

**AGENDA**

**Board of Trustees**  
*Bob Ryan – Chair*  
*Gretchen Adams-Vice Chair*  
*James Curtis*  
*Don Dennis*  
*Liz Dunbar*

**President**  
*Dr. Sheila K. Ruhland*

**TCC Mission Statement:**  
*TCC creates meaningful and relevant learning, inspires greater equity, and celebrates success in our lives and our communities.*

**Board Mission and Vision:**  
*The Board will govern with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership rather than administrative detail, clear distinction of Board and presidential roles, collective rather than individual decisions, future rather than past or present, and proactive rather than reactive.*

- |       |  |                                   |
|-------|--|-----------------------------------|
| I.    | <b>CALL TO ORDER</b>   | <b>Bob Ryan</b>                   |
| II.   | <b>GENERAL MATTERS</b>   |                                   |
|       | A. Changes/Approval of Agenda  | <b>Bob Ryan</b>                   |
|       | B. Approval of Minutes:<br>November 9 Regular Meeting, November 28 Special Board Meeting (pages 2-9)   | <b>Bob Ryan</b>                   |
|       | C. Introductions   | <b>Sheila Ruhland</b>             |
|       | D. Correspondence  | <b>Sheila Ruhland</b>             |
|       | E. Board Report  | <b>Bob Ryan</b>                   |
| III.  | <b>PRESENTATION</b><br>Student Voice: <i>William Ico, CASA student</i>   | <b>Mary Chikwinya</b>             |
| IV.   | <b>ACTION ITEMS</b>  |                                   |
|       | A. Approve – Request to Approve Tuition & Fee Refunds Policy (pages 10-12)   | <b>Mary Chikwinya</b>             |
|       | B. 1 <sup>st</sup> Read – 2018-19 Instructional Calendar (pages 13-16)   | <b>Tod Treat</b>                  |
| V.    | <b>NON-ACTION ITEMS</b>  |                                   |
|       | A. Pathway to Completion: Mujeres Latinas (page 17)  | <b>Tod Treat</b>                  |
|       | B. FY 2015-16 Financial Report (pages 18-19)   | <b>Nermalyn Edwards</b>           |
|       | C. ctcLink Pilot Implementation Assessment (pages 20-26)   | <b>Clay Krauss</b>                |
|       | D. Core Indicators of Mission Fulfillment (pages 27-36)  | <b>Tod Treat</b>                  |
| VI.   | <b>REPORTS</b>   |                                   |
|       | A. Associated Students   | <b>Jared Isaccson</b>             |
|       | B. Faculty   | <b>Dave Howard</b>                |
|       | C. Classified Staff  | <b>Eric Corp</b>                  |
|       | D. Foundation/Legislative  | <b>Dianna Kielian/Bill Ryberg</b> |
|       | E. President (pages 37-39)   | <b>Sheila Ruhland</b>             |
| VII.  | <b>PUBLIC COMMENT/REMARKS</b>  | <b>Bob Ryan</b>                   |
| VIII. | <b>EXECUTIVE SESSION</b><br>Under RCW 42.30.110, an executive session may be held for the purpose of receiving and evaluating complaints against or reviewing the qualifications of an applicant for public employment or reviewing the performance of a public employee; consultation with legal counsel regarding agency enforcement actions or actual or potential agency litigation; considering the sale or acquisition of real estate; and/or reviewing professional negotiations. | <b>Bob Ryan</b>                   |
| IX.   | <b>BOARD ACTION AS A RESULT OF EXECUTIVE SESSION</b>   | <b>Bob Ryan</b>                   |
| X.    | <b>ADJOURNMENT</b><br>Interpreters for people with hearing impairments and Braille or taped information for people with impairments can be provided. Please contact Judy Colarusso, Office of the President at 6501 South 19 <sup>th</sup> St., Tacoma WA 98466; Tel: 253/566-5136 or e-mail jcolarusso@tacomacc.edu.  | <b>Bob Ryan</b>                   |

**Tacoma Community College  
Board of Trustees Regular Meeting  
November 9, 2016, 4:00 p.m.  
College Board Room #120, Building 12**

**MINUTES**

**Board Members**

Bob Ryan, Chair  
Don Dennis  
James Curtis  
Liz Dunbar  
Gretchen Adams

**Administration/Faculty/Staff/Guests**

Sheila Ruhland	Jason Prenovost
Asha Bhaga	Tamyra Howser
Mary Fox	Yvonne Unnold
Kelly Farr	Rick Brady, AAG
Eric Corp	Shema Hanebutte
Bill Ryberg	Dave Howard
Liz Fortenbery	Patti Heroso
Jared (Red) Isaacson	Mecca Salahuddin
Kari Twogood	Rachel Payne
Mike Goncharuk	Valerie Robertson
Tod Treat	Thomas DiGiorgio
Sonja Morgan	Judy Colarusso
Joe Shannon	Will Howard
Jennifer Sorensen	Victoria Ichungwa
Ken Fox	Jill Merritt
Kim Ward	Kelley Sadler
Carol Avery	Shawn McRavin
Dolores Haugen	Mary Beth McCarthy
Jaleel Brown	Christopher Soran
Rebecca Jayasundara	Clay Krauss
Kelly Maxfield	Jeanette Smith-Perrone
Sylvia Summers	Emilie McCauley
Betsy Abts	Val Morgan-Krick
Greg Randall	Patti Green
Tamilla Hahn	Mary Chen Johnson
Barbara Peterson	Benjamin Feldbush
Matthew Henckel	Linda Van Doren
Leia Plaza	Deb Lewis
Monica Monk	Blaire Hunt
Ralph Hitz	Katie Gulliford
Kristen Harrison	Dianna Kielian
Don Ramage	Gavin Albright
Kim Matison	Matthew Mburu

**I. CALL TO ORDER**

Chair **Ryan** called the meeting to order at 4:00 p.m.

**II. General Matters**

**A. Changes/Approval of Agenda**

**MOTION:** Upon a motion by Board member **Dennis**, the Board unanimously approved the agenda as submitted.

**B. Approval of Minutes:**

**October 12 Regular Board Meeting**

**MOTION:** Upon a motion by Board member **Dunbar**, the Board unanimously approved the minutes of the October 12 Regular Board Meeting.

**October 26 Special Board Meeting**

**MOTION:** Upon a motion by Board member **Dunbar**, the Board unanimously approved the minutes of the October 26 Special Board Meeting.

**C. Introductions**

President Ruhland introduced **Campus Public Safety, Security Supervisor, Will Howard** who introduced **Leia Plaza, Program Assistant, Campus Public Safety**. Leia started in this position in August and has acclimated to the department very well. She holds a Bachelor's degree in Business Administration and earned her Associate's degree in Accounting.

**D. Correspondence**

President Ruhland shared the following correspondence:

- Mike Mixdorf, Chair for the Radiology Department emailed President Ruhland that 100% of the 2016 class of students passed their certification exams.
- Letter from NWCCU President Sandra Elman informing President Ruhland that TCC's Fall 2016 Special Report will be reviewed at the NWCCU January 2017 meeting.

**E. Board Report**

- Board Member **Adams** attended the September board meeting and the Convocation both held on September 14. She also attended the Welcome Reception held in the Japanese Garden on September 15. She was present at the Foundation Board meetings in September and October and participated in the Rotary 8 weekly luncheon meetings. Board Member Adams also attended the ACCT Conference in New Orleans in October and was part of the TCC presentation on the Men of Distinction Program.
- Board Member **Dunbar** attended the October 12 regular Board Meeting and the October 26 Special Board Meeting with the Tacoma Public Schools Board of Directors. She toured the Health & Wellness Center prior to the October 12 Board Meeting and attended a variety of community events including the Emergency Food Network Fundraiser. She also recently viewed the documentary to be aired on KBTC "Of Race & Reconciliation" about the Chinese expulsion.
- Board Member **Curtis** attended the October 12 regular Board Meeting and the October 26 Special Board meeting with the Tacoma Public Schools Board of Directors. James was very impressed with the work being done between TCC and TPS to adopt alternative assessment methods for incoming students.
- Board Member **Dennis** attended the October 12 Regular Board Meeting, the tour of the Health & Wellness Center prior to the board meeting and the Special Board Meeting on October 26 with the Tacoma Public Schools Board of Directors.
- Chair **Ryan** participated in the tour of the Health & Wellness Center on October 12, the regular Board Meeting that same day and the Special Board Meeting with the Tacoma Public Schools Board of Directors. He has also participated in a number of college meetings at TCC throughout the month of October.

**III. PRESENTATION**

**Student Voice – Jason Prenovost, Athletic Director** introduced student athlete, **Matthew Henckel**. Matthew is a left-handed starting pitcher on the TCC baseball team who grew up in Gig Harbor and transferred to TCC from the University of Oregon. This is his second year at TCC and Matthew holds a 3.7 GPA. He is currently uncommitted but is considering Gonzaga, University of Portland, Santa Clara and Nevada. Matthew expects to earn his Associates degree in Business and hopes to earn his Bachelor's at the next level. He has managed to balance his studies and baseball practice schedule by being proactive and disciplined.

**IV. ACTION ITEMS**

**A. 2<sup>nd</sup> Read/Approve-Request to Approve TCC Foundation/TCC Quid Pro Quo Agreement**

**MOTION:** Upon motion by Board member **Dennis**, the Board unanimously approved the Request to Approve the TCC Foundation/TCC Quid Pro Quo Agreement.

**B. 1<sup>st</sup> Read – Request to Approve Tuition & Fee Refunds Policy**

**Dean for Enrollment Manager Services and Registrar, Betsy Abts** provided information about the Tuition and Fee Refunds Policy. In order to align with changes as a result of the ctcLink conversion, the revised policy allows a refund of no less than 40% on or after the sixth day after classes have begun.

**MOTION:** Upon motion by Board member **Adams**, the Board unanimously approved the 1<sup>st</sup> Read – Request to Approve Tuition & Fee Refunds Policy.

