

**Tacoma Community College
Board of Trustees Retreat
5401 North Waterfront Drive
Tacoma, WA**

MINUTES

Thursday, June 27, 2013

Present:

Chad Wright, Board Chair
Liz Dunbar, Board Vice Chair
Don Dennis, Trustee
Bob Ryan, Trustee
Fred Whang, Trustee
Pamela Transue, President
Cathie Bitz, Special Assistant

Silvia Barajas, Vice President for Administrative Services
Mary Chikwinya, Vice President for Student Services
Scott Marsh, Interim Vice Pres. Academic/Student Affairs
Dolores Haugen, Director, K-12 Partnerships/Student Conduct
Victoria Ichungwa, Research Associate, Institutional Research
Shawn Jennison, Director, Marketing/Communications/Social Media
Bill Ryberg, Foundation Director/Development Director
Kelley Sadler, Program Director, Institutional Research
Pat Shuman, President, Foundation Board
Sharon Winters, Library Director

1. Call to Order

Board Chair **Wright** called the meeting to order at 8:32 a.m.

2. Action Item:

Resolution 2013-01: Operating Budget 2013-14 Continuing Authority

WHEREAS, the Washington State Legislature is in the process of completing the 2013-2015 budget; and

WHEREAS, the State Board for Community and Technical Colleges, delegated with the authority to allocate and disseminate the state budget to the community and technical colleges, will not be able to provide an allocation to Tacoma Community College for operating funds for 2013-2014 until a state budget is approved;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees hereby authorizes the President to proceed with normal operations of the college at a level not to exceed the same level as approved by the Board of Trustees in 2012-2013; and

BE IT FURTHER RESOLVED that this continuing resolution directs the President to exercise constraint on non-essential expenditures in order to maximize flexibility for the final budget consideration by the Board of Trustees; and

BE IT FURTHER RESOLVED that this continuing resolution authorizing the expenditure of funds is to be in effect until action is taken by the Board of Trustees authorizing the 2013-2014 operating budget.

MOTION: Upon a motion by Board member **Dennis**, the Board unanimously approved Resolution 2013-01: Operating Budget 2013-14 - Continuing Authority.

3. Institutional Research

• **Core Indicators**

Kelley Sadler reported on our operational framework for continuous improvement. The core themes (Create Learning, Achieve Equity, and Engage Community) 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. They are established for each indicator by TCC's executive staff and are monitored annually.

Core indicators which fall below mission fulfillment targets are analyzed and appropriate action plans developed to improve future performance. The core indicators are a four-year (2010-11 – 2013-14) commitment to institutional objectives and are foundational to TCC's continuous improvement planning activities. They determine if we are achieving our objectives.

Kelley went through the data of each of the core objectives and stated that we are achieving mission fulfillment. Trustee Dennis asked if we know where we rank with other colleges, and Kelley explained that it's difficult to track because each college has a different mission. Overall, every TCC objective is being met and we are doing extremely well according to our mission. TCC is being used as a test case to determine how well we move students along to completion and our reputation is very good. TCC faculty and staff have been very involved in discussions about working towards our mission.

- **Student Satisfaction Inventory Survey**

Victoria Ichungwa provided a report on the results of our 2012 Student Satisfaction Inventory. TCC administers this questionnaire every three years asking students what matters to them and their satisfaction level. It aids in the improvement of the quality of academic programs and institutional services, strengthens student retention initiatives, and shows whether or not we are meeting our students' needs.

Approximately 1,200 students were given the survey with a 59% response rate. Seventy-four percent were full-time students. Forty-seven percent attended TCC for one year or less, and 83% are enrolled in daytime classes.

