

**Tacoma Community College  
Board of Trustees Regular Meeting  
May 20, 2020 4:00 p.m.  
Virtual Meeting**

**MINUTES**

**Board Members**

Liz Dunbar  
Lois Bernstein  
Bob Ryan  
Pat Shuman  
Dona Ponepinto

**Administration/Faculty/Staff/Guests**

Attendee list is attached

**I. CALL TO ORDER**

Board Chair Dunbar called the meeting to order at 4:06 p.m.

- The Governor has issued that public open meetings are limited to only items that are necessary. Things that we typically have will not be on the agenda. Reports have been submitted in writing prior to the meeting. If you would like to take part in the public comment portion, please indicate in the chat room and you will be called upon.

**II. General Matters**

**A. Changes/Approval of Agenda**

**MOTION:** Upon a motion by Board member **Lois Bernstein** and seconded by Trustee **Bob Ryan**, the Board unanimously approved the agenda as presented.

**B. Approval of Minutes from Regular Board Meeting on April 8, 2020**

**MOTION:** Upon a motion by Board member **Bob Ryan** and seconded by Trustee **Dona Ponepinto**, the Board unanimously approved the minutes for the March 11, 2020 Regular Board Meeting.

**C. Correspondence (included in Presidents Report)**

**President Ivan Harrell**

- Letter from Bob Ferguson, Attorney General of Washington on March 31, 2020. The letter informs Tacoma Community College that they will receive restitution because of a lawsuit against foreign manufacturers of Cathode Ray Tubes (CRT).
- Email from Northwest Commission on Colleges and Universities on April 13, 2020. Tacoma Community College is scheduled for a Comprehensive (year seven) Self-Evaluation Report and visit in spring 2021.
- Letter from Commission on Accreditation for Respiratory Care on April 23, 2020. The college's annual report was reviewed and the college has received and met or exceeded the set "thresholds" for success on the required outcome measures.

**C. Board Report (submitted ahead of time in writing)**

Trustees shared the events they attended this past month:

- Board Member **Dunbar**:
  - April Regular Board Meeting
  - Multiple discussions with ACCT re: President's evaluation
  - Discussion with Dr. Harrell, Bob Ryan and staff re: budget and reserves: May 7
  - Office of Community Partnerships, UWT: Community Advisory Council meeting May 11
- Vice Chair **Bernstein**:

- April Regular Board Meeting
- Board Member **Ryan**:
  - April Regular Board Meeting
  - Housing Study follow-ups, April 20th, April 23rd, April 27th, May 5th, May 14th
  - ACT Board Training Session, April 20th, 2020
  - ACT Board of Directors Meeting, April 20th, 2020
  - Joint WACTC/ACT Executive Committee meeting, April 22nd, 2020
  - WACTC Budget and Legislative Committee Meetings, April 30th, 2020
  - WACTC Business Meeting, May 1st, 2020
  - SBCTC Board Meeting, May 6th, 2020
  - Budget & Reserves Meeting, May 7th, 2020
  - ACT Board Executive Session, May 18th, 2020
- Board Member **Shuman**:
  - April Regular Board Meeting
  - Spring PDD
  - VPSS Forums
  - TCCF Reach Higher week
  - May 18 budget review meeting
  - Three “Friday Forums” offered by Graduate Tacoma, on topics relevant to education in our community during COVID 19
  - Elected to at-large position on ACT board of directors
  - Two ACCT webinars on COVID-related topics
- Board Member **Ponepinto**:
  - April Regular Board Meeting
  - Budget Review Meeting with Dr. Harrell and Finance May 19, 2020

### III. PRESENTATIONS

A. NONE

### IV. ACTION ITEMS

#### A. Course Fees (1<sup>st</sup> Read)

**Marissa Schlesinger**

**MOTION:** Upon motion by Trustee Ryan and seconded by Trustee Shuman, the Board unanimously approved the first read of Course Fees.

- Human Development department proposes a new course fee on an existing course.
- Nursing department proposes new fees for three new courses.

#### B. Ratification of the 2020-2021 Instructional Calendar

**Marissa Schlesinger**

**MOTION:** Upon motion by Trustee Bernstein and seconded by Trustee Ponepinto, the Board unanimously approved the changes to the 2020-2021 Instructional Calendar.