**C. Approve-ACT Transforming Lives Recipient**

**President Ruhland** discussed the student nominee brought forth by the President's Cabinet for consideration for the ACT Transforming Lives Recipient. Ben Feldbush was the student voice at the September board meeting. Board Member **Curtis** applauded Ben for his commitment to sharing his story and encouraged him to continue to reach out to others as an example of what is possible if one works to improve themselves.

**MOTION:** Upon motion by Board member **Curtis**, the Board unanimously approved Ben Feldbush as the 2017 ACT Transforming Lives nominee representing Tacoma Community College.

**D. Approve – Request to hire Public Accounting Firm for 2015-2016 Financial Audit**

**President Ruhland** shared with the board information about the mid-cycle evaluation scheduled for April 2017 by the colleges accrediting agency, the NWCCU. It is important the school completes the 2015-16 financial audit before the April visit. In order to guarantee a completed audit, it is necessary to hire a public accounting firm to perform the audit instead of relying on the State Auditor's Office. Upon request, Troy Niemeyer, Deputy Director for the Washington State Auditor's Office has granted TCC permission to contract with a Public Accounting firm to perform the TCC financial audit for 2015-16.

**MOTION:** Upon motion by Board member **Adams**, the Board unanimously approved the Request to hire a Public Accounting Firm for the 2015-2016 Financial Audit.

**V. NON-ACTION ITEMS**

**A. Pathway to Completion: Sustainability Distinction Pathway**

**Executive Vice President, Dr. Tod Treat** introduced **Kristen Harrison, Biology Professor** and **Ralph Hitz, Earth Sciences Professor**. Highlights of their presentation:

- ✓ The sustainability committee has been working the past three years to develop the sustainability distinction pathway which is a 20-credit program that will start winter, 2017. It is open to all TCC students, though it was designed with transfer students in mind as they will not need to take any extra courses to complete their degree.
- ✓ There are currently 20 -30 students interested in the sustainability pathway.
- ✓ Sustainability can be thought of in scientific, political and economic terms, depending upon a student's ultimate interest.
- ✓ Environmental sustainability academic content relates to TCC's college wide learning outcomes of critical thinking and responsibility and ethics.
- ✓ An important outcome for the students is to be able to demonstrate responsible citizenship in the pursuit of environmental sustainability by thinking critically about topics such as climate change, sustainable agriculture, pollution, energy use and health.
- ✓ Students must take one Tier 1 class and three additional classes, either Tier 1 or Tier 2. Students and their advisors will plan a course of study based on the class offerings and eligible classes.
- ✓ The goal is to expand the number of class offerings in the future.

**B. Student Default Rate Report**

**Director of Financial Aid, Kim Matison** provided information on the current Student Default Rate Report.

- ✓ The Cohort Default Rate (CDR) measures the percentage of an institution's borrowers who enter repayment and default on loans in a given year. The CDR is based on a rolling three-year average.
- ✓ The Official three-year CDR for TCC for 2013 is 15.9 which is down from 16.6 from the previous year. The lower the rate, the better. The Washington State average for 2013 was 10.4%. The National average for 2013 was 11.3.
- ✓ Compared to the other Pierce County CTC's, TCC is the second lowest.
- ✓ TCC implemented SALT, a financial literacy program, one year ago to help educate our students on debt and repayment. We hope it will help lower the CDR rate over time. It will take two to three years for the school to see results of the program.

- ✓ It is important for the school to keep the CDR rate low. Federal funding can be denied a school if the CDR rate is too high.

### C. ctcLink Update

**Director of Information Technology, Clay Krauss** provided an update on the ctcLink Project.

#### Current Project Challenges:

- ✓ The FY 2015-16 Financial Books remain open.
- ✓ Unable to close books on monthly basis for 2016-17.
- ✓ Unable to provide IPEDs data.
- ✓ Challenges continue with the data quality.

#### Current Project Successes:

- ✓ Hiring of two business analysts at TCC has been helpful.
- ✓ Wave I has been placed on hold which will provide more resources for the first link schools.
- ✓ Payroll processes have improved.

#### Other items:

- ✓ There is still quite a bit of work to be done. FLSA regulations and DOE requirements will necessitate adjustments to the system.
- ✓ The State Board is awaiting the Gartner Report, an evaluation of the project to date with recommendations for future implementation.
- ✓ There is concern over what the impact will be on the system when other schools come online.
- ✓ There are still outstanding critical tickets to be dealt with before system stabilization.

### D. PACE Listening Circles Update

President Ruhland provided an update on the PACE Listening Circles being facilitated by the Center for Dialog and Resolution. President Ruhland introduced **Maralise Hood Quan, Executive Director of the Center** who discussed the Listening Circles and plans for distilling information. The facilitators have met with groups of employees to gather information that will be used to develop common themes in an effort to develop work plans that will improve the campus climate and communications. Maralise expressed her appreciation for the time that the employees have given the facilitators and for their trust and honesty.

## VI. REPORTS

### A. Associated Students Report – Jared (Red) Isaccson, ASTCC President:

- There are currently 15 sanctioned clubs with another six or seven clubs to be approved.
- Twenty students currently make up the Student Senate with five more to join.
- The students held a successful "Fright Night" on Halloween with 350 people in attendance.
- Students also held an election night party.
- There will be a student legislative academy later this month in Olympia that Red and Ben Feldbush will attend.
- With the help of the Foundation, the students will again provide food for finals to students. Goal is to increase from 1,200 to 2,000 food items to be distributed.

### B. Faculty Report—Dave Howard, Faculty Union Representative:

- Dave shared how proud he is for having served the past five years as the President of the TCC Federation of Teachers Union.
- Dave shared how lucky he has been to have worked with wonderful people; students, fellow faculty and employees throughout the campus and have had the opportunity to be part of so many student's success.
- Dave expressed his gratitude to the board for the important work they do, including granting tenure to faculty and for listening to him.
- Dave indicated that he would be requesting more time of the board.

### C. Classified Staff Report - Eric Corp, Classified Staff Representative:

- The Classified Staff have been participating in the listening circles on campus, and have shared their concerns as a part of the campus community. The Classified Staff support the campus common goal of student success.

- 15 employees have utilized professional development funds to date compared to 13 employees for the entire previous year.
- The STAAC Conference will be held at Skagit College August 10 & 11.
- Classified staff will sponsor a financial workshop on November 1.
- Classified staff are serving on 14 campus committees.

**D. Foundation/Legislative Report:**

**Foundation Report - Dianna Kielian, TCC Foundation President:**

- The Primo Grill Art Auction raised \$12,000 for scholarships.
- February 9, 2017 is the Reach Higher Luncheon which raises funds for TCC students.
- The Foundation is planning 3-5 house parties this year as "friend raising" efforts increase.
- Dianna thanked the trustees for their leadership and commitment to the college.
- The Wine Classic is scheduled for May 20, 2017.

**Legislative Report – Bill Ryberg, Vice President for College Advancement:**

- Bill provided copies of the SBCTC produced 2017-19 Biennium Operating and Capital Budget requests for the Washington State Community and Technical Colleges.
- The Legislative Council will begin monthly meetings in December.
- The PCCC Legislative Breakfast is scheduled for December 8 at TCC.
- All of the incumbents within the TCC districts won their elections.

**E. President's Report - President Ruhland:**

- President Ruhland provided the following collateral to the board:
  - ✓ TCC Highlights Pocket Guide – Produced by Marketing & Communications. Information about TCC and the TCC Foundation.
  - ✓ Program from the TCC Foundation Scholarship Donor/Student Recognition Luncheon held on October 18.
  - ✓ Information flyers about Winter 2017 Learning Communities.
- Highlights from the President's Monthly Meeting/Activity Report:
  - ✓ Participated in two meetings concerning housing options for students. One of the meetings included discussions about housing options for students previously incarcerated.
  - ✓ Met with representatives from the Boys & Girls Club of South Puget Sound. Discussed possible partnerships that would be beneficial to TCC and the Boys & Girls Club.
  - ✓ Attended the Asia Pacific Cultural Center 20<sup>th</sup> Anniversary Celebration held on November 3.
  - ✓ Attended INVISTA's 5<sup>th</sup> year anniversary reception held at Clover Park Technical College.
  - ✓ Attended Rotary 8 luncheon meeting where Trustee Liz Dunbar gave a wonderful presentation.
- President Ruhland stated that the faculty contract will expire on June 30, 2017. Negotiations will begin soon and the negotiating team representing management will be:
  - Vice President for Human Resources and Legal Affairs
  - Executive Vice President for Academic & Student Affairs
  - Dean of Mathematics, Sciences and Engineering
  - Dean for Health, Business & Professional Services

**VII. PUBLIC COMMENT/REMARKS**

Patty Green, Biology Professor, representing the Faculty Forum, Dave Howard, TCC Counselor and TCC faculty union president, and Mary Fox, Communications Professor and Instructional Council Co-chair provided following comments.

- 35 colleagues (faculty) organized and held meetings on campus to gather information on the climate, culture and direction of the campus. Approximately 100 employees,

from all of the different employee groups, attended and a fair amount of information was gathered and distilled. The information is contained in letters that have been prepared for each of the board members. Though this has been a very difficult thing to do, the decision was made to do so for the good of the college.

- It was stated that in their view things are not going well and the leadership is not a good fit for the college. They believe the evidence is contained in the letter and 52 faculty have signed a copy of the letter in support.
- It was also stated they are bothered by the direction the school is going, and the trustees were directed to the audience where individuals were standing in support of the letter.
- Individual letters were then handed to each of the five trustees.

**VIII. EXECUTIVE SESSION**

At 5:40 p.m. Chair **Ryan** announced that the Board would adjourn into Executive Session for approximately 30 minutes to discuss agency litigation and performance of a public employee.

At 6:10 p.m. the open board meeting reconvened. No action was taken by the board based on matters covered in Executive Session. The Chair announced that the Board would go back into Executive Session for approximately 15 minutes.

**IX. BOARD ACTION AS A RESULT OF EXECUTIVE SESSION**

At 6:25 p.m., the open board meeting reconvened. No action was taken by the board based on matters covered in Executive Session.

