Call to Order
Board Chair Whang called the meeting to order at 9:30 a.m.

 Accountability
Susan Mitchell, Associate Dean of Institutional Effectiveness/Instructional Assessment, provided an update on the following accountability processes and explained how in many instances they duplicate one another.

- Accreditation
  The Northwest Commission on Colleges and Universities is revising the accreditation standards and the current model is in the process of being revised. They are moving toward a more outcome-based and systems-oriented accreditation model which will still be mission centered. The institutions that are accredited are so different that they have to be evaluated on how they meet their own mission as well as the standards that should apply to all institutions. In the past we looked at certain areas of the college and how well they met the mission and accreditation standards (such as Student Services, Facilities, Instruction, financial management, and leadership). In the new model they are going to a more holistic approach by reviewing how instruction and student services collaborate to achieve student success. They will put more emphasis on analysis rather than description, as well as putting more emphasis on performance and outcomes such as the student learning and institutional effectiveness outcomes. They haven’t written the standards yet but will in the next year. We are expected to have established outcomes, and the Commission will look at our performance in meeting those outcomes. We have only received generalizations on how this is going to be different. The new model will go into effect in 2011 and our next evaluation will be in 2014. There will be seven categories rather than ten, and it will be a seven-year process rather than a ten-year process. It will be more of a continuous self-monitoring process.

  A discussion was held on less measurable outcomes. Susan stated that we need to think about our measures and have a stronger ethical grounding. The current accreditation standards do not require us to have institutional level learning outcomes; we’ve focused on program level learning outcomes. Every learning outcome corresponds to college level outcomes.

  Program level assessment at TCC has really improved. Our model was well received at a recent conference and Susan feels good about our accreditation process. We did well in 2004.
Washington State Quality Award (WSQA)
The Baldridge Assessment is a national quality program for which organizations are required by a legislative mandate to submit an application for assessment. Organizations fill out an organizational profile and address about eight areas that could be viewed as standards (leadership, strategic planning, measurement analysis, workforce processes, etc.). They’ve developed one for educational institutions, changing only some of the verbiage. However, it doesn’t really alter much of what they are asking for and much of it doesn’t apply to educational institutions. Susan stated that the only two that overlap with accreditation are leadership and strategic planning and stressed that the model doesn’t really work because it’s designed for industry. There is also the issue that we can’t dictate to faculty how they are to teach because they have freedom in instruction; we can only present ideas. We will be applying for a Baldridge Award later, but at this time Washington colleges have been given a temporary reprieve while it is decided if colleges need to perform this assessment in addition to accreditation.

In spite of the fact that they have changed the language, this every-three-years process really isn’t designed for education. The model is very descriptive, but in order to do a good job and not just go through the motions, the college would have to be reorganized and maybe not in a way we want to go. Susan also mentioned that there is a charge to the colleges to submit the application, as well as a requirement to have someone at the college trained as a rater.

Kathryn Longfellow mentioned that, even though the process doesn’t apply to most of our institution, some of the steps they ask us to complete do have some value in how we do our work in certain areas. We are being asked to provide accountability in areas like facilities that we haven’t really been focusing on. Kathryn believes there is value in reviewing those areas, and we don’t currently have a good system in place to improve their process. The assessment includes measurements where we can set our goals and work toward them (such as in Human Resources). President Transue suggested a workable model would be to leave instruction out of it. Board member Jinkins concurred with Kathryn because she believes the assessment would help departments think through current processes and consider ways to improve them.

In 2007 the community college presidents presented a petition to excuse the colleges from doing the WSQA based on the fact that we are already going through an accreditation process and it serves our needs well. Completing the Baldridge Assessment would create redundancy. The Governor’s office excused colleges from doing it this year and it is hoped that the Governor will soon decide to exempt community colleges from this process altogether.

- Achieving the Dream (AtD)
AtD is a national five-year project designed to help our students be more successful. The first year was devoted to data collection where we identified priority areas to focus on: improving the first year experience, and improving student success in developmental reading, English and Math. We have also identified a number of strategies to address these issues. Susan provided a handout detailing these strategies.

Accountability is achieved in three ways:

1. AtD has an online strategies and implementation tool into which we upload data twice a year to track our effectiveness.
2. We submit a comprehensive annual report.
3. In Washington state, we report to College Spark on outcomes once a year.

