

TEXTBOOK TASK FORCE MEMBERS

Joseph Koroma (Chair)	Associate Dean, Student Financial Aid
Ruth Ross	Dean, Library Media
Janell Whiteley	Director, Fiscal Services
Joan Hanten	Executive Director, Olympic College Foundation
Bridgid Brunson	Chief Financial Officer
Denis Snyder	Director of Auxiliary Services
John Babbo	Counselor and faculty
Coral Mason	Data Control Tech, Financial Aid
Selena Ayers	Secretary, Associated Students of Olympic College (ASOC)

TABLE OF CONTENTS

Executive Summary.....	3
Background Information.....	4
Committee Activities.....	5
Summary of Recommendations.....	6
Enhance Student Awareness.....	7
Expand Faculty Awareness.....	8
Enlarge Textbook Availability in Library.....	9
Disburse Financial Aid Prior to First Day of Term.....	10
Institute Short-Term Textbook Loan Program.....	11
Establish Textbook Endowment Fund.....	13
Conclusion.....	14
Appendix A: Survey Summaries.....	15
Appendix B: Textbook Loan/Grants at Washington Community Colleges.....	20
Appendix C: Short-Term Textbook Loan Program Proposal.....	21
References.....	22

EXECUTIVE SUMMARY

On September 25th, Olympic College President, Dr. David Mitchell, charged the textbook task force with the goal to develop a process to help deal with the issue of students who cannot afford to pay for their textbooks.

The committee held weekly meetings in October (4th, 11th, 16th, 23th, and 30th) and met again in November to finalize its report. During the deliberations, the committee familiarized itself with bookstore operations at Olympic College to better understand the opportunities and challenges students face in acquiring textbooks. In addition, it sought to review programs that other community colleges in the state of Washington have in place to deal with the issue of students who cannot afford their textbooks.

The committee noted the following challenges with the issue of textbooks:

- High cost of textbooks
- Students do not budget adequately for books
- No lending program for textbooks
- Students do not receive financial aid checks prior to the first day of classes

The committee recognizes the high cost of textbooks as a barrier to attend college for some students. Since the bookstore is a self supporting entity, its operating cost is reflected in the final purchase price of textbooks. One solution would be for the college to adequately fund the operations of the bookstore thus reducing the need to include bookstore operating costs in the final textbook purchase price. However, reducing the cost of books without taking the aforementioned into consideration can undermine the bookstore financially. The bookstore is a self-supporting entity that needs to cover its operational costs. Other factors that were considered include disbursing or mailing financial aid checks before the first day of class, expanding the availability of traditional and e-textbooks in the library, developing textbook loan and scholarship programs for students, and creating awareness among faculty and students on measures that can reduce the cost of textbooks.

Offices on campus have a role to play to ensure that students can afford textbooks. Faculty, students, and staff, can all work together to ensure that students can afford textbooks. In this regard, communication is very important. The recommendations address cost, affordability, awareness, and communication, which are factors that hinder students in one way or the other from being able to afford their textbooks at a given time. In addition to the recommendations, the potential advantages and disadvantages are also spelled out for consideration.

BACKGROUND

The rising cost of college textbooks has been a growing concern nationwide. The U.S. House of Representatives passed a bill in March 2006 that encouraged the involvement of textbook publishers, students, faculty, and college bookstores, and colleges in implementing various approaches to address the affordability of college textbooks. Although, this bill did not become law, it brought national attention to the topic. This has led to similar legislative proposals in Congress this year.

In the state of Washington a new law (House Bill 1224) was passed by the House and Senate in April 2006 for four year public institutions. The community and technical colleges were added to the legislation in 2007. It called for all efforts to be made in order to lower the cost of textbooks. This textbook law requires bookstores affiliated with state colleges and universities to disclose to faculty and staff the cost of materials they require students to purchase. In summary the law states:

The board of regents of the state universities, and the boards of trustees of the regional universities and The Evergreen State College, and the boards of trustees of each community and technical college district, in collaboration with affiliated bookstores and student and faculty representatives, shall adopt rules requiring that affiliated bookstores provide students the option of purchasing materials that are unbundled when possible, disclose to faculty and staff the costs to students of purchasing materials, and disclose publicly how new editions vary from previous editions

The Government Accountability Office conducted a study in 2005 on the escalating cost of textbooks. They found that the rising cost is making the acquisition of higher education difficult for students. According to the report, the average price students pay for their textbooks is calculated to be equal to 27% of their tuition cost. The report suggests that this percentage could be higher for community colleges.