- Due to COVID-19, the dates of summer quarter '20 are being adjusted. The way the calendars are structured now there is only 4 days between the spring and summer quarter and there needs to be at least five. In order expand the gap without limiting the instructional days:
  - Summer classes will now begin on June 29, 2020
  - Summer classes will now end on August 20, 2020

To increase the days between the summer and fall quarter, the instructional day currently scheduled for Sept. 14 will be removed and will not be rescheduled. We will keep the remaining 4 instructional days scheduled for Sept. 15, 16, and 17, 2020 and April 23, 2021.

## V. NON-ACTION ITEMS

### A. Budget Development FY21

Patty McCray-Roberts

- Asked the finance team to do some projections on where we will end.
  - Two spreadsheets presented: traditionally budgeted and all funds
  - Currently, our projections from revenue are coming short from what we had thought, mostly due to COVID-19
  - We are projecting in the traditionally funded budget to have a \$17,000 deficit.
  - Going forward, there will be consideration to review Fresh Start as a “traditionally funded” revenue.
  - Dr. Harrell: we discovered that in the past, large portions of the funds needed to run the institution were not budgeted. We made the decision that when planning for FY21 we would budget all funds necessary to run the college. In the past, calculations showed it took \$48 million to run the college but after budgeting all funds, it is really closer to \$78 million.
- **Revenue**
  - Taking a very conservative approach to revenue projections
  - To help plan for the many unknowns considering COVID-19, we have decided not to adjust for the 2.5% increase in tuition so that we can take a conservative approach.
  - Expecting a 15% cut to state allocation and WEI
  - Running Start seems to be holding steady but we need pay attention to the changes and keep conservative for projections for Fresh Start
  - Still making adjustments for International enrollment.
  - Revenue generating departments may also show a decline like bookstore as there are not as many students on campus.
- **Budget Strategies**
  - Tomorrow, templates will be sent out to the college again for everyone to scrutinize and see where they can make cuts to non-personnel items.
  - 30% institutional cut on travel.
  - Reduction in number of positions for FY21
  - Use of CARES Funding.
  - Beginning next fiscal year we will make quarterly projections and mid-year changes if needed.
  - Shared Timeline for the FY21 budget.
- **Considerations:** With adjustments already made in roll up and projections shows something left on the bottom line but with the change in the state 15% cut it will make a big difference if all expenses stay the same, we will be at a loss of \$5.2 million.
- **Dr. Harrell:** We know the next fiscal year will be challenging. We knew we were going to have challenges going into the year but now looking at budgeting for the entire institution’s expenses, we will have a major problem with these cuts. The 15% cut of state allocation will not happen until the legislature goes into special session but this probably won’t happen until after the fiscal year starts or even into the fall. If we do not consider these potential cuts and move forward as normal, we would be in a very hard position by the time the cuts happen. These scenarios are still very preliminary and there is still a lot of work that needs to be done before we present on June 10. This includes the international revenue projections and other areas where we need to cut. We were planning for a 2 million dollar deficit for this year, but when we add in all of the college’s funds, as we should have been, we are in a positive point but part of that is due to not filling many open positions throughout the year.

### Questions/Comments from the Board

- Trustee Ryan: The decline in international student numbers, what kind of percentage from the 1.3 million are we thinking it will be?
  - Dr. Harrell: This is hard to guess because we have no idea how the travel impacts will affect this and we know that many international students are not interested in studying online. Patrick and James will be working closely to better understand potential impacts

- Patrick Brown: James and I have been working on this and right now we estimate about a 15% reduction from the forecast here but those numbers are already based on a 35% reduction.
- Trustee Ryan: What is the decline projection for non-resident students?
  - Dr. Harrell: 10% reduction.

Dr. Harrell: I will send an email out to the college so they can see these numbers and hear what we have discussed today so that we can be as transparent as possible.

Chair Dunbar: we appreciate the work that the college is already doing to be more sustainable. This work has put the college in a great position to handle the changes that are coming.