A discussion was held on the difficult issues concerning Latino students. Board member Jinkins stated that in her new position she has found truancy and other areas of concern with Latino students. It strikes her that it is across the whole spectrum, not just a problem in education. She
suggested we should have some type of summit in the community to try and break through obstacles like education, health, etc. Board Chair Whang mentioned that there is a strong feeling of fear; many families are undocumented and are afraid of being discovered and taken away. That sentiment was echoed by Dan Small who said that many Latinos would not attend our summit out of fear. Board Chair Whang suggested home visits to approach parents. Tim Stokes said that we’ve tried and unfortunately it doesn’t work. Kathryn Longfellow suggested bringing information to them through their churches and it was agreed that that was a good idea.

- **Student Achievement Initiative**
  Susan provided a handout explaining the Student Achievement Initiative which is a State Board funding initiative which will financially reward colleges for advancing students to higher attainment levels.

  Board member Edwards mentioned that it is interesting to talk about accountability projects, but he suggested we get so bound up in the rules of each particular assessment that we lose track of the goal of student success, although it is good that the Student Achievement Initiative and AtD reinforce each other. Susan stated that the AtD strategies we have in place will cause us to reach the AtD outcomes as well as allow us to get more points for the Student Achievement Initiative, but there are challenges. Even though the strategies are the same, the particulars for the outcomes are different.

**Corporate & Continuing Education**

*Lisa Edwards*, Dean of Enterprise & Economic Development, Corporate & Continuing Education, provided a power point presentation on the purpose of their department which is to offer classes, products, and services to the community that generate revenue and contribute to the operating budget of the college.

About 16 months ago Lisa started changing the department into a revenue-generating department but didn’t have the infrastructure to support that. They had no targetable goals, clear vision or mission statement. They created a new organizational structure that supports revenue generation and added customer service into all job descriptions.

Another key step was to begin process mapping. When they began, there were 37 steps necessary to develop and offer a class. This was far too many and required too much staff time. They worked to improve their efficiency and functionality by using technology. As such, they went from 37 to 17 steps. They put in pricing tools and developed an expectation for an operating margin. (They must balance their costs against the market rate and what the market will bear compared to what other organizations like Metro Parks are offering.) They put salary and travel policies in place. They also needed to increase our client base quickly, and one of the results was developing a profit sharing (referral incentive) policy with college departments. If any department provides a lead on a contract in excess of $1,000, the Corporate & Continuing Education Department will give them a $100 referral fee.

They have worked on new data collection and data analysis procedures. They need someone to monitor enrollment trends, training trends, etc. The major area of growth for them will be on the corporate side and that’s where they can add sales teams. Staff will have to make enough to cover their salary and more.

Although TCC has a great reputation as an educational institution, people are unfamiliar with us for corporate and continuing education. Marketing and outreach efforts have had to be increased to raise awareness of our programs in the community. Lisa provided the board with samples of the marketing materials we have created, and she applauded Dale Stowell’s efforts in helping with the creation of those materials. In Fall 2008 we will have a separate Continuing Education schedule to draw attention to their classes. The challenge is to build credibility for their department.
Board Chair Whang asked where the revenue goes. President Transue explained that TCC receives a contribution from Corporate Education to our operating budget of about $50,000 per year, plus the department is paying back a loan they received from the Reserve Fund for remodeling the mall office.

We acquired CampusCE online which has been a tremendous advantage. It was thought that it would take many months for the community to catch on, but the community discovered it the first day it was put online. The department has started direct mail campaigns and e-newsletters to targeted audiences.

We built (and are building) credibility by having an insert showcasing our success stories in the Business Examiner which went out to 10,000 business. They printed an overage so we will probably have a second insert next month for free. The goal is to be able to do this twice a year.

Byron Cregeur, Manager of Continuing Education, gave performance results. He said the changes in the structure Lisa put in place are starting to have very positive results. There is increased attendance. Many of the end-of-class questionnaires are filled with positive remarks by students. Class cancellation has been reduced by quite a lot. Board Chair Jinkins asked about the comparison between the attendance performance measure increase of 11%. Was that their goal? Lisa explained that the goal was 15% but the recession has really challenged us and people must choose how they use their discretionary dollars. In a discussion about new and returning customers, Board member Edwards mentioned that tracking former students should be a priority on our list.

Byron explained the new initiatives:
- Course samplers (2-3 week classes for people to try).
- World languages. Byron says we have incredible potential in this area and that we need to get more instructors for more languages. The class would include the cultural aspects of each country.
- Writing classes. Our Writers Conferences are popular and Byron wants to do some special writing workshops a few times a year, and hopefully including well-known authors if possible.
- Encore Classes (for the plus 50 population): Board Chair Whang suggested that when students put out their quarterly calendar, they should send copies to members of Encore. Trustee Edwards suggested Encore might be a good group for senior citizens and recommended we contact places such as Frank Tobey Jones where they have vans that can be used to bus seniors to classes and other outings. It was mentioned that TCC used to send out instructors to Frank Tobey Jones for senior classes. Byron mentioned Encore! College Day which will take place on September 27. It's a special one-day event for the community to preview speakers and attend breakout sessions tailored to those aged 50 and over.

