit to WSAC via CSAW on the WSAC Portal.

Section 2: Federal Perkins Loan

17. Exhibit 17: Email to Federal Perkins Loan debtor informing debtor of action that could be taken against them for non-payment.
18. Exhibit 18: Email between myself and FAI Collections Agency regarding assigning a delinquent Federal Perkins Loan debtor to collections.
19. Exhibit 19: Information sheet regarding Federal Perkins Loan entrance counseling sessions that I provide.

20. Exhibit 20 (pages 1-5): Information I provide and during Federal Perkins Loan entrance counseling along with Master Promissory Note signing and "Rights & Responsibilities) signed by borrower.
Exhibit 20.5: Perkins Loan Statement of Rights and Responsibilities signed by myself and student borrower.
21. Exhibit 21: Exit interview notice to borrower regarding Federal Perkins Loan and holds that I place on account barring students from registering or obtaining transcripts.
Exhibit 21.5 (pages 1-4): Master Promissory Note for Federal Perkins Loans.
22. Exhibit 22 (pages 1-4): Application for hardship deferment or forbearance for the Federal Perkins loan that is submitted to me.
23. Exhibit 23: Federal Perkins Loan Exit packet checklist of items provided and to be signed and returned to me.
24. Exhibit 24: Federal Perkins Loan amounts transferred report.
25. Exhibit 25 (pages 1-2): Communication between me and Perkins Loan borrower regarding attendance and exit interview information.

Section 3: Private Educational Loans

26. Exhibit 26: Email from me to Private Alternative Loan recipient with instructions and procedures.

Section 4: Passport Promise for Education Scholarship

27. Exhibit 27: Email to self with copy of Passport Scholarship support staff from www.independenc.wa.gov.
28. Exhibit 28: Email from WSAC (formerly HECB) requesting me to confirm Passport Scholarship awards.
29. Exhibit 29: Email arranging for special services in the form of individual tutoring for Passport Scholar.
30. Exhibit 30: Email to Administrative Services VP regarding Passport Scholarship usage report.
31. Exhibit 31 (pages 1-5): Passport Incentive Funds Grant Usage Report for NSCC for 2011/2012

Documents filed February 27, 2013 for Director's Review Request

32. Director's Review Form received February 27, 2013 (3 pages)
33. Addendum to Director's Review Form (1 page)
34. January 10, 2013 NSCC allocation determination letter (6 pages)
35. February 13, 2012 letter requesting reclassification review, signed by five employees, including Robin Schneider (1 page)
36. Summary of review done by Brigid McDevitt (1 page)
37. Position Review Request – Employee Portion with supervisor signature (5 pages)

B. NSCC Exhibits

1. Employment Notice and Service Record Change form signed January 25, 2013
2. Allocation determination memorandum January 10, 2013 (6 pages)
3. February 13, 2012 allocation review request letter from Ms. Schneider and other unit members
4. Position review investigation for Financial Aid Office by Brigid McDevitt, Summer 2012

5. Program Specialist 2 Classification Specification
6. Program Coordinator Classification Specification
7. Process emails to/from Christina Herberg, SCC HR (3 pages)

C. Class Specifications

1. Program Coordinator Classification Specification
2. Program Specialist 2 Classification Specification
3. Program Specialist 3 Classification Specification

D. Additional Exhibits:

Timeliness:

1. March 5, 2013 letter to the parties from Karen Wilcox, Director's Review Program, addressing timeliness of request.
2. March 18, 2013 email from Robin Ledbetter, WFSE, with attached documentation that supports NSCC's decision was hand-delivered on January 30, 2013.
3. March 29, 2013, to Robin Ledbetter, WFSE, from Teresa Parsons, Director's Review Supervisor, accepting request as timely.

Email correspondence and comments by the parties after the Director's review conference:

4. October 17, 2013 email from Robin Schneider to Teresa Parsons regarding submission of additional notes.
5. October 18, 2013 email from Robin Schneider to Teresa Parsons indicating her current supervisor would not be submitting a letter of support.
6. October 22, 2013 email from Robin Schneider with attached additional notes/comments.
7. October 22, 2013 email from David Bittenbender requesting an opportunity to respond to Ms. Schneider's comments.
8. October 24, 2013 email from Teresa Parsons to the parties confirming the emails received and that NSCC would be providing final comments.
9. October 24, 2013 email from David Bittenbender with attached response from NSCC.
10. October 24, 2013 email from Robin Schneider disagreeing with NSCC's response and requesting to reply to the college's statements.
11. October 25, 2013 email from Teresa Parsons to the parties indicating that Robin Schneider's final response was due by November 1, 2013.
12. October 24, 2013 email from Robin Schneider confirming the response date.
13. October 31, 2013 email from Robin Schneider with final responses to NSCC's comments.
14. November 1, 2013 email from David Bittenbender, NSCC, confirming that the responses by the parties were final.
15. November 1, 2013 email from Teresa Parsons to the parties, confirming that Ms. Schneider's November 1 response was final.