The categories and ratings were: (from a low of 1 to a high of 7 for importance and satisfaction, respectively):

- Academic Advising/Counseling, 6.22 / 5.10
- Instructional Effectiveness, 6.21 / 5.27
- Registration Effectiveness, 6.17 / 5.22
- Academic Services, 6.13 / 5.52
- Concern for the Individual, 6.08 / 5.02
- Safety and Security, 6.07 / 4.74
- Admissions and Financial Aid, 6.01 / 4.90
- Service Excellence, 5.96 / 5.21
- Campus Climate, 5.96 / 5.20
- Student Centeredness, 5.95 / 5.23
- Campus Support Services, 5.40 / 4.91

Those categories with the largest performance gaps between importance and satisfaction are the areas we will need to work on. However, the performance gap has reduced over the past three years. Safety and Security have the largest gap and parking is a major issue. This area has declined in satisfaction over the last three surveys.

Next steps to address the responses are staff and faculty meetings, posting results on the portal, internally distributed reports, meetings with the Student Senate, and focus group sessions with students.

Discussion was held on the gap in Academic Advising/Counseling and Financial Aid. Victoria stated that students reported, although our numbers have increased significantly, students still feel they don't get to meet with their advisors as much as they would like, and the financial aid functions will most likely improve now that we have moved to Higher One and students can receive their funds faster.

4. K-12 Partnerships Update

- **Joint Tacoma Public Schools/TCC Agreement: College in the High School**

Dolores Haugen shared a list of current partnerships created to assist in providing all students with a fair educational environment. Those partnerships include TRIO Talent Search at Jason Lee Middle School, Foss High School and Stadium High School, and Running Start.

College in the High School helps students earn college credits while satisfying high school requirements. They continue their involvement in high school activities, save on transportation and textbooks costs, attend classes with their peers, and develop a plan for post-secondary enrollment. It increases students' propensity to continue their education. Several courses will be offered fall semester at SAMI and SOTA, and we hope to offer classes such as Pre-Calculus and Calculus, Biology in the Field, Math in Society, Music Theory, and Art classes to the high schools. For each course, the high school teacher must apply to teach college in the high school. Their credentials are evaluated and there is an expectation that these faculty members will meet the same criteria as is required from adjunct faculty. We currently have signed agreements with Tacoma and Peninsula School Districts. University Place is also interested. We are unique in our program in

that we've paid attention to equity and access. Tuition is about half of what we would normally charge. Students who participate will receive a dual credit and a TCC transcript. The University of Washington and other four-year colleges have been doing this for years.

When asked how we market this, Dolores explained that we need to develop marketing materials and Mary Chikwinya stated that our Outreach staff will be involved and doing events and activities to get the information out. Shawn Jennison stated that another way to get the information out is through the parent newsletter that goes out to the local school districts. When asked if the college in high school credits are counted at other colleges in and out of state, Dolores said we need to be clear in marketing that most of these classes are a transfer level but students would need to be aware that they may not transfer to some colleges. Board Chair Wright asked if this would negatively impact Advanced Placement classes, and Dolores believes it will not because AP classes draw a different type of student.

- **Expansion of Fresh Start to ESB 1418 Program and What That Would Mean**

Dolores stated that Fresh Start reengages disconnected youth by encouraging community partnerships, creating multiple pathways for students to realize success, and providing an on-ramp to post-secondary education.

ESB 1418 was created because a number of programs were experiencing difficulty operating due to differences and disconnects between K-12 and higher education credits. OSPI was charged with developing rules for this program and it is now called "Open Doors 1418 Youth Reengagement." Recently Fresh Start applied to become an official Open Doors program and its application was approved. The advantages to moving from the current Fresh Start MOU to Open Doors are:

- Students can focus on their diploma or choose to pursue an Associates Degree. This is an important benefit because they don't have to pay tuition or books.
- Drop out and graduation statistics belong to the program – not the district (which makes the districts happier).
- Programs will be collecting similar data and be evaluated on the same criteria.
- Staffing requirements will assist in improving retention and success of students (TCC will be hiring a staff member to do this).

Mary reported that OSPI recognized some institutions doing exemplary work and TCC was honored for our Fresh Start program.

- **Tacoma College Support Network Partnership**

The Tacoma College Support Network is a collaboration of organizations that promote college, career, and citizenship readiness for all Tacoma students by encouraging post-secondary readiness and enrollment. There is an emphasis on low-income and under-represented student populations. The TCSN 2012 Initiative was created to capture and suggest ways to deal with programs college bound students encounter as they transition from high school to college.

