

**Tacoma Community College
Board of Trustees Retreat
Building 12, Room 120
Tacoma, WA**

MINUTES

Friday, January 31, 2014

Present:

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

Tod Treat, Executive Vice President of Academic & Student Affairs
Silvia Barajas, Vice President for Administrative Services
Mary Chikwinya, Vice President for Student Services
Mecca Salahuddin, Dean of Organizational Learning & Effectiveness
Jen Manley, Director, Student Life/Conference Services
Jen Nagy, Student Body President
Matt Lane, McGranahan Architects
Sharon Winters, Library Director
Judy Colarusso, Executive Assistant to the President

1. Call to Order

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

2. Campus Master Plan Update

Matt Lane from McGranahan Architects, explained the 2014 Master Plan process. When developing the Master Plan, the architects consider the college mission, vision, and strategic plan. They created the first Plan in 2005, and it was updated in 2007 and 2009. Matt explained the purpose of updating the Plan.

1. To support TCC mission and vision.
2. To look at strategic and academic plans.
3. To look at priorities for development of facilities and how they support the strategic plan.
4. To provide justification for future funding requests.
 - o Program needs;
 - o Facility conditions;
 - o Capacity and growth;
 - o Infrastructure needs; and
 - o Agency requirements (such as City codes)

Master Plan components:

- o Executive summary;
- o Goals, strategies, trends;
- o Existing conditions analysis;
- o Program needs analysis;
- o Planning and design guidelines; and
- o Recommendations – implementation plan.

Planning and design guidelines:

- o Campus zones and relationships;
- o Campus pattern vocabulary;
- o Buildings;
- o Transportation, vehicular circulation and parking;
- o Pedestrian; and
- o Other

Matt identified building program zones to guide where different programs might be developed. We've had success with the health and science areas, as well as the open space. They looked at guidelines for energy savings and sustainability. There are short-term, mid-term and long-term plans. Short-term plans have included parking lot and perimeter improvements. Mid-term plans include a potential addition to the Athletic Building and strategies for funding of art. Long-term plans are potential campus development. McGranahan is looking at projects such as an addition to the gym, Gig Harbor Campus expansion, and a performing arts building.

Matt explained how projects are scored by the State for funding which includes any combination of renovated projects, replacement projects, and new space. Each biennium the State Board comes and scores our existing buildings. The worse the building, the higher the score which shows us how we can plan to renovate.

Matt provided an overview of some of the projects they are looking at for the Plan:

- Health and Wellness Center
- Performing arts
- Gig Harbor Campus expansion
- Student learning commons (replacement)
- Humanities & Arts Center (2019)
- Infrastructure improvements:
 - Storm water management
 - Sewer line replacements
 - Campus perimeter improvements
 - Accessibility upgrades

3. Year Seven Accreditation Self-Evaluation

Tod Treat went through the self-evaluation process and report submitted to the Northwest Commission on Colleges & Universities (NWCCU). He thanked the team leaders and all those involved in this effort.

Accreditation is a movement to a continuous improvement process. It is now a seven year cycle (although this year TCC had to complete the seven year report in four years). The intent of the report was to maintain a sense of continuity in the document of who we are, how we intend to fulfill our obligations, and where we intend to go. This report was important for us because not only are we looking back at what we've done, but it gives us an opportunity to look forward with a strategic plan.

Tod explained how the accreditation document is structured. It is mandated by the NWCCU that we tell the reviewers about ourselves, our mission, and our core themes. We explain how we organize our institution in order to meet those missions and core themes. We are deeply committed to ensuring that every employee and student understand what our core themes are and how they fulfill our mission. Everything we do ties back to that and we wanted to show that with our objectives. It is unusual for an institution to have such fidelity to our mission and core themes. Wherever we see a place to improve, we address it in the report. The purpose of the self evaluation is to identify areas of improvement related to our mission. We did identify three initiatives we would like to address around organizational learning and effectiveness and those are cited on page 147 of the report.

No one who is employed within Washington State is allowed to be a reviewer. The review team will be here three days in March and will meet with a variety of stakeholder groups. Tod will be contacting Chair Wright to set up an interview date with the Board of Trustees. The reviewers will be asking questions around governance, transparency, etc. What the reviewers seek is not that everyone knows everything, but that the spirit of our mission fulfillment is campus wide. The campus is being prepared for the visit and Tod will work with the Trustees in preparing them as well. He mentioned that the accreditation process and strategic plan are very important in keeping us relevant. The accreditation self-evaluation is a document that we will always refer to for continuous improvement.

4. Executive Session

At 9:55 a.m. Chair Wright announced that the Board would adjourn into Executive Session for approximately 10 minutes for consultation with legal counsel regarding agency enforcement actions. No action was expected to be taken as a result of the Executive Session.