Board member Jinkins suggested having classes like foreign languages and classes with children and parents (for example, helping parents with WASL or child-rearing). Lisa explained that we have an agreement with MetroParks where they focus on those areas in fitness and aerobics. She also mentioned that we've tried to do classes with children, but MetroParks and other organizations compete at a lower cost. We can do some of these things, but they have to be cost-effective and in demand by the community.

Byron briefly mentioned the goals established for Vision 2008-09:
- Increase positive working relationships throughout the campus,
- Build new relationships and partnerships with the community,
- Create and offer new classes and programs to match community materials, and
- Generate a positive bottom line at the end of the fiscal year.
Ron Asahara, Corporate Learning Manager of Corporate & Continuing Education, discussed the preliminary results for 2007-08 and provided an overview on the five measures they have in Corporate Training.

Revenue generated was approximately $165,000 and the number of new clients is 18. We started with five clients (that we still retain) and have added clients such as Boeing, Community Health Care, General Plastics Manufacturing, and KeyBank. We’ve embarked on training programs in the Tacoma Public Schools and with the Red Wind Casino. A highlight is the number of employees we’ve trained (1,404) which is up by nearly 200%. Board Chair Whang suggested we get into the Peninsula District.

The five new initiatives are:
- Polygraph Academy and Examiner Certification (10 students). This is the first time this course has been offered in the Pacific Northwest.
- Sustainable Building Advisor Program (“Green building”).
- Command Spanish Training.
- ESL/Forklift operator training.
- Expansion of Testing Center Services (which we can also offer for use by local companies).

Board Chair Whang asked if we are working with prisons, jails, and construction workers for Spanish classes since they would have a large market that can be reached to whom to teach Spanish.

New partnerships are with:
- Global Corporate College through which we are working with KeyBank on proprietary training at 19 locations in Washington State.
- Red Wind Casino started in January 2008 – 2 credits with 7 classes for 14 credits. We have 40 students enrolled. We have had favorable conversations with the Puyallup Tribe and Emerald Queen.

The vision for 2008-09 is:
- To be the leading provider of Tribal Enterprise & Gaming Management training in Washington State.
- Establish a professional “Sales Academy” to help client companies deliver sales and generate profits.
- Become the marketplace leader and provider of choice for customized training.
- Grow sales revenue, profits and overall number of customers served in key business sectors.
- To have 17 new clients next year.

Marketing & Communications Update, 24/7, Geodemographics, STAMATS
Dale Stowell, Director of Marketing & Communications, stated that he is very proud to be a part of TCC. He has an extremely dedicated team and good support from the college community and he looks forward to the upcoming year.

The three initiatives on which Dale provided a power point report:

24/7:
Dale showed an ad on 24/7 that appeared in MySpace. It fits so well with everything else we are doing on campus like the retooled schedule and e-learning being broadened for those who can’t attend school at specific times. We will also integrate this into our new Outreach and Recruitment structure. It has been a very successful pilot that we will continue. Our 24/7 chat line was recognized by the League of Innovation (who asked us to give a presentation on it at their technology conference in October) and Community College Week. In the eleven months since this was launched, we have served more than 5,000 people. Board member Edwards suggested it would be a good idea that when Dale announces at the conference the 5,000 calls, he compares it to how many enrolled.

We’ve captured a great deal of information about callers but haven’t had a solid system of tracking them. However, our new system will allow us to do that with a contact management system. We can evaluate where they are, what they are interested in, and where they want to go.
Geodemographic Study
This study will:
- Identify high potential geographic areas in our current market,
- Find similarities and differences in students based on academic major, special programs, student status, ethnicity and age, and
- Will develop geodemographic targets and create messages most attractive to each.
- It shows media habits and how people make decisions.

Dale just received the initial report two weeks ago (200 pages) and said some of initial findings are fascinating. Some interesting pieces of information from the study:
- We convert enrollment at nearly four times the rate of the population as a whole.
- A separate strategy and marketing program is needed to reach out effectively to African Americans, Latinos and less affluent populations.
- Continuing Education and Running Start students come from the identical affluent geodemographic clusters (not necessarily from the same households, but from the same neighborhoods).
- Part-time students fall into upscale categories more than 2.5 times more than full-time students.
- Large numbers of our prime geodemographic targets reside just outside of our service district.
- For the Tacoma campus, we do better than should be expected in University Place, Lakewood, Parkland/Spanaway, and Sumner. We do worse than expected in Port Orchard.
- The Gig Harbor campus does better than should be expected in several Tacoma and University Place zip codes.
- Relative to its offerings, Gig Harbor holds a dominant market share on the peninsula.