It is difficult for students to transition into college, especially first generation students. There were some issues last year with many college bound students not being able to start in the fall, so two and four year schools and the Washing Achievement Council were brought together to identify ways to address the problems. Results of the College Workgroup to address transition of College Bound students are:

- WSAC developed an improved FAQ document for college bound students and families.
- TPS agreed to designate one high school staff member to confirm graduates as early as possible to ensure timely financial aid.
- Initial work was completed on a Pierce County colleges Enrollment Steps publication. It will be distributed at high schools with our contact information, links, financial aid, application, etc.

The Foundation for Tacoma Schools was recently created with the goal of "collective community impact from cradle to career." By 2020, they hope to increase by 50% both the graduation rate of Tacoma Public School students and those who complete a college degree or technical certificate. Success will require measuring and closing gaps in access, opportunities and achievement for all students. The Foundation is identifying potential funders for its initiative and they are looking at an alignment between community organizations and schools from early learning through post secondary enrollment. The Foundation met with several community groups, parents, and higher education institutions, and developed a partnership continuum.

- **TPS/TCC Core to College Taskforce**

Scott Marsh explained the articulation agreements that would focus on competencies to create a more seamless pathway for students. The TCC and TPS Core to College Workgroup was developed to review common core standards, discuss high school and college curriculum for Math and English, identify gaps (if any), and recommend curriculum updates and assessment of college-ready skills. Almost all 50 states are subscribing to a set of common core standards and outcomes. This is a change because high schools offer teaching in different ways and there is no consistency.

This summer we will be pulling together English and Reading faculty from TPS and TCC. We are starting there because it is a standing group with good relationships and multiple years of working together. We will leverage that success and then begin working and ascertaining what the common core will look like. The workgroup will do a gap analysis, finding alignment, and then develop assessments. We hope that their initial success this summer will provide us with momentum to bring Math people on in the fall. A central goal is to not just do the single project but establish between faculty and staff strong and sustainable relationships between the two institutions. In the fall we have a joint board meeting scheduled and will bring faculty from these groups to speak about the project.

- **Tacoma Housing Authority Partnership**

This partnership started off slowly but is now moving quickly. We are replicating a project where assistance for housing is provided to help students stay in school and finish their educational goals. We hope to launch this in fall quarter with vouchers in winter quarter. The partnership is focused on helping students get to completion. We are developing criteria, advisors, and mentors to ensure the family units will be provided support. We are also looking at how we will distribute the vouchers across the diversity of students. To date, \$150,000 is the estimated cost. KING-5 TV came to campus to talk to students about this and asked them how they think it would impact them.

5. Administrative Reports/Updates

- **ctcLink Update**

In Andy Duckworth's absence, President Transue reported that the ctcLink project is going very well and Andy is doing a great job keeping people updated. Shawn Jennison is forwarding to the campus information from the State Board. Silvia Barajas reported that there have been continuous meetings between TCC staff and representatives from Spokane and Bellevue Community Colleges to develop the business process alignment. We have asked for more resources from the State Board. The go-live date is currently scheduled for August 2014 although the State Board wants to move it up to May 2014.

Shawn stated that a communications audit went out to faculty, staff and students to gauge how well we are communicating with the campus. He'll have more information when the survey closes. So far 560 students and slightly less than 200 employees have responded.

- **Emergency Response Planning**

Silvia Barajas reported on our emergency response planning and stated that this is becoming more of an issue on campus.

The Emergency Management Committee's objectives are:

- Awareness of the college's emergency operation plan,
- Involvement (training and drills),
- On-going activities, and
- Future Planning.

The College's Emergency Operation Plan (EOC), which was reviewed and updated this year, details how the college will respond to emergencies and provide for a unified coordination with other agencies. It will:

- Secure and establish communications and controls,
- Establish an inner and outer perimeter,
- Establish an on-scene command post,
- Establish a staging area for personnel and equipment, and
- Identify and request necessary resources.