## **B. Measures necessary to Respond to COVID-19**

**Ivan Harrell**

### **I. Colleges Response**

- College:
  - Recap of our process to make decisions and communicate to the college.
  - Commencement will be held remotely on June 20, at 2:00pm
  - Developed communications with our API student group to create communication on bias, stigma, and harassment of Asian people.
  - Communication on mental health support.
  - The foundation implemented an employee emergency fund: 58 employee requests approved, distributing \$25,574. Thank you to the Foundation and Bill Ryberg for doing this work. When we support our employees, we are supporting our students.
  - No meeting Friday to help with Zoom fatigue.
  - Phasing in Multi-Factor Authentication for greater online security.
  - Developed a COVID-19 Response Report that was sent to legislators, donors and other external constituents.
- Student Support
  - Multiple placement options.
  - Finalizing spring grading options.
  - Foundation has approved the purchase of 250 additional laptops.
  - Implemented a mid-quarter check in survey for our students so that we can make adjustments and help us to plan for summer and fall.
- CARES
  - We received \$3.9 million: 1.9 million earmarked for students. Developed and implemented a process for students to request funding. So far, we have awarded 872 students, totaling \$770,545. Due to the limitations of funding, the state attorney general has submitted a lawsuit against these limitations.
  - 1.9 million earmarked for institutional funds. We are still waiting on clear guidance on how we can use the funds. Use of funding will be determined through the budget development process.
- Phase 1:
  - Approval to begin labs on-campus required for graduating students in programs aligned with essential occupations.
  - This required the development of several policies and guidelines that are very stringent.
    - Daily check ins, health checks, safety training
- Challenges:
  - Continue to hear from faculty that there are students who have just stopped participating in their online courses.
  - Difficulty developing strong student/faculty connections.
  - Our student leaders are trying hard to keep engaged but we know this is a challenge.
  - Access and utilization of needed technology and support services is challenging for students.
  - 58% of our students are taking an online class for the first time and this is very challenging.

- Our employees are working extremely hard in unconventional ways. One result of this is Zoom fatigue.
- We are trying to address these challenges the best we can and hope to use the responses from the student survey to make changes.
- Summer:
  - All courses will be online.
  - Summer registration has begun.
  - Trying to develop additional technology support options other than Zoom to better support students.
- Fall:
  - We are still determining exactly what will happen in fall and this will change, as we get closer depending on when we progress through the phases of reopening.
  - A Majority will probably be online but will be investigating other modalities
    - Virtual online: synchronous instruction
    - Online: asynchronous instruction
    - Prepared for limited on-campus support for students.
- Next Steps:
  - Investigating student and course fees that need to be waived during the summer and fall (this will need board approval and hope to bring next month)
  - Finalize CARES Funding usage.
  - Finalize COVID-19 MOU with faculty union.
  - Tracking of COVID-19 related expenses and losses. Request funding from FEMA.
  - Working close with TPS to assist seniors with enrollment at TCC
  - Explore partnerships with local 4-year institutions.

**Questions/Comments from the Board:**

- Trustee Ryan: Everyone is doing a great job.
- Trustee Ponepinto: how can we incorporate best practices for online learning to best support students and faculty
  - Dr. Harrell: We have some amazing faculty who have been conducting courses online for many years and they are serving to help other faculty develop engaging courses. Our e-Learning team is helping with courses but also supporting faculty to understand ways our students learn best online. Through the state board, we are working with the other presidents to discuss how we can support our students and faculty through this work. Marissa and I are also having these conversations through ASPEN to understand additional best practices.

**II. Commencement 2020 (Sonja Morgan)**

- New date of commencement (June 20, 2020) suggested by the student senate.
- Commencement will be presented through a website from an outside vendor. It will be a pre-recorded and debut at 2:00pm but it will be available to view through the summer.
- 124 responses from student survey: 54 indicated they would participate in virtual commencement but an overarching feeling of loss with no in-person ceremony.
- Worked with Leadership Team to determine ways to make it more interactive and special for our students. Each student will receive a “commencement in a box”, including a cap and tassel and other items. Free to the students.
  - Students can pick this up at the bookstore or mailed to them.
- Students would like to participate in a BBQ or dessert reception once we can open back up and students will be able to participate in an in person ceremony.
- Right now, we have about 423 graduates who have signed up to participate in the virtual ceremony. We normally have about 500 who participate between the two ceremonies.
- We decided to have the address by those within our community. Acting ASTCC President Angee Pogolian and Dr. Andrew Cho were chosen.

- Each student will have a slide with a picture, degree, honors, and personal quote. A name reader will read the student's name. You can watch the whole slide show or you can search for a particular program or graduate.
- Website is connected to social media so that people can send in their virtual congratulations.
- Marketing has designed a slide that will be used for each student. Students can choose to wear their cap and tassel for their picture but are not required.

#### Questions/Comments from the Board

- Trustee Bernstein: Everyone has done a great job of putting this all together to honor the graduates. Tacoma TV is looking for content and you can possibly reach out to Tanesha to see if there is way to celebrate students this way.
- Chair Dunbar: the more we can celebrate our graduates throughout the community would be great.