**IX. ADJOURNMENT**

There being no further business, the meeting was adjourned at 6:26 p.m.

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Robert Ryan, Chair

**Tacoma Community College  
Board of Trustees Special Meeting  
November 28, 2016 – 10:30 a.m.  
Building 12 – Board Room**

**MINUTES**

**Board Members**

Bob Ryan  
Don Dennis  
James Curtis  
Liz Dunbar

**Administrators/Staff**

Sheila Ruhland  
Judy Colarusso  
Rick Brady, AG  
Patty Green  
Will Howard  
Beth Brooks  
Greg Randall  
Yvonne Unnold  
Melissa Houser  
Cathy Brown  
Corrine Jarvis  
Char Gore  
Mary Fox  
Mary Chen Johnson  
Jonathan Eastabrook  
Sue McElrath

Linda VanDoren  
Karen Zediker  
Tamilla Hahn  
Deb Lewis  
Cielito Lane  
Patty Hermosa  
Greg Carter  
Craig Cowden  
Derrick Nunnally  
Kim Lee  
Mike Mixdorf  
Mary Beth McCarthy  
Andrew Cho  
Dave Howard  
Val Morgan Krick  
Sarah Lewandowski

**I. CALL TO ORDER**

Chair **Ryan** called the meeting to order at 10:35 a.m.

**II. EXECUTIVE SESSION**

Attendees including approximately 30 people, including Dr. Ruhland, classified staff, exempt staff, faculty members, and Patty Green one of the three authors of the letter to the Board dated November 9, 2016 regarding the performance of President Ruhland. Later in the meeting, Mary Fox and Dave Howard the letter's second and third authors arrived. Chair **Ryan** announced the board would go into executive session for one hour to consider the letter and its contents. All persons were excused except the four attending Board members and AAG, Rick Brady.

**III. RECONVENE INTO OPEN PUBLIC MEETING**

At 11:35 a.m. the board reconvened into open Public Meeting. No action was taken by the board based on matters covered in Executive Session. The Chair announced that the Board would go back into Executive Session for approximately fifteen minutes.

**IV. BOARD ACTION AS A RESULT OF EXECUTIVE SESSION**

At 11:50 a.m. the open board meeting reconvened.

The following comments were made by board members:

**Board member Dunbar:**

The board held a healthy discussion centered on the letter submitted by the faculty. The board would have preferred that the letter had been addressed to Dr. Ruhland. The board understands that all members of the campus community; faculty, staff, administrators and board, care about the students and their success.

**Board member Curtis:**

The board appreciates the importance of the issues that have been raised and the opportunity to hold discussions. It is also important that we take this opportunity to listen to one another as these discussions continue. Everyone here is working for the students. Faculty in particular shape our students. Encouraged faculty to allow the board to continue their discussions.

**Board chair Ryan:**

The board held a robust discussion. The board appreciates the faculty concern and caring for the students and the college. Everyone; faculty, staff, administrators and board are focused on the students. The board takes this matter very seriously and will continue with active discussions, careful thought, and continued work on the issues. Unless there was a motion made by member of the board, there would be no action taken as a result of the Board meeting. There may be additional discussion at the next board meeting.

Board member **Dunbar** concluded by stating that Dr. Ruhland is at TCC because she cares about students and student success. The board intends to work with Dr. Ruhland on issues raised by the faculty.

No action was taken by the board based on matters covered in Executive Session.

**V. ADJOURNMENT**

There being no further business, the meeting was adjourned at 11:55 a.m.

NOTE: A request to make public comment was made by a member of the audience. Public Comment was not on the meeting agenda and therefore not allowed.

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Robert Ryan, Chair

## TACOMA COMMUNITY COLLEGE

### REQUEST TO APPROVE THE REVISED TUITION AND FEE REFUND POLICY

December 14, 2016

#### **BACKGROUND**

The purpose of the proposed changes to the Tuition and Fee Refund policy is to align with changes as a result of the ctcLink conversion. The revised policy allows a refund of no less than 40% on or after the sixth day.

The proposed changes are consistent with the State WAC and RCW.

#### **STATUS**

The Tuition and Fee Refund policy has been reviewed by Enrollment Services and Student Services Council and discussed at College Council.

#### **RECOMMENDATION**

The President recommends that the Board of Trustees approve the request to approve the revised Tuition and Fee Refund policy.

TACOMA COMMUNITY COLLEGE ADMINISTRATIVE POLICY AND PROCEDURE

Tuition and Fee Refunds

<b>Section:</b>  <b>III. STSV - 215</b>	<b>President's Authorization:</b>  _____ President's Signature <span style="float: right;">Date</span>
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Initial Adoption Date:	
Prior Revision Dates:	May 1995
Last Revision Date:	January 28, 2004
Last Reviewed Date:	June 2011

**PURPOSE:**

Defines how refunds will be made in compliance with state statute and federal regulations.

**TO WHOM DOES THIS POLICY APPLY:** All individuals registered for classes at Tacoma Community College.

**REFERENCES:**

Previous Board Policy Manual Section 4.1040 Tuition and Fees	
Previous Board Policy Manual Section 4.1041 Tuition and Fee Refund	
Previous Board Policy Manual Section 4.1042 Community Services Tuition and Fee Refunds	
RCW 28B.15.270	Rights of Washington National Guard and other military reserve students called to service
RCW 28B.15.605	Refunds or cancellation of fees – Community and Technical Colleges Federal Student Assistance Act (Title IV)

**DEFINITIONS:**

None

**POLICY:**

A student is eligible for a refund of tuition and fees of up to one hundred percent but no less than eighty percent if the student withdraws from a course or program prior to the sixth instructional day of the regular quarter for which the fees have been paid or are due. If the student withdraws after the sixth day a refund of up to fifty percent but no less than forty percent may be refunded provided the withdrawal occurs within the first twenty calendar days following the beginning of instruction.

## PROCEDURES:

### Refunds – Credit Courses

Regulations and procedures for the refund of tuition and fees to students shall be consistent with State statute. Students receiving financial aid are eligible for tuition refunds as directed by the Federal Student Assistance Act (Title IV) and RCW 28B.15.600 605 and permissible by State law. Refunds will be made in accordance with the schedule below.

A student must complete the official withdrawal procedure to receive a refund. A student dismissed from the College for disciplinary reasons is not eligible for a refund. Instructional days are defined as days school is in session, not including weekends and scheduled holidays. Refunds will be made according to the following schedule:

1. If the withdrawal results from classes being cancelled by the College..... 100%
2. ~~If the withdrawal occurs prior to the first instructional day of the quarter..... 100%~~
2. If the withdrawal occurs **prior to or** during the first five (5) instructional days of the quarter ..... 80 **100%**
3. If the withdrawal occurs from the sixth (6<sup>th</sup>) through the twentieth (20<sup>th</sup>) calendar day of the quarter ..... 40%
4. If the withdrawal occurs after the twentieth (20<sup>th</sup>) calendar day of the quarter ..... 0%

~~For continuous enrollment courses that permit a student to register at any time after the beginning of the quarter, a student will be allowed an 80 percent refund for five (5) instructional days after the student begins the course, and a 40 percent refund from the sixth (6<sup>th</sup>) through the twentieth (20<sup>th</sup>) calendar day following the student's enrollment in the course.~~

~~If the withdrawal is due to a serious illness or medical emergency, or being called to active military service, students may petition the Registrar for a 100% refund.~~

Short courses and summer quarter coursework have pro-rated refund periods.

### 100% Medical/Military Withdrawal Refunds

The State of Washington permits exception to the above policy for a student unable to complete a quarter due to serious illness or medical emergency or call to active military service **directed by RCW 28B.10.270**. Requests submitted after a quarter has ended will be considered for withdrawal, but no refund will be issued. Petitions are made to the Registrar.

### Refunds – Non-credit Courses

Enrollment in high technology and certification programs requires instructor permission. Tuition and fees are due in full at the time of registration and include a \$200 non-refundable deposit. No refunds will be issued for high technology or certification classes without written notice of intent to withdraw at least two weeks prior to the first day of the class. All other non-credit courses are subject to 100% refund if the student withdraws prior to the first day of class.

TCC reserves the right to change or reschedule classes as needed. All classes are payable in advance. There is an automatic 100% refund for classes that are cancelled by the College. After the first class sessions, refunds will be granted only in the case of serious student illness or other special circumstance.

# TACOMA COMMUNITY COLLEGE

## 2018 – 19 Instructional Calendar

December 14, 2016

### **BACKGROUND**

College policy requires that two (2) years prior to the calendar under consideration, a task force be formed and convened by the Executive Vice President for Academic and Student Affairs to develop a recommended instructional calendar. The task force for the development of the 2018-19 instructional calendar included the following individuals:

Facilitator	Mike Flodin, Special Assistant to the Executive Vice President for Academic & Student Affairs
Faculty Representatives	Greg Ferencko, Math Pam Lee, Radiologic Science Monica Monk, English for Academic Purposes
Student Services Representatives	Betsy Abts, Enrollment Services & Registrar Carroll Ferguson for Tod Treat, Exec. Vice President for Academic & Student Affairs

### **STATUS**

The calendar is in accordance with the contract year definitions as specified in the faculty negotiated agreement.

The attached calendar for the 2018-19 academic year reflects the recommendation of the task force to the President (also attached).

### **RECOMMENDATION**

The President recommends the Board of Trustees approve the 1<sup>st</sup> Read of the Instructional Calendar for 2018-19.

**To:** Sheila Ruhland, President  
Dave Howard, TCCFT President

**From:** Calendar Task Force  
Mike Flodin, facilitator, Monica Monk, Betsy Abts, Pam Lee, Carroll Ferguson, Greg Ferencsko

**Date:** 10/25/16

**Re:** Recommendation regarding 2018-19 academic calendar

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Please accept the recommendations of the calendar task force, as outlined in section 7.10 of the Faculty Negotiated Agreement for the 2018-19 academic year for your consideration.