At Olympic College, the average cost of textbooks is estimated at \$900.00 per year. This is approximately 34% of the total cost of tuition and fees for a full-time student over a nine month or three quarter period. At the extreme end, however, a typical full-time freshman practical nursing student at Olympic College in 2007-08 year will spend an average of \$1300.00 on textbooks during their first year, according to the OC Nursing webpage. This is about 50% of tuition. The relatively high cost of textbooks could be a potential problem for some of these students. However, students in the nursing program also use some of their first year books during their second year of studies, thereby reducing the overall cost of their textbooks.

COMMITTEE ACTIVITIES

- Held meetings (10/4/07, 10/11/07, 10/16/07, 10/23/07, 10/30/07, 11/26/07 2007)
- Conducted surveys among students regarding suitability of textbook loan program
- Solicited advice and guidance from other community colleges in the state via email and personal contact
- Reviewed past short-term loan program
- Discussed textbook legislation
- Interviewed students and Olympic College personnel
- Researched the issue of textbook affordability nationwide

SUMMARY OF RECOMMENDATIONS

There are seven primary recommendations from the textbook task force:

- 1. Enhance Student Awareness**
- 2. Expand Faculty Awareness**
- 3. Enlarge Textbooks Availability in Library**
- 4. Disburse Financial Aid Prior to the First Day of Term**
- 5. Institute a Short-Term Loan Program**
- 6. Establish Textbook Endowment Fund**

I. Enhance Student Awareness

Introduction:

Students are seemingly surprised by the cost of textbooks. One reason may be their inability to access the necessary information. Even though, the bookstore publishes information on the cost of textbooks on their website, other avenues to ensure that the cost of textbooks reaches out to students should be enhanced. Proactive methods can aid in helping students have textbook information before their first day of classes. Such a process may help them budget adequately for textbooks.

Recommendation:

Textbook costs need to be communicated as much as possible. Also, an active buyback program should be promoted. This is one way to offset the cost of books. The average cost of textbooks and buyback program should be published in various media available to current and prospective students, such as:

- The View
- The Olympic College Catalog
- Olympic College Website (on departmental and advising websites where feasible).
- Financial Aid and other recruitment correspondence
- Via the Textbooks brochure

Advantage(s):

1. Allows students to budget early enough for books
2. Allows them time to also seek other avenues for books

Disadvantage(s):

1. It does not adequately address the high cost of books

II. Expand Faculty Awareness

Introduction:

Certain students have complained in the past about buying textbooks which they did not get to utilize in the courses. In some cases text and materials come in bundles, and cost more.

There is a need to expand faculty awareness on the implications of their decisions regarding textbooks and how they can make the right decisions vis-à-vis publishers and their choice of educational materials. The committee notes that adjunct faculty could be difficult to schedule for formal sessions to address this issue. As a consequence, information through the website and brochures should be produced to address this faculty body.

In addition, in certain courses there are variations in the cost of textbooks and required material for the same course number. For example, Biology 250 and 251 are offered on the Bremerton and Poulsbo campuses. The textbook and required materials utilized on the Bremerton Campus, cost \$ 176.00 (new) or \$ 160 (used) while the textbook and required materials cost \$ 274.00 (new & bundled) on the Poulsbo campus.

Recommendation:

In accordance with the new Washington State Textbook Law, the Board of Trustees should institute the necessary policies to minimize textbook costs while maintaining high educational standards in courses.

Advantage(s):

1. Awareness of faculty on the impact of certain decisions relating to textbooks could reduce the cost of textbooks for students.
2. Brochures could be produced and made available to all faculty concerning cost factors with regard textbooks.

Disadvantage(s):

1. Setting strict guidelines for faculty to reduce or regulate textbook cost could be interpreted as an infringement on academic freedom.

III. Enlarge Textbook Availability in Library

Introduction:

Recently, the Olympic College Foundation approved a grant through the “Funds for Excellence” to buy textbooks for the Math Study Center. Due to cost, the Olympic College Library does not provide textbooks for students to use. Similarly, Olympic College Foundation Office could fund purchase of electronic texts to be made available on reserve, either through direct funding or endowment.