STAMATS
STAMATS is a very respected and talented firm and Dale has learned a lot from them. They did a three-phase approach:
- Integrated marketing communication audit.
- Recruiting communication mapping.
- Integrated marketing communications plan.

The audit findings:
- From a marketing standpoint, we need to be more focused, consistent, and systematic.
- We need to gain greater clarity on our mission and identify how best to present TCC in a way that reflects our community values. Dale made the remark that “TCC is in the middle of everything rather than in the middle of nowhere.”
- The mission statement is key.

Scholarship Campaign
Paul Hartman, Director of Development & Alumni Relations, provided statistics from The Wine Classic:
- Net income was up $14,000 or 30% over last year.
- Fund a Need was up $13,000 or 30% over last year.
- Sponsorships were up 2.5 times.
- Silent Auction up 2.5 times.

Paul stated that they are going to be doing SWOT analyses of all the events. They are also going to get financial and statistical data on staff and volunteers. Surveys will be taken and they will monitor how the events are effective and support the mission of the college. This information will be shared with the trustees.

The projected scholarships to be awarded this next spring will be to 108 students for approximately $175,000. The total amount for scholarship endowments as of the end of May was $3,122,152. Annual scholarships presented totaled $158,237.
One of the largest changes this year is STARS, the online scholarship application process. It has made an incredible difference in the number of scholarship applicants between 2007 and 2008 and has been a huge success. We are one of only five colleges in the state using this system. STARS collects background information on people who access the system and then can list all the scholarships they qualify for based on the information they input. (Board member Edwards suggested we try and link this to the State college system so this information can automatically come up for TCC.) The scholarship committee uses the information on STARS applications to determine recipients. Board member Jinkins asked if we are now getting more applicants and Paul said that virtually every scholarship we offer had at least one applicant. This system simplifies filling out applications for students, plus it reduces the number of applications they must fill out. We had 535 applications compared to 160 last year. An added benefit is that, through STARS, donors can see the strong need for donations.

Paul discussed the new “mini” campaign for which the Foundation board is targeting $150,000 per board member to give or get and an additional $150,000 by the President and Foundation campaign for a total of $300,000 by June next year. If approved, they have also added $200,000 in challenge grants to bring the campaign total to $500,000. A prime objective of this campaign is institutional readiness for the next major campaign. The Foundation is planning on incorporating board training into this process.

Paul cited the areas they are focusing on for scholarships: Athletics, International students, childcare, health care, First Generation, discipline-specific, and general (named) scholarships. President Transue has challenged them to bring in 50% in endowed and 50% in annual scholarships. The Chair of the campaign is Frank Garratt. Paul stated that there is a Scholarship Campaign Schedule which will keep them on task.

Paul asked the trustees to provide prospect referrals and introductions, campaign give-or-get participation, planned gifts, and constant positive affirmations in community.

Board Self-Evaluation and Assessment of Board Goals for 2007-08; develop goals for 2008-09
Board Chair Whang lead a discussion on the Board’s self-evaluation based on the evaluation form filled out by the trustees. After discussing each category, the board ranked themselves as follows:

- **TCC Mission**—Excellent
- **Strategic Plan**—Excellent
- **Educational Advocacy**—Meets standards
- **External Relations**—Meets standards but to be more effective the trustees should participate more in targeted assistance to the President by attending meetings with legislators and community business leaders.
- **Foundation**—Excellent
- **Diversity**—Excellent
- **Ethics**—Excellent
- **Budgets**—Excellent
- **Relationship with CEO**—Excellent
- **Board governing**—Excellent but would like to clarify the second bullet by adding “as appropriate” at the end of the sentence.
- **Board participation**—Excellent
- **Board chair**—Excellent
- **Board education**—Excellent
2008-09 Goals
After reviewing the 2007-08 goals, other than changing the Mission Statement to reflect the newly adopted one, the Board affirmed these goals for 2008-09.