Summer 2018 (31 class days + 0 final exam days = 31 Instructional days)  
Summer quarter classes begin on June 25  
July 4 holiday occurs on Wednesday, July 4  
Last Day of classes is Aug 16  
Summer quarter has no official final exam period

Fall 2018 (50 class days + 4 final exam days = 54 Instructional days)  
4 Professional Development Days, Mon. Sept. 17 through Thur. Sept. 20  
Fall quarter classes begin Mon. Sept. 24  
Educational Planning Day on Tue., Oct. 23  
Veteran's Day Holiday on Mon. Nov. 12  
Thanksgiving Holiday Nov. 21-23 (Wed. not a state holiday)  
Final Exams Mon., Dec. 10 through Thurs. Dec. 13

Winter 2019 (50 class days + 4 final exam days = 54 Instructional days)  
Winter quarter classes begin Wed., Jan. 2  
MLK Holiday Jan. 21  
Educational Planning Day Thur. Feb. 7  
President's Day Holiday Feb. 18  
No Winter Professional Development Day  
Final Exams Mon, Mar. 18 through Thu. March 21

Spring 2019 (48 class days + 4 final exam days = 52 Instructional days)

Spring quarter classes start on Mon., Apr. 1

Educational Planning Day Wed., May 1

Professional Development Day Friday, Apr. 26

Memorial Day May 27

Classes held Mon. June 10

Final Exams Tues. June 11 through Fri. June 14

Background:

This proposal provides for 50 classroom days in fall, 50 in winter, and 48 in spring. There would be 8 days that faculty would self-schedule as non-instructional contract days, on the low end of the typical range of 7-10 such days. This calendar has 48 classroom teaching days in spring quarter, which has been a topic of concern in some past years (but is fairly typical).

It has come to the attention of the committee facilitator that SBCTC has been informally surveying colleges as to their calendars and instructional days and reporting this information back out to the system. The vast majority of system colleges are reporting final exam days as being instructional days. TCC should report similarly to be consistent with other colleges.

# 2018-2019 Instructional Calendar

PROPOSED  
November 2016

Summer Quarter



June 25 Classes begin



July 4 Independence Day



Aug. 16 Last day of classes/final exams if administered

Fall Quarter



Sept. 17-20 Professional Development Days  
Sept. 24 Classes begin



Oct. 23 Educational Planning Day\*

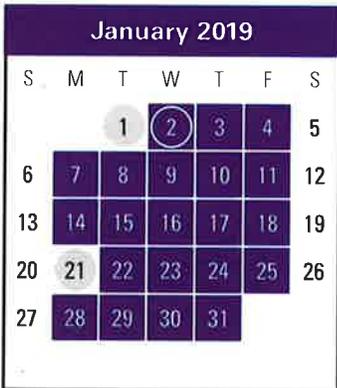


Nov. 6 Registration Opens\*\*  
Nov. 12 Veterans' Day Nov. 21-23 Thanksgiving

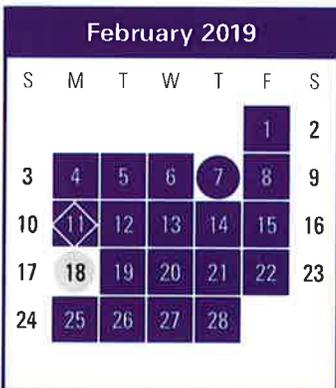


Dec. 10-13 Final Exams  
Dec. 13 Last day of the quarter

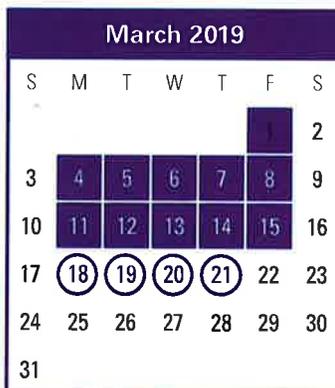
Winter Quarter



Jan. 2 Classes begin  
Jan. 21 MLK Day



Feb. 6 Educ. Plng. Day\* Feb. 11 Regist. Opens\*\*  
Feb. 18 Presidents' Day



Mar. 18-21 Final Exams  
Mar. 21 Last day of the quarter

	Fall	Winter	Spring
Classroom Days	50	50	48
Final Exams/Grading	4	4	4
Professional Development Days	5		
Mid-quarter, non-instructional Educational Planning Days	3		
Non-instructional Faculty Contract Days	8		
Total Contract Days	176		

Spring Quarter



Apr. 1 Classes begin  
Apr. 26 Spring PDD



May 1 Educational Planning Day\*  
May 13 Registration Opens\*\*  
May 27 Memorial Day



June 11 Last Day of Classes  
June 11-14 Final Exams  
June 14 Last day of the quarter

① Day/Evening Classes Begin

⬡ Registration Opens\*\*

① Holiday (no class)

① Educational Planning Day\*

① Final Exams and Grading

① Prof. Development Day (PDD)

\* Classes starting at 3pm or later will be conducted on Educational Planning Days

\*\* Registration opens for currently enrolled students

## Pathway to Completion

Topic: **Mujeres Latinas**

Dr. Robin Evans-Agnew, Elsa Trujillo, and Elodia Andres

Board of Trustees

Date: December 2016

**Engage Community** This work advances Strategic Plan 2014-2018 Priority *E5*. Develop and maintain a comprehensive outreach system that connects and engages our diverse community.

**Embrace Discovery** This work advances Strategic Plan 2014-2018 Priority *D1*. Enhance institutional knowledge sharing through a repository of TCC effective and promising practices.

Mujeres Latinas Apoyando la Comunidad is a group of **former TCC Madison Family Literacy students** who have worked as leaders in our community over the course of the last three years to advocate and create awareness on a critical environmental justice concern impacting first generation Mexican Americans, childhood asthma. Under the guidance of Dr. Robin Evans-Agnew, Assistant Professor of Nursing and Healthcare Leadership at the University of Washington Tacoma, these women conducted a photovoice research project aimed at creating awareness of environmental triggers in their communities and educating parents on how to prevent childhood asthma. In addition, Mujeres Latinas has worked with the Pierce County Health Department to translate educational materials to ensure information is both culturally relevant and accurate. Future plans include expanding the work to our Fife ESL program, a newly formed partnership serving the parents of children in the Fife School District. The group is also working with Dr. Evans-Agnew to draft a future article related to this work and hopes to recruit and train additional parents to join in this work. The group also hopes to present their work to audiences in public health and policy as outreach to give faces and voices to those suffering from disparity.



Professor Lee Sledd facilitated this work on behalf of TCC for which the Puget Sound Asthma Coalition will recognize him on Friday, December 9.

TACOMA COMMUNITY COLLEGE

Budget vs Actual

\*\*\*For Fiscal Year Ending June 30, 2016

Report through June 30, 2016

	2013-14 (FY 14 Actual)	2014-15 (FY 15 Actual)	2015-16 (FY 16 Actual)	2015-16 FY 16 Adopted Budget	Variance (Actual to Budget)	% Variance
<b>Operating Revenue</b>						
<u>State Allocation</u>						
Restricted	\$ 1,340,948	\$ 2,152,746	\$ 3,332,401	\$ 2,611,586	\$ 720,815	28%
Unrestricted	\$ 17,655,179	\$ 16,660,552	\$ 18,281,911	\$ 18,108,814	\$ 173,097	1%
Budget Reduction Initial Allocation		\$ -	\$ -	\$ -	\$ -	
<b>Sub-Total State Allocation</b>	<b>\$ 18,996,127</b>	<b>\$ 18,813,298</b>	<b>\$ 21,614,312</b>	<b>\$ 20,720,400</b>	<b>\$ 893,912</b>	<b>4%</b>
<u>Local Revenue</u>						
Running Start Program	\$ 2,765,809	\$ 3,063,950	\$ 4,445,050	\$ 3,000,000	\$ 1,445,050	48%
Bldg Fees fr Excess Enrollment	\$ 722,715	\$ 673,682	\$ 515,668	\$ 600,000	\$ (84,332)	-14%
General Fees/Overhead	\$ 620,775	\$ 616,699	\$ 690,610	\$ 600,000	\$ 90,610	15%
Tuition/Operating Fees	\$ 19,556,642	\$ 19,609,509	\$ 18,410,162	\$ 18,259,600	\$ 150,562	1%
<b>Sub-Total Local Revenue</b>	<b>\$ 23,665,941</b>	<b>\$ 23,963,840</b>	<b>\$ 24,061,489</b>	<b>\$ 22,459,600</b>	<b>\$ 1,601,889</b>	<b>7%</b>
<b>Total Operating Resources</b>	<b>\$ 42,662,068</b>	<b>\$ 42,777,138</b>	<b>\$ 45,675,801</b>	<b>\$ 43,180,000</b>	<b>\$ 2,495,801</b>	<b>6%</b>
<b>Operating Expense</b>						
Salaries	\$ 24,415,267	\$ 24,675,060	\$ 27,662,308	\$ 27,509,000	\$ 153,308	1%
Benefits	\$ 8,023,965	\$ 7,573,685	\$ 9,183,291	\$ 9,484,000	\$ (300,709)	-3%
Goods & Services	\$ 3,938,969	\$ 3,777,674	\$ 4,750,850	\$ 4,711,000	\$ 39,850	1%
Equipment / Leases	\$ 212,594	\$ 1,286,773	\$ 637,440	\$ 740,000	\$ (102,560)	-14%
Travel	\$ 1,101,894	\$ 328,026	\$ 217,818	\$ 352,000	\$ (134,182)	-38%
WR Financial Aid	\$ 387,798	\$ 387,542	\$ 431,323	\$ 384,000	\$ 47,323	12%
<b>Total Operating Expense</b>	<b>\$ 38,080,487</b>	<b>\$ 38,028,760</b>	<b>\$ 42,883,030</b>	<b>\$ 43,180,000</b>	<b>\$ (296,970)</b>	<b>-1%</b>
<b>Net Revenues over Expenses</b>	<b>\$ 4,581,581</b>	<b>\$ 4,748,378</b>	<b>\$ 2,792,772</b>	<b>\$ -</b>	<b>\$ 2,792,772</b>	
<b>Program Expense</b>						
Instruction & Academic Support	\$ 22,959,916	\$ 23,480,866	\$ 25,854,867	\$ 24,986,000	\$ 868,867	3%
Library Services	\$ 834,681	\$ 472,473	\$ 891,384	\$ 925,000	\$ (33,616)	-4%
Student Services	\$ 4,143,682	\$ 4,241,758	\$ 4,811,772	\$ 4,805,000	\$ 6,772	0%
Institutional Support	\$ 6,612,918	\$ 5,999,026	\$ 6,835,810	\$ 8,185,000	\$ (1,349,190)	-16%
Plant Operations & Maintenance	\$ 3,141,492	\$ 3,447,095	\$ 4,057,874	\$ 3,895,000	\$ 162,874	4%
WR Financial Aid	\$ 387,798	\$ 387,542	\$ 431,323	\$ 384,000	\$ 47,323	12%
<b>Total by Program Expense</b>	<b>\$ 38,080,487</b>	<b>\$ 38,028,760</b>	<b>\$ 42,883,030</b>	<b>\$ 43,180,000</b>	<b>\$ (296,970)</b>	<b>-1%</b>
Initial State Allocation		\$ 19,705,650				
Alloc 2 - General Wage Increase		\$ 1,588				
Alloc 2 - College Affordability Program (Tuition)		\$ 833,787				
Alloc 2 - Worker Retraining - Variable		\$ 179,375				
Alloc 3 - Bates Rebasing Phase One Distribution		\$ 173,097				
Alloc 3 - Basic Skills Enhancement		\$ 60,929				
Alloc 4 - Student Achievement Initiative		\$ 179,638				
Alloc 5		\$ -				
Alloc 6		\$ -				
Alloc 7 - Worker Retraining - Base (101)		\$ 50,000				
Alloc 8		\$ -				
Alloc 9 - Revolving Fund Charges		\$ 361,822				
Alloc 10		\$ -				
Alloc 11 - Reserve Distribution		\$ 40,842				
Alloc 11 - System IT Cost Distribution		\$ 27,584				
<b>TOTAL</b>		<b>\$ 21,614,312</b>				