Recommendation:

Request the OC Foundation establish an endowment for the purchase of textbooks for students use via reserve.

Advantage(s):

1. OC Library can provide textbooks on reserve [in hard copy and electronic copy] for students who cannot benefit from the other options outlined. This program could be expanded through donations by faculty, and the community at large.
2. Electronic texts can be used by several more students in succession than hard copy texts and cannot be stolen.

Disadvantage(s):

1. Only a limited number of students can use a book at any given time.
2. Textbooks on reserve cannot be removed from the library
3. Textbooks often become outdated and new ones would have to be purchased often to keep up with student requirements.

IV. Disburse Financial Aid Prior to First Day of Term

Introduction:

Currently, Olympic College students receive their financial aid checks on the first day of the term. Committee members opined that by the time students receive their financial aid checks, most of the used books have already been sold. There are two possible methods of getting funds to students early: depositing excess financial aid funds directly into student bank accounts via the Automated Clearing House (ACH) process or releasing paper checks a few days before official start of college classes. However, at present there are too many technical problems that prevent the implementation of both processes. Center for Information Services (CIS) through the Competitive Advantage Reclamation (CAR) project is working on ensuring the technical feasibility of the ACH process within the current Financial Aid Management system, most likely this academic year. On the other hand, there is a very short window of time for processing paper checks at the end of some winter and spring quarters.

Recommendation:

Mail student financial aid checks before the start of classes for fall, winter, and spring. It is also recommended that as a long term solution the college should direct deposit (ACH) excess financial aid funds into student bank accounts before the first day of classes. Because of many disadvantages recorded under this item, it is recommended that this process of issuing checks early, be performed as soon as some of the observed demerits are addressed.

Advantage(s):

1. Students are able to receive their checks a few days before the start of classes. This timeframe can help them better prepare to purchase books.
2. ACH process ensures faster turn-around time and reduces mailing cost.

Disadvantage(s):

1. If students register for a course, receive financial aid checks, but do not report for classes, then there would be financial liability issues involved for the college.
2. Before students receive their financial aid checks they must be making Satisfactory Academic Progress (SAP). The current academic calendar has a very short window of time (16 business hours in some instances) from the time grades are available to check SAP and then prepare and mail checks to aid recipients. This problem applies mostly to the end of the winter and spring quarters.
3. Funds for summer quarter cannot be mailed until July 1st because of year end procedures (Fiscal year does not begin until July 1st so we cannot disburse earlier than that date).
4. The ACH process cannot be performed due to technical limitations of our Financial Aid Management System.

V. Institute a Short-Term Textbook Loan Program

Introduction:

There are several factors that prevent students from having funds for textbooks by the first day of classes. This can be due to lack of adequate preparation, their financial aid checks have not arrived, they have not received their payroll checks, or they don't have the necessary funds to purchase books. At the present time, there is no official avenue for students to seek assistance in this regard. In the past, the Olympic College Foundation has helped with emergency funds. However, these funds have been limited and were not designed to address the issue of students who cannot afford their textbooks.

Prior to November 2003, a short-term emergency loan program existed in the Financial Aid Office. However this program was discontinued due to a relatively high default rate on the loans. There are, however, differences between the proposed new loan program and the old loan program that was discontinued. First, the proposed program is only for books. Second, students will be issued vouchers instead checks. Third, only students who have completed a financial aid application or those who commit to complete one will be eligible.

Seventy (70) Olympic College freshmen and continuing students in OLRM 220 (Human Relations in the Workplace) and COMM 152 (Interpersonal Communications) were asked in a short survey whether they were interested in a short-term loan for textbooks. Sixty five percent (65%) answered "Yes", while thirty two percent (32%) answered "No" to the question (See Appendix A). This means that the college is in need of such a program to temporarily alleviate the short term needs of our students.

Funding for such a loan program can come from the 3.5% funds of Olympic College. At present, this funding source is utilized only for need-based aid. It is estimated that \$15,000 to \$30,000 will be needed during the first quarter of implementation. However, these funds are already committed for the current fiscal year.

Recommendation:

It is recommended that a Short-Term Textbook Loan Program be instituted for students starting in the summer quarter 2008 or when funds become available.

Advantage(s):

1. Funds would be made available to students before their financial aid checks are available.
2. No fees and no interest charges on the loan.
3. It will alleviate the problem of students who have to wait for two weeks in the summer for their financial aid checks.
4. Fund can be made available now and does not require fundraising efforts.
5. It will indirectly assist students to complete their financial aid application.