We originally only planned for one operations center but the plan has been updated to include three centers located at different locations on campus. EOC personnel include executive staff, an incident commander,

public information officer, safety officer, operations, administration, logistics, and planning personnel. By August the committee will have completed the National Incident Management Systems training. Staff training will begin in August and will be part of our fall quarter Professional Development Days. Several drills have been planned throughout the year including:

- October: drop, cover, hold,
- February: active shooter, and
- May: fire evacuation.

The drills will occur during day and evening classes. Each building has one or more safety officers who attend quarterly safety committee meetings to receive training on best practices. They communicate and train staff within each of their buildings. There will also be online training. Future plans include emergency response information will be posted in every classroom, office, and conference room. The Mass Response Notification System will incorporate the use of the ShoreTel system, e-2campus, information monitors, website, and phone system.

- **Higher One Credit Card**

Silvia reported that of the 2,500 students who received financial aid in the spring (for a total of \$4.7 million), 63% opted to use the MyTacoma card and 25% chose to have the funds deposited to their own credit cards. The program has worked as advertised. Students receive disbursement notification by text or email, whichever they prefer, and the funds are disbursed the same day. (This process has reduced phone calls from people inquiring about their checks.) There have been few complaints from students, and another benefit is that students are using their cards in the bookstore so there isn't as much cash there and reconciliations are much easier.

6. Future Plans

- **Archive Project**

Sharon Winters reported on our archive project and stated that she sees this as an opportunity to collect and preserve the story of the college. She also sees this as a rich opportunity to engage with retirees, alumnus, and faculty and staff. This project supports the core themes of the college. Since last August many things have been accomplished including:

- A part-time archivist, Elizabeth Russell, was hired;
- We inventoried & organized materials: student publications, extensive files from Dan Small, scrapbooks, and records from a student-conducted veteran's oral history project;
- Started to add more collections;
- Set up a database for searching collections;
- Re-purposed a library storage room into a space for Archive processing and public use; and
- Established great working relationships with current and retired faculty, staff, and administration and, in collaboration with Marketing and Communications, provided research support for the oral history interviews for the 50th Anniversary documentary

Sharon shared some of the great and interesting historical items they've learned since starting this project and detailed some of the wonderful contributions faculty and staff have donated to the college.

The information will be open to the public fall quarter for two days a week and by appointment. Elizabeth will continue to do outreach across the campus and in the community to build our audience. They hope to establish a web presence, via institutional repository software, so that users can easily find digitized archival material, including oral history clips, the student newspaper, photos, and other historically significant documents and narrative material.

Regarding environmental conditions in the Archive Room, Sharon reported that in May, Erin Hoiland helped us submit a \$6,000 grant proposal to the National Endowment for the Humanities, for an evaluation of environmental systems that will allow us to assess options and outline steps we might take to stabilize temperature and humidity for our fragile archival materials.

- **50th Anniversary Plans**

Shawn Jennison reported on the activities of the 50th Anniversary Committee who are from a variety of divisions and departments across campus. The objective of the anniversary is to connect with the people

who have shaped TCC, to celebrate our culture, and to build support for the future of the College and its students. He showed the logo of the event and provided a list of events taking place in 2014:

- Pole Banners
 - Documentary of the history, people, facilities, and future
 - Archives
 - Exhibits across campus
 - TCC historical narrative
 - Information on the website.
- **Foundation Plans**
Bill Ryberg and **Pat Shuman** updated the Board on Foundation accomplishments.
 - This was a year of building community, both on and off campus.
 - They strengthened their capacity to raise money by connecting more frequently with donors and launching a new fundraising event.
 - They improved their effectiveness by creating a new mission and vision, developing a work plan, growing the board, re-instituting our committee structure, and stabilized Foundation staffing.
 - Based on Bill's initial assessment of the state of the Foundation, it was decided to focus on four areas with the following results :
 1. Strengthening its relationship with the TCC Community.
 - Conducted one-on-one meetings throughout the year with various TCC leaders.
 - Heard faculty or staff presentations at most Board meetings.
 - Increased TCCF visibility by presenting to Instructional Council, Multicultural Advisory Council, attending campus-wide meetings, TCC President's receptions.
 - Reported on TCCF plans and activities at 100% of Trustee meetings.
 - Hosted two receptions for the TCC community.
 - First ever Alumni Night at Cheney Stadium.
 2. Renewing relationships with past donors and enhanced "friendraising."
 - Increased personal contacts with key donors through one-on-one meetings, invitations to college events and sharing of relevant information.
 - Invited donors, faculty and staff to a holiday reception.
 - Held its first-ever fundraising luncheon.
 - Hosted three house parties at board members' homes and the Gig Harbor campus for approximately 65 people.
 - Welcomed nearly 500 donors and friends to campus for various events.
 - Launched President's Circle to recognize donors making annual gifts of \$1,000 or more.
 3. Improved results from annual campaign and special events.
 - Increased fundraising results and capacity to raise funds.
 - Increased Board giving over last year by 46% for a total of \$54,400, with 100% participation.
 - More than doubled Trustee giving over the last year for a total of \$18,400.
 - Launched a readiness assessment for a major campaign.
 4. Increasing the size and effectiveness of the Board.
 - Grew the Board by 50%.
 - Updated mission, vision and goals; worked in a focused way to achieve them.
 - Updated the Bylaws.
 - Re-instituted committee structure.
 - Improved planning and budgeting processes.
 - Conducted Board satisfaction and board effectiveness surveys.

The Board plans a retreat on September 24 to finalize 2013-14 goals. There won't be any major changes other than completing their readiness assessment to prepare for their major gifts campaign. They will

continue to fine-tune the things they've done this past year and continue to reach out to the campus. The Foundation has been asked to play a leading role in the TCC Holiday Luncheon. They will be expanding the fundraising and friendraising efforts and focus on growing the President's Circle receptions. President Transue stated that Pat and Bill have been dynamic in their efforts, and Board Chair Wright remarked that everything in the Foundation is in place to achieve its longer term goals.

7. Board Self-Evaluation and Assessment of Board Goals for 2012-13; Develop goals for 2013-14

Board Chair Wright lead a discussion on the Board's self-evaluation based on the evaluation form filled out by the trustees. Each Trustee shared their individual thoughts on all the categories and after discussion, the board ranked themselves as follows (with the range being 1=needs improvement; 2=meets standards; 3) excellent). Overall, the consensus was:

- TCC Mission—Discussion was held on how we compare with other schools in reviewing our mission. Cathie will provide the Board with samples of other colleges' agendas. Overall, the Board ranks itself between "meets standards" and "excellent."
- Strategic Plan—Excellent
- Student Success--Excellent
- Educational Advocacy—Excellent
- External Relations—Between "meets standards" and "excellent."
- Foundation—Meets standards. Cathie will provide the Trustees with information on Foundation events, and at each Board meeting, the Trustees will determine who will attend.
- Diversity—Excellent
- Ethics— Excellent
- Budgets—Excellent
- Relationship with CEO—Excellent
- Board governing—Excellent
- Board participation—Excellent
- Board chair—Excellent
- Board education—Meets standards. Education comes primarily through TACTC. Trustee Ryan feels that ACCT provides great educational opportunities. The Board feels it is meeting requirements but would like to learn more about such subjects as major socio-economic trends and external pressures such as the immigration bill and how they impact the school and education.

8. 2013-14 Goals

The Trustees discussed goals for 2013-14. After reviewing the 2012-13 goals, the Board affirmed these goals for 2013-14 with the following changes:

- Under Board Participation, add:

"Each board member will attend no less than 75% of scheduled board meetings."

"The Board will be actively involved in planning, promoting, and participating in the 50th Anniversary activities and celebration."
- Under Educational Advocacy, revise to read:

"Each board member shall annually attend at least one TACTC board meeting or an ACCT convention."
- Under Foundation, revise to read:

"Each Board member shall participate in at least two Foundation activities."
- Under Diversity, remove reference to MAC reporting quarterly to the Board of Trustees. The Board attends those meetings and receive minutes detailing the meetings.