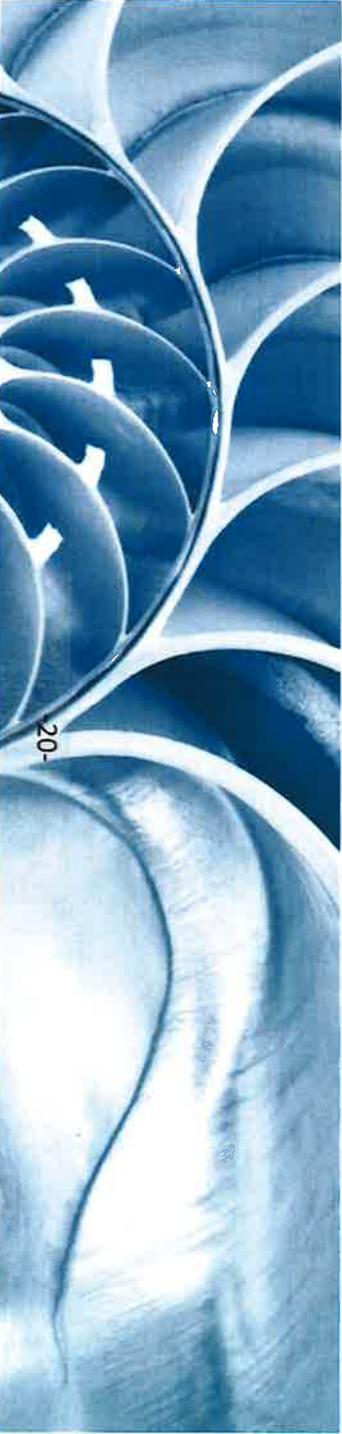
**TACOMA COMMUNITY COLLEGE**

**Reserves**

\*\*\*For Fiscal Year Ending June 30, 2016

	<b>DEDICATED LOCAL Fund 148</b>	<b>OPERATING FEES Fund 149</b>	<b>GRANTS / CONTRACTS Fund 145</b>	<b>Auxiliary Fund 570</b>	<b>COMBINED FUNDS TOTAL</b>
<b>BEGINNING BALANCE 7-1-15</b>	133,363.00	3,669.00	6,954,954.00	1,740,304.00	8,832,290.00
<b>Revenue</b>					
Tuition		14,629,653.10			14,629,653.10
Tuition/Bldg Fees fr Excess Enroll	4,296,176.64				4,296,176.64
Miscellaneous	2,903,911.09			825,015.20	3,728,926.29
Private Contracts & Grants					-
Local Govt Contracts & Grants			9,360,294.76		9,360,294.76
State Govt Contracts & Grants					-
Interfund Transfer In / (Out)	(4,296,176.64)	780,500.04		3,515,676.60	-
<b>Total Revenue</b>	<b>2,903,911.09</b>	<b>15,410,153.14</b>	<b>9,360,294.76</b>	<b>4,340,691.80</b>	<b>32,015,050.79</b>
<b>Expense</b>					
Salaries / Benefits	967,814.41	10,171,443.70	6,210,558.00	71,920.39	17,421,736.50
Other Operating Expenses	804,376.94	5,170,073.47	340,096.55	210,487.07	6,525,034.03
<b>Total Expense</b>	<b>1,772,191.35</b>	<b>15,341,517.17</b>	<b>6,550,654.55</b>	<b>282,407.46</b>	<b>23,946,770.53</b>
<b>FY NET REVENUE / EXPENSE</b>	<b>1,131,719.74</b>	<b>68,635.97</b>	<b>2,809,640.21</b>	<b>4,058,284.34</b>	<b>8,068,280.26</b>
<b>Reserve Activity</b>					
Health & Wellness Center					
Capital Equipment					
Strategic Options					
RESERVE COMMITMENT				(2,930,787.00)	(2,930,787.00)
Total Reserve Activity	-	-	-	(2,930,787.00)	(2,930,787.00)
<b>ENDING BALANCE 6-30-16</b>	<b>1,265,082.74</b>	<b>72,304.97</b>	<b>9,764,594.21</b>	<b>2,867,801.34</b>	<b>13,969,783.26</b>

\*\*\* Estimates only. Subject to final year end closing



# ctcLink Pilot Implementation Assessment

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## Final Report



Prepared for:

November 21, 2016

Engagement # 330037274

**GARTNER CONSULTING**

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## Background

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- The State Board of Community and Technical Colleges (SBCTC) is comprised of thirty-four technical and community colleges throughout the State of Washington and serves approximately 386,000 students annually.
- The “ctcLink” project was intended to provide a single, centralized system of online student and administrative functions that would give students, faculty and staff 24/7 access to a modern, efficient way of doing their college business. It includes a new set of integrated software tools for student administration, academics, student finance, college financials, HR/payroll and data/reporting.
- Project planning began in 2010 and implementation started in March 2013. SBCTC contracted with CIBER consulting to deliver PeopleSoft ERP systems; Campus Solutions, Human Capital Management (HCM), Finance, Business Intelligence, and Hyperion system wide.
- The plan was to roll out ctcLink over five years in multiple implementation waves starting with two pilot schools in August of 2014. This would be followed by four successive waves with the final rollout completing in 2017.
- Rollout of the pilot schools of Spokane and Tacoma occurred a year late in August of 2015. This delay and other issues pushed the planned rollout of the next wave to January 2017.
- Due to continued challenges at the pilot schools and concerns around the viability of future plans, Gartner was retained to perform an assessment of the ctcLink project.

November 21, 2016

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## Objectives and Scope of Gartner Assessment

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- The objectives of the Gartner assessment were as follows:
  1. Validate if the implementation of the pilot schools has met SBCTC objectives and resources can be released to support the next implementation wave.
  2. Review the overall viability of the ctcLink program schedule for the subsequent waves.
  3. Complete a series of interviews and workshops to identify lessons learned from the Pilot schools and determine if those lessons learned are being implemented in the subsequent waves.

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## Gartner's Findings

- ctcLink is a complex ERP implementation project from a geographic, organizational and policy perspective:
  - The 34 colleges being implemented are spread throughout the State.
  - The colleges operate independently with no single executive and different policies and processes that must be rationalized to enable them to operate on a single application system.
- Gartner believes that the base strategy for ctcLink was reasonable and both SBCTC and the colleges have worked very, very hard to make the implementation a success.
- Despite these efforts, the implementation of the pilot schools is incomplete and business processes continue to be disrupted at every pilot school. Significant additional work will be required to address these gaps.
- While the ctcLink project team identified “lessons learned” to address some of the issues encountered in the pilot, the challenges with the project go beyond the areas cited and additional improvements to governance, project management, system configuration, resource estimates, security and other areas should be undertaken before proceeding with plans for additional deployments.

	Original Baseline	Current Status
Estimated Project Cost	\$100 million	\$109 million
Annual Maintenance	\$6.2 million	\$9.3 million*
Implementation Start Date	Mar 2013	Mar 2013
Implementation “Waves”	Pilot + 4 Waves	Pilot + 3 Waves**
Pilot Go-Live	Aug 2014	Aug 2015
Pilot Completion	Jan 2015	TBD
Wave 1 Go-Live	May 2015*	TBD
Project Completion	Dec 2017	Jul 2019

\* A total of \$26.2 million in years 1-6 and \$9.3 beginning in year 7 increasing to \$9.6 million in year 11

\*\* Waves were reconfigured after project start

# Recommendations

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## 1. Establish a clear governance process and improved project controls.

- Establish a single Executive Sponsor with clear accountability (i.e., “the buck stops here”) for resolving issues related to policy or resources working with other stakeholders as needed. Assign accountability for determining project priorities and recommending changes to scope, schedule or budget to an ERP Steering Committee. Institute an ERP Policy Sub-committee with responsibility (i.e., “the doer”) for assisting in resolving policy differences across schools.
- Retain an experienced, independent, project manager to support the ctcLink Project Director. Implement improved project controls with quantitative reporting of budget performance, planned vs. actual hours and deliverables due vs. deliverables completed.