6. Serves a broader student base. All Olympic College students contribute 3.5% of their tuition to this fund. At present, based on the financial aid methodology currently employed, only need-based students are eligible for these funds in the form of an Olympic College grant. By making available a loan fund for books, other categories of students could become eligible for funds from the 3.5% fund.

Disadvantage(s):

1. Student could be turned over to collections for non repayment for loans. These processes will not necessarily be well received by students.
2. Extra staffing resources would be necessary to effectively manage program. This may mean increased workload for staff at already busy times. For example, the accounting office would need to take on additional work to comply with due diligence.

VI. Establish Textbook Endowment Fund

Introduction:

The Olympic College Foundation has supported several programs on campus including scholarships to students who have found themselves in financial difficulty. The OC Foundation also continues to assist the Library in its goals and mission. The Short-Term Loan fund that is proposed has certain restrictions. For example, international students or certain non-residents will be ineligible for the loans. Currently the Olympic College Foundation has limited funds to adequately address the issue of students who cannot afford to pay for their books.

Recommendation:

It is recommended that within the current Endowment Campaign talks with donors should be initiated about creating textbook scholarship funds as well as creating an Olympic College Textbook Endowment that all donors could contribute to.

Advantage(s):

1. It can provide funds for students who would be ineligible for the Short-Term Loan.
2. The Financial Aid Office can work with the Foundation Office to manage funds.
3. The eligibility criteria for these funds might not be as strict as the Short-Term Loan.
4. This will be an ongoing source of money that will be available to students.

Disadvantage(s):

1. It will take time to raise a large endowment and for it to be a benefit to many students. If an Endowment Campaign starts in March 2008, the interests accruing to these funds will not be available for students to utilize in the form of scholarships until after one year i.e., sometime in 2009.

CONCLUSION

The committee deliberated over a period of two months. Due to exigencies of time, the taskforce committee could not get input from the wider Olympic College community. However, there was student, staff, and faculty representation in the deliberations. For example, the comment from students (Appendix A) is very helpful in understanding the challenges students face.

Even though no studies were conducted at OC to confirm this, the general perception is that textbooks are a barrier to enrollment. This was echoed by the Secretary of the ASOC, Selena Ayer, who mentioned examples of students who have not enrolled or have dropped out of classes because they could not afford to pay for their textbooks. The textbook policies that are required to be developed by Olympic College as per the new Washington State Law (1224) will need to address a longer term solution than the recommendations in this report.

Such long term policies to address the affordability of textbooks would remove barriers to enrollment and help retention efforts at Olympic College.

APPENDIX A: STUDENT SURVEY

Students enrolled in two classes, Human Relations in the Workplace (OLRM 220) and Communications (SPCH 152), for fall 2007 were given the details of the proposed Short-Term Textbook Loan Program. This included eligibility requirements, terms and conditions, and how to apply. They answered YES or NO on whether they would be interested in such a loan program. In addition, they were asked to write comments. Below are responses from the students:

Question: Will you be interested in a Textbook Loan Program?	Question: Do you have other comments or recommendations?
Student Responses:	Student Responses:
1. Yes	To the students would be a good idea. Especially for students such as myself who are on Financial Aid, because when you're on Financial Aid you don't receive your check to even buy books until the first day of class, and by then all the cheaper or used books are already gone, so in the long run having a student loan for books would save the students money.
2. Yes	I believe that this could be helpful to students that are unaware of the costs or need for books. If it all goes as planned it could be very useful to students. It would have to have a quick processing time though; otherwise the same problems with financial aid would occur.
3. Yes	I think this loan should be available to Running Start students because I could use the cheap paying for books. Minimum wage only pays, so much.
4. Yes	We should take a look at West Los Angeles Community College EOP Program.
5. Yes	It is not clear if this is a money loan system or if it is a borrowing system and you only pay if you do not return your books.
6. Yes	This being a loan might seem difficult for lower income homes to pay for. Also, what is the allotted time for when they will pay back the loan? I feel that this is a good idea, but might need more refining.
7. Yes	I believe this would be a good program to prevent new students from being blindsided by the actual prices of the books for their classes.
8. Yes	Would be nice when students know how much the textbooks