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9. 2013-14 Board Meeting Calendar

The meetings suggested were agreed upon as follows:

Month	Day	Time	Comments
January 15, 2014	3 rd Wednesday	4:00	Regular meeting
January 31, 2014	Friday	8:00-5:00	Possible Winter Board Retreat
February 19, 2014	3 rd Wednesday	4:00	Regular Meeting
March 12, 2014	Wednesday	2:45	Regular meeting with early start for three tenure interviews
April 16, 2014	3 rd Wednesday	4:00	Regular Meeting
May 14, 2014	Wednesday	2:30-6:00	Regular meeting with early start for Ellen Pinto interviews
June 11, 2014	Wednesday	4:00	Regular meeting
June 26, 2014	Thursday	1 day	Summer Board retreat
July 2014			No meeting
August 2014			No Meeting
September 10, 2014	Wednesday	4:00	Regular Meeting
October 8, 2014	Wednesday	4:00	Regular Meeting
November 12, 2014	Wednesday	4:00	Regular Meeting, Gig Harbor Campus
December 10, 2014	Wednesday	4:00	Regular Meeting

10. 2013-14 Board Committee Assignments and board member attendance at meetings and conferences

The following are the tentative appointments to the 2013-14 Committees. The Board will confirm appointments for the positions at the September 2013 meeting.

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| 1. TACTC Legislative Action Committee: | Don Dennis primary, Bob Ryan secondary |
| 2. TCC Legislative Task Force: | Don Dennis |
| 3. TCC Foundation Board: | Chad Wright |
| 4. Pierce County Coordinating Council: | Bob Ryan, Liz Dunbar |
| PCCC/UWT Liaison: | PCCC to elect new representative |
| 5. ACCT Voting Delegate: | Bob Ryan |
| 6. TCC Art Committee: | Chad Wright, Liz Dunbar |
| 7. Multicultural Advisory Council | All Trustees |

11. Travel meetings

After discussion, it was agreed that attendance at conferences is tentatively scheduled as shown below.

Meeting	Date	Day	Location	Board Member(s)
TACTC Fall Workshop	October 2, 2013	Wednesday afternoon Time TBD	Seattle Convention Center	Bob Ryan
ACCT Annual Congress And TACTC Fall Conference	Oct. 2-5, 2013	Wednesday-Saturday	Seattle Convention Center	Bob Ryan Liz Dunbar
TACTC New Trustee Orientation	January 19, 2014	Sunday	Red Lion, Olympia	
TACTC Winter Conference	January 19-20, 2014	Sunday-Monday	Red Lion, Olympia	Bob Ryan Don Dennis
ACCT National Legislative Conference	February 10-13, 2013	Sunday-Wednesday	Washington, DC	Tentative: Chad Wright Liz Dunbar Don Dennis Bob Ryan
TACTC Spring Conference	May 2014 (TBD)		Red Lion, Yakima	To be determined

12. Executive Session

At 1:28 p.m., Board Chair **Wright** announced that the meeting would adjourn to executive session to review the performance of the President and the President's contract. 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 2:07 p.m. the Board reconvened to open public meeting.

A discussion was held on the President's 2012-13 self-evaluation and goals and unanimously agreed that she provided another exceptional year. Chair Wright stated that she has done amazing things for the college and managed us through some difficult times. Trustee Dennis remarked that she does everything for the benefit of the college and Trustee Ryan said that her management skills and willingness to go above and beyond are deeply appreciated. Trustee Dunbar expressed her appreciation of how the President works so well with the Board, and Trustee Whang stated that she does a wonderful job working with the faculty.

After reviewing the President's goals, the Board requested that she add:

6. Continue preparations for TCC's 50th anniversary activities.
7. Ensure timely completion of the Harned Center for Health Careers.

Action Item:

MOTION: Upon a motion by board member Dennis, the Board of Trustees unanimously approved Dr. Transue's 2012-13 self-evaluation and 2013-14 goals as amended, and extended the President's contract to June 30, 2016.

• **ADJOURNMENT**

There being no further business, the meeting was adjourned at 2:14 pm.