III. Other  
NONE

#### C. College Reserves

Ivan Harrell

- We have been doing significant work to clean up some of the fiscal issues that have been a historical practice.
- In previous years, our college reserve presentation has looked different from how it will look this year.
- Estimated reserve balance can fluctuate, particularly early in the year, as we would use some of the funds to balance budgets. This is especially true if the state allocations were lower than expected.
- Course fees should not be held in reserves, as they are dedicated funds specifically for those courses. The same is true for Childcare funds, as they should go towards supporting the ELC.
- Currently the reserve policy states that Fresh Start funds are not included in reserves but we are now looking at changing this.
- The deficits we see on here have been accumulating for years, which we are working to clean up.
- We are anticipating the reserve amount to be \$12.7 million.
- There was an excess of enrollment funds that were thought to be restricted but actually are not. Looking at these other changes, as of January we actually had an estimated \$15.8 million.
- We need to be looking at all revenue when determining what should be in reserves. If we account for all revenue, we should have \$11.6 million rather than the \$7.1 million, to comply with the board policy.

#### Questions/Comments from the Board

- Trustee Ryan: Board discussed increasing the board policy to keep more than 15% of reserves.
- Chair Dunbar: thank you for bringing this up, as we will be looking at board policies in the next meetings to review this.
  - Dr. Harrell: It is important to recognize that we need to start planning for depreciation. In FY21. We addressing this and know we need to plan for this which affects what Trustee Ryan stated as well.
- Trustee Ryan: do we need to take action on moving the Fresh Start funds now?
  - Chair Dunbar: No, Dr. Harrell will need to come to the board with a more substantial policy change.

#### D. Enrollment Update

Patrick Brown

- PowerPoint

- Spring is the final quarter that we look at enrollment. We are not yet final but we are close. Our total FTE and State funded FTE is declining. Our allocation went up about 5% this year due to workforce and worker retraining.
- State funded Head Count and FTE is still on a downward trend.
- Remember we did find a coding error in CTClink. We were counting Fresh Start as FTE when we should not have.
- Winter to spring quarter is when we normally see a decline of students but due to the current situation, we saw more decline than usual.
- For international enrollment, we knew things would be down. We surpassed our projections but we know that number will continue to drop. It is very hard to support the 14 day quarantine with a homestay. We are unable to recruit and we know that Kitakyushu will not be sending students.
- Running Start was over projected and so we need to be aware of that for next year projections.
- Spring is down from winter about 7%. The state average decline for state funded is 13%, so comparatively we are doing much better.
- We know there is still a gap between our earned FTE and our allocation FTE.
- We will be double-checking some of the data for spring enrollment so we can see demographics and programs most impacted.
- Looking forward: Running Start is level, state funded FTE is forecasted at a 10% decline. Some students are choosing to stay local rather than going away to a 4-year, so we may have an opportunity to enroll new students. Summer numbers are very soft.

#### **Questions/Comments from the Board**

- Chair Dunbar: You mentioned for the '20-'21 school year some students may not go to 4-year due to the current situation and with the change in the economy we may see more people wanting to engage in retraining.
  - Patrick Brown: There are still a lot of unknowns regarding worker-retraining money so we will need to see how that plays out. While we are poised to be in the best position as a Community College to potentially earn growth, we also have to keep in to account the uncertainty of the situation.
  - Dr. Harrell: Only three colleges saw an increase in spring enrollment last year and the increase was a small. The hope is that we are approaching a point where we are “flattening the curve” on enrollment decline.

#### **VI. REPORTS – All reports attached**

- A. Associated Students Report – Tony Mwoga**, ASTCC President
- B. Faculty Report—Dave Howard**, Faculty Union Representative
- C. Classified Staff Report - Will Howard**, Classified Staff Representative
- D. Foundation Report – Brandon Ervin**, TCC Foundation Board
- E. Legislative Report – Bill Ryberg**, Vice President for College Advancement
- F. President’s Report – Dr. Harrell**
- G. New Hire Report**

#### **VII. PUBLIC COMMENT/REMARKS**

#### **VIII. EXECUTIVE SESSION-the Board went into Executive Session at 6:12**

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

Board adjourned from Executive Session at 6:36 p.m.

Chair Dunbar: No decisions were made in Executive Session.

- The Board is creating a subcommittee to work with Dr. Harrell on budget items.
- Chair Dunbar and Trustee Ryan volunteered for that subcommittee. This is an Ad Hoc committee for FY21.

**X. ADJOURNMENT**

There being no further business, the meeting adjourned at 6:38 p.m.

  
Liz Dunbar, Chair