	are at and before students sign up for classes. Why can't books just given back so later-on students be able to purchase the used books? Remember communication between staff and students and future student should be good.
9. Yes	Please put the amount of the books in the information booklet when picking a class. You know at the time of registration what the cost of book will be.
10. Yes	Hurry Please.
11. Yes	I would like this. Write the amount of book into the courses catalog. It is annoying, after registration I don't know what books to get.
12. Yes	I believe if it can only be done once a year the problem will not be solved.
13. Yes	I think the entire program needs to get a little more ahead of the game. It is hard to succeed if you haven't the needed material to properly study a course. I think they should include the books and cost of books in the class or course tutor.
14. Yes	I think it's a good idea, but it should be quarterly and paid back by the end of the quarter.
15. Yes	It should be every quarter if a person pays back the advance it shows trustworthiness. A one time deal is lame. If the loans coming in are legitimate and proven.
16. Yes	Seems like a good idea but will there be any fee's of interest? That's the only question I have about it other than that it seems like a good idea.
17. Yes	I think this is a great idea. I would suggest instead of paying in full at the end of each quarter students need to pay "x" around so by the end of the year it's paid off.
18. Yes	Sounds good.
19. Yes	I think that this would be more than helpful because a lot of students cannot afford to pay for books at one time. It takes a financial strain off of a lot of students.
20. Yes	Sounds like a good program.

21. Yes	No comments.
22. Yes	Yes but I think they should include book prices into the tuition and then get a voucher to go pick up the books, that's a lot easier.
23. Yes	I don't think I'll be using it but like it said "if you needed funds" who knows.
24. Yes	It sounds like a great idea I wish it was in effect when I first started my program.
25. Yes	As of right now I would not need the program. However, upon acceptance to the nursing program I'm sure I would use it.
26. Yes	Sounds like a good solution to the high cost of text books. Many students struggle to afford to buy books and often try to pass their classes without them.
27. Yes	This is a wonderful idea and will be very beneficial to the eligible and needing students.
28. Yes	No comments.
29. Yes	Good idea! Maybe a thing where if you turned the books back in, it takes a little off what you pay back. Like the buyback money going to the principle price.
30. Yes	Depends on rate of interest and ease of application process. If it's overly bureaucratic, it's probably no worth the hassle.
31. Yes	This sound like it would help a lot of people out.
32. Yes	No comment.
33. Yes	Sometime it's hard to pay for all your quarter fees and then having to buy books, so if there is a payment plan it would be easier.
34. Yes	Sounds like a good way to get books for people and gives them enough time to pay it back.
35. Yes	No comment.
36. Yes	It's a good program for me to save money.
37. Yes	No comment.
38. Yes	No comment.

39. Yes	No comment.
40. Yes	No comment.
41. Yes	No comment.
42. Yes	No comment.
43. Yes	I would use this program only with my financial aid award.
44. Yes	I think this would be a valuable resource for students. Good idea!
45. Yes	I think this is a great idea for Olympic. I think it a great way for us not to worry about out books.
46. Yes	If like it says in "Eligibility" # 4 if the student has to have the money to cover the loan, why take a loan at all? Also there should be no discrimination like there is with financial aid today. Anyone and everyone should be eligible for this loan as long as they are pursuing a career not just here for a "fun" class.
47. No	No Comments.
48.	No Comments.
49. No	No Comments.
50. No	No Comments.
51. No	Too restrictive items #4 and #5. Students can get a student loan to pay for books.
52. No	I think the loan program would be good for people to use a quarter at a time during a time of financial burden. I also buy books online so it would still be easier for me to continue this method than pay back a loan for full priced books.
53. No	Not for books maybe paying for classes.
54. No	Loans for books don't seem to be a good idea. Financial risks involved in taking out loans are too steep for books. Not understanding how loans work causes too many problems for a person's future.
55. No	I would rather pay up front, so I didn't have to worry about coming up with the money later.
56. No	This just seems a little hard to pay back the loan in a quarter