## 2. Leverage the original “Business and Technical Requirements” to develop a comprehensive list of gaps at the pilot schools and remediate configuration, data and training issues needed to address operational issues at the pilots.

- Perform a gap assessment against the original requirements and develop a comprehensive remediation plan.
- Establish formal data quality programs at the pilot schools and for future implementation waves.

## 3. Validate business requirements; audit the system configuration, and remediate all functional gaps.

- Clarify statewide business requirements (SB and colleges) and audit the system configuration to determine if and where (what design document...etc.) requirements were fulfilled. Develop a specific plan for remediating and testing outstanding requirements.
- Take measures to hold vendor accountable for providing all deliverables specified in Statement of Work as well as Functionality and Performance Warranties related to Business and Technical Requirements as specified in fixed-price vendor contract.

## 4. Flesh out project plans around training, testing, support, go-live procedures and benefits realization management and then move forward with implementing the balance of the schools.

- Clarify deliverables and acceptance criteria for testing and support and link test scripts to statewide business requirements.
- Establish mechanism for “testing” trainer, superuser and user knowledge. Establish superusers for each function at each school.
- Clarify deliverables around converted data quality verification and implement quantitative reporting of converted data quality.
- Validate effort-to-completion estimates for each task in the plan and adjust the schedule to align to expected resource capacity.
- Establishing a benefits measurement plan and proactive process for managing benefits realization.

November 21, 2016

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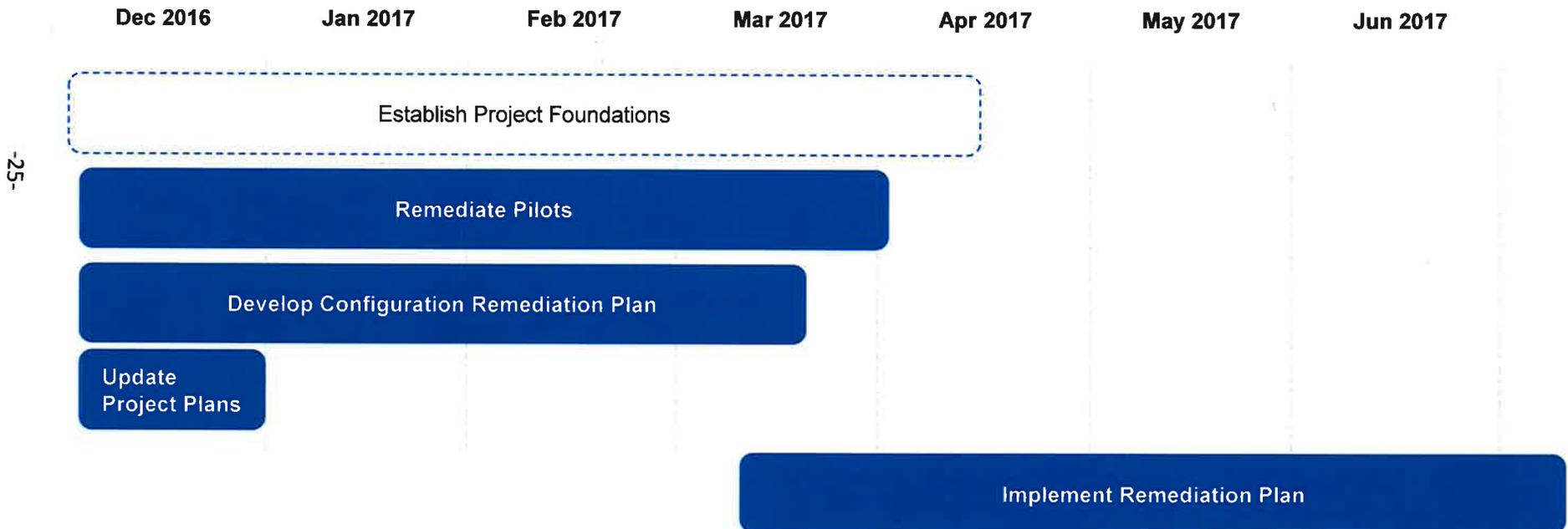
[See Appendix A and B for more information](#)



## Estimated Timeline for ctLink Remediation Plan

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Implementing the improvements identified through this effort is expected to take approximately 7 months as depicted in the chart below. This includes negotiations with the vendor in the early part of the effort to reach agreement on the vendor's warranty obligations and roles and responsibilities towards the balance of the remediation effort.



See Appendix C for more information

## Next Steps

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- Confirm effort estimates and timelines.
- Move forward with remediation effort.

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**Tacoma Community College  
Board Presentation  
Core Indicators of Mission Fulfillment**

**Core themes** are mission-based institutional goals. TCC measures its effectiveness toward reaching these goals by assessing indicators organized under strategic objectives. These measurements are **TCC's core indicators** and reflect the core values of our institutional mission.

**Mission fulfillment targets** for the core indicators are derived from four-year data trends and reflect the institution's aspirations toward meeting its goals. Mission fulfillment targets are established for each indicator by TCC's executive staff and are monitored annually.

### **3. Mission and Core Themes**

The institution's mission and core themes are clearly defined and adopted by its governing board(s) consistent with its legal authorization, and are appropriate to a degree-granting institution of higher education.

### **7. Governing Board**

The institution has a functioning governing board responsible for the quality and integrity of the institution and for each unit within a multiple-unit institution to ensure that the institution's mission and core themes are being achieved.

The annual core indicator report and the annual operational plan provide the College community with data to monitor and advance TCC's performance relative to its stated mission. The core indicators are a four-year (2014/15 – 2017/18) commitment to institutional objectives and are foundational to TCC's continuous improvement planning activities and its iterative cycle of institutional assessment-planning-action-assessment.

### **Analysis**

This is the first Core Indicator Report since TCC 'went live' in ctcLink in August, 2015. TCC continues to substantively fulfill our mission as demonstrated in our Core Indicators with the following caveats:

- 1.A.1 – The State Board's use of Washington Adult Basic Education Report (WABERS) for scoring places emphasis on cohorts that are manually determined based on criteria that are interpreted differently by different colleges. *A focus report on TCC's Adult Basic Education program will be provided to the Board in spring, 2016 in demonstrated of mission fulfillment.*
- 1.D – TCC faculty are currently engaged in a review of Program Level Assessment and are revising our model
- Theme 2 -- ctcLink coding changes have impacted TCC's reporting of our student diversity (2.B.) and use of Canvas (2.E.3). The 2015-16 data for these items will be corrected for subsequent reports, but we believe up to 2000 new students are miscoded and that correction will move 'red' status to 'green' for these objectives.
- 2.G.1 (Diversity of TCC Employees) – While overall staff diversity remains a concerns and focus, annual reports from Human Resources over the past two years is demonstrating significant success in recruitment and hiring of highly qualified, new employees of differing backgrounds.
- 4.B (Funding Operational Plan Items) – Greater emphasis has been placed on funding fewer projects with greater investment and potential return on investment. TCC will be reviewing its core indicators and has identified this metric has needing modification in that it fails to accurately assess return on investment.

# TACOMA COMMUNITY COLLEGE

## *CORE INDICATORS of MISSION FULFILLMENT*

Mission:

**TCC creates meaningful and relevant learning, inspires greater equity,  
and celebrates success in our lives and our communities**

Core Themes:

- 1. Create Learning    2. Achieve Equity    3. Engage Community    4. Embrace Discovery**

Core themes are mission-based institutional goals. TCC measures its effectiveness toward reaching these goals by assessing indicators organized under strategic objectives. These measurements are TCC's core indicators and reflect the core values of our institutional mission.

Mission fulfillment targets for the core indicators are derived from four-year data trends and reflect the institution's aspirations toward meeting its goals. Mission fulfillment targets are established for each indicator by TCC's President's Cabinet and are monitored annually.

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Each fall quarter the TCC community receives a report of the College's progress toward achieving its institutional goals and objectives as measured by its success in meeting mission fulfillment targets of the core indicators. This core indicator report is used at the unit level in annual academic program planning and administrative unit planning which occur in the fall, and at the institutional level in the operational and budgetary planning which occur in the spring.

Core indicators which fall below mission fulfillment targets are analyzed and appropriate action plans developed to improve future performance. The annual core indicator report and the annual operational plan provide the College community with data to monitor and advance TCC's performance relative to its stated mission. The core indicators are a four-year (2013/14 - 2016/17) commitment to institutional objectives and are foundational to TCC's continuous improvement planning activities and its iterative cycle of institutional assessment-planning-action-assessment. The core indicators are complimented by the annual operational plan indicators and a set of diverse data sets which include assorted TCC data dashboards, survey results, Integrated Postsecondary Education Data System (IPEDS) and Washington State Board for Community and Technical Colleges (SBCTC) data.

**KEY**

Status	Description
	At or above 50% of mission fulfillment target
	Meets mission fulfillment but is below 50% of target
	Falls below mission fulfillment target

## Core Theme 1: Create Learning

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
1.A: College Readiness	1.A.1: SAI* Basic Skills Points in math, listening or reading on CASAS, or earns a GED/HS diploma	1,772	1,634	1,541	--	1,618 - 2,622	◆
	1.A.2: SAI* points for students completing highest level of developmental education:						
	o English	1,944	1,362	1,343	--	720 - 1,720	●
	o Math	5,375	5,306	4,923	--	2,266 - 4,923	●
	1.A.3: HD 101; successful completion rates	78%	76%	81%	--	75% - 80%	●
	1.A.4: Successful completion rates of last developmental course and first college course within year						
	o English	65%	65%	62%	--	45% - 65%	●
	o Math	54%	53%	55%	--	45% - 60%	●
1.B: Student Retention	1.B.1: Quarterly and Annual SAI* cohort retention rates:						
	o Transfer (Fall to Winter)	77%	77%	76%	--	70% - 80%	●
	o Transfer (Fall to Spring)	68%	68%	63%	--	60% - 70%	▲
	o Transfer (Fall to Fall)	48%	49%	--	--	45% - 55%	▲
	o Workforce (Fall to Winter)	80%	77%	80%	--	70% - 80%	●
	o Workforce (Fall to Spring)	71%	67%	72%	--	60% - 70%	●
	o Workforce (Fall to Fall)	54%	48%	--	--	45% - 55%	▲
	1.B.2: SAI* points for students completing:						
	o 15 college level credits	2,771	2,734	2,670	--	1,887 - 3,221	●
o 30 college level credits	2,237	2,194	2,105	--	1,448 - 2,684	●	
o 45 college level credits	1,519	1,390	1,279	--	953 - 1,893	▲	

\* Student Achievement Initiative (SAI) is the State Board of Community and Technical Colleges' performance based funding model.