At 10:12 a.m. the Board reconvened to open public meeting.

At this time the Board broke for a break during which they joined staff and students in the parking lot where Chair Wright and President Transue raised the Seahawks 12th Man Flag.

5. Action Item

Approve for Study: Student Proposal for Health & Wellness Center Certificate of Participation

Jen Manley and **Jen Nagy** explained the proposal of the students to submit an application to the State of Washington for a Certificate of Participation to support the construction of an expanded Health and Wellness Center. **Mary Chikwinya** explained to the Board the dedication and commitment of the students to improve the campus. Jen Manley acknowledged Jen Nagy and student officers for being so mindful and thoughtful to make

sure the student voice was imbedded in every discussion. This project has been two years in the making and is a building expansion, not a new facility. Mary explained how they plan to fund this.

MOTION: Upon a motion by Board member **Dennis**, the Board unanimously approved for study the proposal of the Associated Students of Tacoma Community College to submit an application to the State of Washington for a Certificate of Participation to support the construction of an expanded Health and Wellness Center up to \$12 million.

6. American Honors Program

Tod provided the Board with background information on American Honors (AH). American Honors networks will benefit students, faculty, and institutions through national resource sharing, innovation, and improved transfer pathways for high performance students. Executive Staff and faculty reviewed this program, its performance and its cost and determined this would be a good mechanism for us to bring to TCC. (The Faculty vote was 24-10 to participate. Some questioned why we don't build an honors program ourselves, and the response was that it would require the diversion of operational funds to do this. The revenue stream from AH is a better financial way to go. Another concern was the benefits of a network versus the benefits of faculty who teach here. It was determined that we can't create the necessary form of network with higher institutions that the students need.)

Tod provided the following rationale for partnering with American Honors:

1. Significant local control: American Honors has committed to allowing local control of curriculum and selection criteria to ensure that TCC faculty and staff are able to develop materials in ways that advance existing work and utilize inclusivist criteria to ensure that the honors cohort population is diverse.
2. Ability to share techniques so that TCC learns from the partnerships. American Honors has assured that techniques, approaches, tools, and practices adopted by American Honors for honors students can be shared with counselors, advisers, and faculty across the campus for the potential use with all students. The ability for faculty to share between institutions and between "honors" and non-designated courses is a tremendous advantage of the program.
3. Diversification of revenue streams to create high-support model. Resourcing the program through a fee supported by financial aid, students who enter in to the honors program see an initial increase in cost while at TCC but a huge savings once they successfully transition to a highly selective institution, whether private or public. The resourcing model prevents reallocation of institutional funds that are serving all students and can contribute to program growth.
4. Access to a national network. American Honors design accomplishes something collectively that no individual community college could do by itself, create articulation pathways to multiple highly selective transfer institutions in several states and focus specifically on tacit fundamentals for successful application. Locally grown honors programs can do this with the local transfer institutions, and perhaps even create a pipeline to a more distant institution, but cannot replicate the network that American Honors provides and has demonstrated.
5. Aspiration to more selective institutions. Students who enter American Honors are coached from the outset to think about broader impacts of graduating from elite institutions. Research shows that once in an elite institution the benefits are the same whether a student entered college from high socioeconomic or low socioeconomic status, "but the odds of getting into this highly competitive pool in the first place depend enormously on who you are or how you grew up." American Honors focuses specifically on intention to access highly selective institutions early, creating a community of high achieving students challenged by tailored curricula, contributing to an enhanced sense of opportunity and potential, and by supporting multiple applications.
6. Reduced choice and cohort approach lead to increased completion rates.
7. Portfolio enhancement through citizenship, service, scholarship, and service, integrated with Phi Theta Kappa.
8. Financial Model is student fee based, but linked to Pell maximum.

President Transue stated that it has been a frustration for our students when they apply at first rate institutions. They are capable of being successful, but the universities often won't admit them because they say they don't know how to evaluate the quality of their first two years at a community college. What makes American Honors a positive partnership is that this organization can help with the transfer agreements and processes in a way we can't. If we meet the AH requirements, our students will be admitted.

Tod then went over the desired outcomes or partnering with AH.

- Enhanced visibility of TCC for college ready, high performing students who might not otherwise consider TCC.
- Maintenance of a TCC student portfolio mix to ensure continued viability and sustainability.
- Enhanced success in our transfer completion and transfer out rates.
- Expectation and performance spillover from robust cohort into other courses and aspects of TCC student life.
- Ability to implement an honors program without diverting general operational funds from current TCC students.
- Opportunity for innovation from faculty in curricular approaches.

AH is considering forming a Washington consortium that includes TCC, Pierce College, and Spokane. In the meantime, President Transue said that we are awaiting a contract from AH.

7. Adjournment

There being no further business, the meeting was adjourned at 12:40 p.m.