	and many students may get a little behind but it actually might be a good thing for some.
57. No	Because I already have loans.
58. No	Nice policy!
59. No	I think it won't work because depending on the job the person has. It won't be able till maybe after the payment.
60. No	Supplied by the college and returned by the students at the end of each quarter. Enough books should be supplied for the largest acceptable class. If students do not return books they do not get transcripts.
61. No	I am in favor of this program, only for the first quarter students.
62. No	Not good.
63. No	I wouldn't want a problem with paying the loan off and then having it say I didn't and not being able to register.
64. No	The amount of books should be a part of our registration fees. It would make this way easier.
65. No	Include price of book intuition. Book will be available first day of school in class.
66. No	I'm sure you will just find a way to make more money without the intention of actually trying to help the students. If you were really interested in helping us you would lower the price of the books for all or at least give us more than pennies on the dollar for what we bought them for.
67. No	Good idea, just not for me.
68. No	An individual shouldn't have to go through this much trouble and time just to get a book loan.
69. No	What is the APR?
70. Maybe	I see positives and negatives aspect to this program. Is there going to be a certain number of students that can use this program? Why can't this be a grant? Instead of a one-time loan. Why not a one-time grant? So that way you can save money for the next quarter.

APPENDIX B: COMMUNITY COLLEGE TEXTBOOK INITIATIVES, WA

College	Program	Comments
Highline Community College	No Program	Want to know what we develop
Cascadia Community College	Scholarship/Loan Program through the their Foundation Office	Maximum Grant of \$100.00 (Loans are also possible)
Renton Technical College (RTC)	Have limited funds in the form of a grant fund	Comes from 3 ½ % funds (Equivalent to OC Grant)
Big Bend Community College	Have similar funds as RTC	(Loan Program available)
Bellevue Community College	Loan Program	Comes from 3 ½ % funds (Equivalent to OC Grant)
North Seattle Community College	Emergency Loan Fund	Financial Aid and Foundations Office. No due diligence requirement
Peninsula College	Loan Fund	Only students receiving loans are eligible. Funds are from the Foundations Office
South Puget Sound Community College	Grant Funds (\$30,000.00 available per year)	Foundations Office raises funds and the Financial Aid Office Administers
Peninsula College (Old System)	Students charged their books at bookstore before classes begin	Not a good system
Bates Technical College	Grant Funds	Comes from 3 ½ % funds (Equivalent to OC Grant)
Columbia Basin College	No Program	
Gray's Harbor College	Book Loan Program	\$200.00 maximum and administered by VP's office
South Seattle Community College	Limited scholarship program	Administered by Foundations Office

APPENDIX C: SHORT-TERM TEXTBOOK LOAN PROGRAM PROPOSAL

Eligibility Requirement for Text-book Loan:

1. Student must be pursuing an OC degree or certificate program.
2. Awarded to students who have completed or commit to complete a financial aid application.

How students will apply:

1. Complete and sign the OC Book Loan Application
2. Attach a copy of the bookstore quote for required textbooks from the OC Bookstore
3. Submit application to the OC Financial Aid Office

Terms and Conditions of Textbook Loan:

1. Funds limited to amount required for textbooks or \$ 300.00 whichever is lower.
2. Student will authorize OC to deduct the amount of loan owed from their excess financial aid funds.
3. In the event that the student's financial aid is cancelled or student loses financial aid eligibility for any reason, the student is responsible for paying the amount borrowed at the end of the quarter in which the loan was taken out.
4. If students do not pay back the loan balance by the last day of the quarter, holds will be placed on student records. This may prevent future registration and the ability to request official transcripts or view unofficial transcripts via OASIS.
5. Students will be turned over to collections for non-payment.

Funding source and amount:

1. Three and half percent funds.
2. Approximate \$15,000 to 30,000.00 would need to be set aside for the operation of the loan program.

REFERENCES

- National Association of College Bookstores. <http://nacs.org/> [2007]
- OC Practical Nursing . <http://www.olympic.edu/Students/AcadDivDept/MESH/HealthOccupations/Nursing/PN/PN+Estimated+Costs.htm> [2007]
- OC Bookstore. <http://www.olympic.edu/CampusResources/Bookstore/>[2007]
- Government Accountability Office. 2005. *College Textbooks: Enhanced Offering Appear to Drive Recent Price Increases*. <http://www.gao.gov/new.items/d05806.pdf>[2007]
- Washington House Bill 1224. April 2007 (Washington State Textbook Law).

OTHER PERSONS CONTACTED

Michelle Cruver	Director of Student Leadership
Judi Brown	Dean of Science
Denise Reyburn	Counselor and Faculty
Dianna Larsen	Dean of Enrollment Services
Financial Aid Staff	Olympic College
Susan Tollefson	Director of Running Start Program