2008-09 Board Meeting Calendar
Due to scheduling conflicts, the suggested 2008-09 meeting dates for the Board need to be revised from September through December 2008. The rest of the meetings suggested were approved:

<table>
<thead>
<tr>
<th>Month</th>
<th>Day</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2008</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>October 2008</td>
<td>TBD</td>
<td></td>
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<tr>
<td>November 2008</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>December 2008</td>
<td>TBD</td>
<td>(one tenure interview)</td>
</tr>
<tr>
<td>January 8, 2009</td>
<td>Thursday</td>
<td>4:00</td>
</tr>
<tr>
<td>January 30, 2009</td>
<td>Friday</td>
<td>8:00-5:00 retreat</td>
</tr>
<tr>
<td>February 19, 2009</td>
<td>Thursday</td>
<td>4:00</td>
</tr>
<tr>
<td>March 12, 2009</td>
<td>Thursday</td>
<td>3:00 (Two tenure interviews)</td>
</tr>
<tr>
<td>April 9, 2009</td>
<td>Thursday</td>
<td>4:00</td>
</tr>
<tr>
<td>April 29, 2009</td>
<td>Wednesday</td>
<td>3:30-5:00 (Ellen Pinto interviews)</td>
</tr>
<tr>
<td>May 13, 2009</td>
<td>Wednesday</td>
<td>4:00</td>
</tr>
<tr>
<td>June 4, 2009</td>
<td>Thursday</td>
<td>4:00</td>
</tr>
<tr>
<td>June 19-20, 2009</td>
<td>Fri-Sat</td>
<td>1½ day retreat</td>
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<tr>
<td>July</td>
<td>No meeting</td>
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<tr>
<td>August</td>
<td>No meeting</td>
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</table>

2008-09 Board Committee Assignments and board member attendance at meetings and conferences
The following are the tentative appointments to the 2008-09 Committees. They will be finalized once Don Dennis’ availability to serve on the suggested committees is confirmed. The Board will confirm appointments for the positions at the September 2008 meeting.

1. TACTC Board of Directors: Fred Whang
2. TACTC Legislative Steering Committee: Dave Edwards or Don Dennis
3. TCC Legislative Task Force: Laurie Jinkins or Don Dennis
4. TCC Foundation Board: Dave Edwards
5. Pierce County Coordinating Council: Fred Whang, Marilyn Walton
6. PCCC/UWT Liaison: Will bring back to PCCC to appoint new liaison and/or alternate to Dave Edwards
7. ACCT Voting Delegate: Fred Whang
8. Art Committee: Dave Edwards
9. Achieving the Dream Core Leadership Committee: Marilyn Walton
Travel meetings
After discussion, it was agreed that attendance at conferences is tentatively scheduled as shown below.

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Day</th>
<th>Location</th>
<th>Board Member(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TACTC Fall Conference and Plenary Session</td>
<td>Oct. 2, 2008</td>
<td>Thursday</td>
<td>Holiday Inn, Renton</td>
<td>Marilyn Walton, Fred Whang</td>
</tr>
<tr>
<td>ACCT Annual Congress</td>
<td>Oct. 29-Nov. 1, 2008</td>
<td>Wednesday-Saturday</td>
<td>New York</td>
<td>Fred Whang, Laurie Jinkins</td>
</tr>
<tr>
<td>TACTC Legislative Conference</td>
<td>Jan. 26-27, 2009</td>
<td>Tuesday-Wednesday</td>
<td>Red Lion, Olympia</td>
<td>Dave Edwards, Laurie Jinkins</td>
</tr>
<tr>
<td>ACCT National Legislative Conference</td>
<td>Feb. 9-11, 2009</td>
<td>Monday-Wednesday</td>
<td>Washington, DC</td>
<td>Dave Edwards, Fred Whang and/or Don Dennis</td>
</tr>
<tr>
<td>TACTC Spring Conference</td>
<td>May 14-16 (tentative)</td>
<td>Thursday-Saturday</td>
<td>TBD</td>
<td>Marilyn Walton, Fred Whang, Dave Edwards (tentative), Laurie Jinkins (tentative)</td>
</tr>
</tbody>
</table>

Executive Session
At 2:55 p.m., Board Chair Whang announced that the meeting would adjourn to executive session to review the performance of the President. The executive session was expected to last approximately one half hour and action was expected to be taken as a result of the session.

At 3:30 p.m. the Board reconvened to open public meeting.

Approve: President's Contract
The Board is extremely pleased with the President's performance. However, due to factors driven by the budget environment, the Board adopted a limited salary increase for 2008. Upon a motion by Board member Jinkins, the Board of Trustees unanimously approved increasing the President's salary 3% to $187,050 per year effective September 1, 2008 and extended the President's contract to June 30, 2011.

ADJOURNMENT
There being no further business, the meeting was adjourned at 3:35 pm.

Fred Whang, Chair