-- This data is provided through SBCTC and is usually one year behind.

Core Theme 1: **Create Learning, continued...**

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
<b>1.C: Persistence to Degree</b>	1.C.1: SAI* Quant Point Completions of math courses required for prof/tech or transfer degrees	1,884	1,831	1,752	--	1,058 - 1,933	●
	1.C.2: SAI Completion Point	1,235	1,204	1,127	--	939 - 1,812	▲
	1.C.3: IPEDS Graduation and Transfer-out rate **						
	o Graduation Rate, within three years	21%	27%	25%	--	20% - 25%	●
	o Transfer-out rate, within three years	18%	20%	19%	--	15% - 20%	●
	o Transfer success (Graduation & Transfer-out) rate, within three years	39%	47%	44%	--	35% - 45%	●
Note: workforce success is located in 3.E.							
<b>1.D: Program Level Student Learning Outcomes</b>	1.D.1: Develop and assess learning outcomes						
	o Programs that submitted program learning outcomes	77%	85%	96%	--	95% - 100%	●
	o Courses learning objectives assessed	143	75	72	--	100 - 150	◆
<b>1.E: Career and Academic Preparation</b>	1.E.1: Annual workforce training enrollment****	5,641	5,661	3,745	--	4,000 - 6,000	◆
	1.E.2: Annual workforce and general studies degrees awarded	1,171	1,174	1,177	--	850 - 1000	●
	1.E.3: TCC graduates passing licensure/certification examinations on first attempt:						
	o Diagnostic Medical Sonography	100%	100%	100%	--	85% - 95%	●
	o Health Information Management***	88%	91%	--	--	85% - 95%	●
	o Paramedic	100%	100%	100%	--	85% - 95%	●
	o Registered Nurse	72%	75%	81%	--	85% - 95%	◆
o Radiologic Science	100%	100%	100%	--	85% - 95%	●	
o Respiratory Care	100%	85%	100%	--	85% - 95%	●	

\* Student Achievement Initiative (SAI) is the State Board of Community and Technical Colleges' performance based funding model.

\*\*U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Graduation Rates component and Fall Enrollment component. (2011 Cohort reported in 14-15).

\*\*\* The program is still waiting for this data from the examination board.

\*\*\*\*15-16 decline is due to the conversion of data into ctclink, this element is impacted by program plan stack codes.

Core Theme 1: **Create Learning, continued...**

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
<b>1.F: Student Educational Plans</b>	1.F.1: Invest in student development designed to clarify personal and academic goals and complete plans for attainment.	81%	80%	85%	--	75% - 85%	●
<b>1.G: DLO Academic Assessment Projects</b>	*1.G.1: Demonstrate student attainment of Degree Learning Outcomes (DLOs):						
	Percentage of students that met the outcome (individual)	75%	87%	88%	--	50% - 75%	●
	Percentage of students that met the outcome (community)	NA	85%	NA	--	50% - 75%	
	Percentage of students that met the outcome (environment)	NA	52%	NA	--	50% - 75%	

\* One Degree Learning Outcome is assessed each year: Critical Thinking & Problem Solving in 12-13, Living & Working Cooperatively in 13-14, Responsibility & Ethics in 14-15, Core of Knowledge in 15-16, and Communication/Information Technology in 16-17.

## Core Theme 2: Achieve Equity

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
2.A: Student Scholarships	2.A.1: Annual number of scholarships awarded by TCC Foundation	146	195	207	--	140 - 170	●
	2.A.2: Annual amount of scholarship funds awarded by TCC Foundation	\$278,000	\$333,000	\$374,000	--	250,000 - 300,000	●
2.B.: Diversity of TCC Students	2.B.1: New Student Annual enrollment:*			****			
	○ African American	455	415	257	--	400 - 500	◆
	○ Asian/ Pacific Islander	479	537	302	--	400 - 500	◆
	○ Latino/a	87	80	176	--	50 - 150	●
	○ Native American	57	57	46	--	50 - 80	◆
	○ White	2,062	2,212	1,226	--	2,000 - 2,800	◆
	○ Other/Multi-Race/Unknown	826	883	3,755	--	800 - 900	●
	● Received Need Based Financial Aid	1,382	1,380	1,005	--	1,125 - 1,350	◆
● Reported Disability	264	237	47	--	200 - 300	◆	
2.C: Degree and Certificate Completion by Race/Ethnicity	2.C.1: 4 year completion rate, Workforce (SAI**):						
	○ African American***	17%	20%	15%	--	20% - 30%	◆
	○ Asian/Pacific Islander	36%	35%	38%	--	20% - 30%	●
	○ Latino/a***	37%	19%	30%	--	20% - 30%	●
	○ Native American***	11%	14%	29%	--	20% - 30%	●
	○ White	32%	32%	32%	--	20% - 30%	●
	○ Other/Multi-Race/Unknown	30%	21%	18%	--	20% - 30%	◆
	2.C.2: 4 year completion rate, Transfer (SAI**):						
	○ African American***	18%	15%	5%	--	20% - 30%	◆
	○ Asian/Pacific Islander	16%	27%	28%	--	20% - 30%	●
	○ Latino/a***	17%	24%	16%	--	20% - 30%	◆
	○ Native American***	14%	13%	6%	--	20% - 30%	◆
○ White	27%	23%	25%	--	20% - 30%	●	
○ Other/Multi-Race/Unknown	23%	23%	19%	--	20% - 30%	◆	

\* Mission Fulfillment Targets are based on Census Data (Fall 2010 Estimate) for Pierce County.

\*\*Student Achievement Initiative (SAI) 4 Year Success data reported after 4th academic year instead of the Cohort Year (2009 Cohort reported in 14-15) this includes both FT and PT students.

\*\*\* The population size (N) is very small for these groups, so the percentages are exceptionally variable.

\*\*\*\* The transition to ctclink included new coding processes from paper applications. While a solution has been identified, these numbers do not yet reflect the correction.

Core Theme 2: **Achieve Equity, continued**

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
2.D: Degree and Certificate Completion by Enrollment Status	2.D.1: 4 year completion rate, Workforce (SAI*):						
	o Full-Time	37%	34%	31%	--	20% - 30%	●
	o Part-Time	18%	23%	23%	--	20% - 30%	▲
	o Combined	30%	29%	28%	--	20% - 30%	●
	2.D.2: 4 year completion rate, Transfer (SAI*):						
	o Full-Time	26%	28%	26%	--	20% - 30%	●
	o Part-Time	18%	21%	16%	--	20% - 30%	◆
	o Combined	23%	25%	21%	--	20% - 30%	▲
2.E: Student Learning Outcomes, Engagement, and Support	2.E: Use technology to increase learning, access, affordability and support for all students						
	2.E.1: Student savings from OER vs textbooks	\$634,090	\$636,200	\$608,200	--	\$ 350,000 - 450,000	●
	2.E.2: Student enrollments in OER courses	5,450	6,362	6,082	--	3,500 - 4,500	●
	2.E.3: Student enrollments in Canvas courses:			***			
	o African American	4,822	4,356	3,856	--	3,000 - 4,000	●
	o Asian/ Pacific Islander	4,837	5,206	4,840	--	2,500 - 3,500	●
	o Latino/a	754	685	1,947	--	350 - 500	●
	o Native American	441	393	487	--	300 - 400	●
	o White	20,798	21,278	19,910	--	17,000 - 19,000	●
	o Other/Multi-Race/Unknown	12,705	14,265	15,716	--	7,000 - 8,000	●
	o Male	16,008	16,953	16,781	--	12,000 - 17,000	●
o Female	28,346	29,200	28,660	--	20,000 - 25,000	●	
2.E.4: Local Tacoma Public School % of graduates that enroll in TCC**	30%	30%	29%	--	25% - 30%	●	
2.E.5: Local Peninsula Public School % of graduates that enroll in TCC**	24%	26%	27%	--	23% - 28%	●	

\* Student Achievement Initiative (SAI) 4 Year Success Cohort data reported after fourth academic year instead of the Cohort Year (2009 Cohort reported in 13-14) this includes both full-time and part-time students.

\*\* Local Public School District % of Graduates reported after second year graduation (2012 graduates reported in 13-14))

\*\*\* 15-16 is the first year on ctcLink where Race/Ethnicity was captured for new students on their application only.

Core Theme 2: **Achieve Equity, continued**

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
2.F: <b>Student and Employee Engagement and Satisfaction</b>	2.F.1: Meeting/exceeding national mean for CCSSE*:						
	o Academic challenge	53.2	NA	NA	--	50 - 60	▲
	o Active and collaborative learning	55.7	NA	NA	--	50 - 60	●
	o Student-faculty interaction	52.1	NA	NA	--	50 - 60	▲
	o Support for Learners	51.7	NA	NA	--	50 - 60	▲
	2.F.2: Satisfaction scores for SSI**:						
	o Responsivenss to Diverse Populations	NA	NA	5.32	--	4.2 - 5.6	●
	o Instructional Effectiveness	NA	NA	5.27	--	4.2 - 5.6	●
	o Service Excellence	NA	NA	5.94	--	4.2 - 5.6	●
	o Academic Advising/Counseling	NA	NA	5.21	--	4.2 - 5.6	●
	o Campus Climate	NA	NA	5.17	--	4.2 - 5.6	●
	o Student Centeredness	NA	NA	5.23	--	4.2 - 5.6	●
o Academic services	NA	NA	5.50	--	4.2 - 5.6	●	
2.F.3: PACE Factor							
o Teamwork	NA	NA	3.85	--	3.0 - 4.0	●	
o Student Focus	NA	NA	3.95	--	3.0 4.0	●	
2.G: <b>Diversity of TCC Employees</b>	2.G.1: Diversity of TCC Employees***						
	o African American	7%	7%	8%	--	6% - 14%	▲
	o Asian/Pacific Islander	7%	7%	8%	--	5% - 12%	▲
	o Latino/a	2%	2%	2%	--	6% - 14%	◆
	o Native American	1%	1%	1%	--	1% - 2%	●
	o White	83%	83%	81%	--	50% - 75%	●
2.H: <b>Personal and Professional Development</b>	2.H.1: Workshops offered for personal and professional development activities.						
	Professional Development Days	<i>new</i>	21	22	--	15 - 20	●
	Professional Development Framework	<i>new</i>	61	66	--	30 - 60	●
	2.H.2: Employee participation in personal and professional development activities:						
	Professional Development Days (duplicated)	<i>new</i>	261	863	--	150 - 200	●
	Professional Development Framework (duplicated)	<i>new</i>	195	408	--	100 - 150	●

\*CCSSE is the Community College Survey of Student Engagement, administered every three years to randomly selected classes.

\*\*SSI is the Student Satisfaction Inventory, administered every three years to randomly selected classes of.

\*\*\*Mission Fulfillment Targets are based on Census Data (Fall 2010 Estimate) for Pierce County

### Core Theme 3: Engage Community

Core Objective	Indicators of Achievement	13-14	14-15	15-16	16-17	Mission Fulfillment Target	Status
3.A: <b>Community Partnerships to Increase Access, Learning, and Completion</b>	3.A.1: Successful course completion rates:						
	o Fresh Start students	62%	64%	69%	--	55% - 65%	●
	o Running Start students	83%	82%	87%	--	75% - 85%	●
	3.A.2: Annual revenue for the TCC Foundation	\$2,722,856	\$2,060,083	\$1,815,155	--	1,500,000 - 2,500,000	●
	3.A.3: Participation of community members in TCC Foundation events	1,200	1,200	1,200	--	1,000 - 1,400	●
	3.A.4: Annual Basic Skills Enrollments at community based sites (Key Peninsula, Madison, First Creek, Fife)	237	265	113	--	210 - 270	◆
3.B: <b>Campus Infrastructure &amp; Accessibility</b>	3.B.1: Annual gross expenditures:						
	o Total expenses and deductions	66,366,971	65,202,396	73,892,449	--	64,000,000 - 66,000,000	●
3.C: <b>Cultural Contributions to the Tacoma Community</b>	3.C.1: Cultural programs for the community:						
	o Art gallery events	32	30	35	--	25 - 35	●
	o Public music performances	16	17	24	--	10 - 20	●
	o Public sports events	131	132	132	--	125 - 135	●
	3.C.2: Student Life sponsored cultural programming	30	25	42	--	15 - 30	●
3.D: <b>Industry Partnerships</b>	3.D.1: Perceived quality in critical thinking and problem solving skills of TCC's prof/tech graduates in the workplace (5 pt. scale*** )	<i>new</i>	<i>new</i>	4.24	--	4.0 - 5.0	▲
	3.D.2: Number of programs reviewed and updated	<i>new</i>	<i>new</i>	67%	--	20% - 25%	●
3.E: <b>Economic Contributions to the Tacoma Community</b>	3.E.1: TCC Labor Market Placement*						
	o Employed TCC graduates (completed degrees or certificates)**	454	390	379	--	300 - 500	▲
	o Percentage employed full-time (30+ hours)	57%	71%	63%	--	45% - 55%	●
	o Median wage (full-time only)	43,965	43,020	46,331	--	30,000 - 40,000	●
	o Percentage employed in Pierce County	35%	35%	31%	--	30% - 40%	▲

\*Note: TCC Labor Market Data is data provided through SBCTC with linked data from employment security.

\*\*\* Prof/Tech Advisory Committee Survey

\*\* - This data is provided through SBCTC and is usually two years behind, so 2011 non returning students are reported in 2013-14 It represents students that do not return to TCC.

**Core Theme 4: Embrace Discovery**

<i>Core Objective</i>	<i>Indicators of Achievement</i>	<i>13-14</i>	<i>14-15</i>	<i>15-16</i>	<i>16-17</i>	<i>Mission Fulfillment Target</i>	<i>Status</i>
<b>4.A Support of Employee Learning and Innovation</b>	4.A.1: New gather, capture and/or share processes (operational plan)	<i>new</i>	13	10	--	10 - 15	▲
	4.A.2: New money awarded (operational plan)	<i>new</i>	\$ 42,000	\$167,500	--	\$ 35,000 - \$ 45,000	●
<b>4.B. Return on Investment</b>	4.B.1: Number of Activities funded in the Operational Plan	<i>new</i>	55	32	--	50 - 60	◆
<b>4.C Enhance Employee Learning and Development</b>	4.C.1: Perceived Learning*						
	○ Increase in Knowledge	<i>new</i>	3.81	3.64	--	3.0 - 4.0	●
	○ Skill Development	<i>new</i>	3.38	4.38	--	3.0 - 4.0	●
	○ Attitudinal Impact	<i>new</i>	3.78	4.07	--	3.0 - 4.0	●
	○ Level of Understanding	<i>new</i>	3.43	4.29	--	3.0 - 4.0	●
	4.C.2: Motivation to Use*						
	○ Plan to Use in Work Situations	<i>new</i>	3.86	4.07	--	3.0 - 4.0	●
○ Job Improvement with Use	<i>new</i>	3.38	4.07	--	3.0 - 4.0	●	
○ Intend to Use	<i>new</i>	3.65	4.07	--	3.0 - 4.0	●	

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### New Hire Report / December 2016

Prepared by: Beth Brooks, Vice President for Human Resources and Legal Affairs

Classification	Employee Name	Position Title	Department	Start Date
<b>Academic</b>				
<b>Classified</b>				
	<b>Fyfe, Joseph</b>	Grounds & Nursery Specialist 2	Facilities and Grounds	11/1/2016
	<b>Neilson, Ronda</b>	Custodian 1	Custodial Services	11/16/2016
	<b>Nystrom, Dana</b>	Electrician	Facilities and Grounds	11/16/2016
	<b>Ritter, Nicholas</b>	Grounds & Nursery Specialist 2	Facilities and Grounds	11/16/2016
	<b>Martin, Tanjagay</b>	Admissions Lead (Promotion)	Enrollment Services	11/16/2016
	<b>Benjamin, Karissa</b>	Program Specialist 2	Athletics	11/28/2016
<b>Exempt</b>				
	<b>Kwon, Soyeon</b>	International Student Navigator	International Student Services and Programs	11/21/2016

**PRESIDENT'S MONTHLY MEETING/ACTIVITY REPORT  
November 10, 2016 – December 14, 2016**

<b>COLLEGE / DISTRICT</b>	<b>COMMUNITY</b>	<b>STATE/REGIONAL</b>	<b>NATIONAL</b>
11/10: College Update	11/17: Tacoma Rotary #8 meeting	11/10: Invista Performance Solutions Governing Body Meeting with Don Sosnowski at Clover Park Technical College	
11/10: Welcome and reception at TCC Gallery for Jason Sobottka	11/22: Meeting with University Place School District with Superintendent Jeff Chamberlin, Assistant Superintendent Jeff Loupas, Executive Director of Secondary Education Lainey Mathews, Curtis High Principal Tom Adams, and TCC Executive VP for Academic Affairs Tod Treat	11/16: ACT Fall Conference at Sea Tac Hilton with Bill Ryberg and James Curtis	
11/14: Interviews for Chief of Staff with Tamyra Howser, Many Chikwinya, Jason Sandusky, Mike Flodin, and Kelly Maxfield	11/22: Meeting with Peninsula School District with Superintendent Robert Manahan, Assistant Superintendent Dan Gregory, Director of College, Career, & Life Readiness Erin O'Neill, and TCC Executive VP for Academic Affairs Tod Treat	11/22: ctcLink conference call with Marty Brown	
11/14: International Education Week Kick Off & Celebration Event, TCC Student Center	11/22: Meeting with Tacoma Housing Authority and Department of Corrections to discuss housing opportunities with Tacoma Housing Authority Executive Director Michael Mirra, Deputy Executive Director April Black, Department of Corrections representatives Sarah Sytsma, Dennis Tabb, and TCC Vice President of Student Services Mary Chikwinya	12/1-2: WACTC President's Meeting at Olympic College, Bremerton	
11/15: Equity & Diversity Council Meeting	12/6: TCC and Tacoma Housing Authority meeting with Commissioner Rumbaugh and Michael Mirra	12/8: Welcome WACTC Business Affairs Commission (BAC)	
11/15: Faculty Leadership Meeting with Dave Howard, Mary Fox, Pattie Green, and Tod Treat	12/7: Meeting with Ron Langrell, Bates Technical College	12/9: WACTC Presidents meeting report to Business Affairs Commission (BAC)	
11/17: Meeting with Bob Ryan and Gretchen Adams	12/7: City Club member appreciation dinner at UPS		
11/18: Financial Services Update meeting	12/8: PCCC Legislative Meeting/Breakfast		
11/28: Special Board of Trustees meeting	12/9: Meeting at Pacific Lutheran University with Lenny Reisberg, Professor of Education and Terry Bergeson, Interim Dean for School of Education and Kinesiology		
12/5: Review 2015-16 financials with Bill Ryberg and Nermalyn Edwards	12/9: Pierce County President/Chancellor breakfast meeting		
12/5: Review Gartner Report with Clay Krauss	12/10: Attend Black Collective of Tacoma Pierce County meeting		
12/5: Review Board agenda for December & January retreat with Bob Ryan	12/13: Meet with Kathi Littman, CEO of Greater Tacoma Community Foundation		
12/6: Celebration lunch for GinLing HS Award with Wendy Larsen and James Newman	12/14: South Sound Together, hosted by TCC		

