



**Ad Hoc Report**  
**(Ad Hoc Report on Recommendation 1)**

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*Prepared for*  
*The Northwest Commission on Colleges and Universities*

**Tacoma Community College**  
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# Ad Hoc Report

## (Ad Hoc Report on Recommendation 1)

### Introduction

This Ad Hoc Report is Tacoma Community College’s (TCC) response to Recommendation 1 as outlined in a letter dated July 17, 2014 where the Northwest Commission on College and Universities (NWCCU) reaffirmed the accreditation of TCC based on its spring 2014 Year Seven *Mission Fulfillment and Sustainability* Peer-Evaluation report. Also in the letter, the Commission requested the College address Recommendation 1 of the Peer Evaluation. *Recommendation 1 states,*

“The evaluation committee recommends that the College seek strategies to address the workload created by the 15 percent increase in enrollment since 2009, coupled with the reduced staffing that occurred when employees retired or resigned and were not replaced due to the double-digit reduction in state funding since 2007-2008. The College's increased emphasis on creating an environment of continuous improvement and a culture of assessment and evidence may generate additional workload. The institution must employ a sufficient number of qualified personnel to maintain its support and operations functions (Standard 2.B.1).”

Following is an update on actions that have been taken to address Recommendation 1 along with the upcoming plans to assure TCC continue to remain in compliance with Standard 2.B.1.

### Update on Recommendation 1

TCC is pleased to report the increase in staffing levels to address the reduced staffing that occurred with employees who retired or resigned as a result of the decline in state funding. During the 2008-2009 academic year until current, TCC has maintained staffing levels that are aligned with our student enrollment. This was accomplished through the creation of the following new positions (summarized in Table 1) since the NWCCU Year Seven site visit that occurred March 2014.

*Table 1. New Hires by Employee Type and Academic Year*

Year	Employee Type	
	Tenure Track	Exempt
2014-2015	6	7
2015-2016	7	6
2016 to date	11	7

Specific to faculty, TCC’s goal is a 60:40 full-time to part-time faculty ratio that maintains discipline-specific ratios and utilizes demand data to prioritize positions. In addition, each year TCC identifies three to five temporary full-time positions to support disciplinary growth, off-cycle hiring, and other critical needs, such as emerging programs and instructional support. Based on these strategies, Table 2 identifies the full-time tenure and temporary faculty positions hired over the last three years.

*Table 2. Faculty Hires by Discipline and Academic Year*

<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>
Cybersecurity	Diagnostic Medical Sonography	Written Communications
Computer Engineering	Biology	Oral Communications
Mathematics	Sociology	Biology
Chemistry	Psychology	Political Science
Counseling	English for Academic Purposes	Cybersecurity
English	ABE/GED & Business English Corrections Professor	Physics
	Transition Studies-Pre College Math Professor	Written Communications
		Education Transfer
		Mathematics
		Library
		Web Developer
<b>6 New Positions</b>	<b>7 New Positions</b>	<b>11 New Positions</b>

*Table 3. Exempt Hires by Discipline and Academic Year*

<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>
Facilities Manager	Continuing Education Department Manager	Director of Entry Services
Budget Manager	Health Sciences Coordinator	Access Services Manager
Workforce Education Navigator	Administrative Operations Administrator	Business Systems Analyst for Student Services
Asst. Dir. For International Advising and Study Abroad	Executive Assistant to the President	Director of CASA/MECA
Advisor for Workforce Education	Assistant Manager for Early Learning Center	ESL Pathways Coordinator
Advisor/Basketball Coach	Re-Entry Program Navigator	Business Systems Analyst for HCM
Careers Pathway Navigator		Retention Coordinator
<b>7 New Positions</b>	<b>6 New Positions</b>	<b>7 New Positions</b>

The addition of these new faculty and exempt positions has allowed TCC to maintain its support and operations functions that ultimately assure students' successful college experience and completion. Table 4 shows the student enrollment for the last 10 years. As shown in Table 5, with the increase in faculty and exempt staff hiring, TCC's student and employee ratios have returned to the same level prior to the staffing reduction. Based on IPEDS ratio calculation, in AY 2010, the student to employee ratio was 22:1. The current ratio for AY 2017 is 20:1, down from 25:1 in AY 2013.

*Table 4. Student Enrollment Trends*

	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Full-time Student Headcount	3,614	4,087	4,367	4,565	4,484	4,813	4,801	4,797	4,623	4,384
Part-time Student Headcount	4,292	3,994	4,235	5,446	4,390	3,890	3,323	3,299	3,876	3,471
Total Student Headcount	7,906	8,081	8,602	10,011	8,874	8,703	8,124	8,096	8,499	7,855
FTES (Full-Time Equivalent Students)	5,114.1	5,586.7	5,916.2	6,308.5	6,084.2	6,478.7	6,326.0	6,296.9	6,320.1	5,799.30
			Baseline Year			Comparison Year	NWCCU Site Visit			

*Table 5. Student Faculty Ratio Trends*

BASED ON IPEDS CALCULATION										
Total All Faculty/Exempt FTE	261.33	275.33	267.00	282.00	262.33	264.00	271.00	272.67	282.67	286.33
Ratio Faculty/Exempt to FTES	20	20	22	22	23	25	23	23	22	20

### Upcoming Plans to Address Recommendation 1

To maintain a sufficient number of qualified personnel TCC will continue to recruit and employ personnel who are qualified in their fields of expertise to provide high-quality instruction and services for students. TCC will recruit employees to assure compliance with federal and state laws, established policies and procedures, and applicable collective bargaining agreements.

The Human Resource Department (HR) will ensure that college positions are appropriately classified, with requisite qualifications and selection criteria, and that positions are standardized across the college.

As vacancies occur and recruitment is anticipated, the college will conduct in-depth reviews of relevant position descriptions and recruitment strategies. Senior HR staff will meet with division administrators, deans, and department directors to develop job descriptions that identify essential functions and competencies.

Human resources (HR) staff and hiring managers will develop specialized recruitment plans tailored to vacant positions. These plans will include marketing in specialized journals, professional associations, graduate schools, web sites, conferences, professional association meetings, listservs, and other venues. Staff from HR will monitor active recruiting to gauge the effectiveness of marketing plans and adjusts the plans as needed.

Staff from HR will work with hiring managers to assist in the recruitment process, including support for the College's equity goals.

Finally, in collaboration with the College's Leadership Team, HR is working to identify appropriate local staffing ratios and metrics for exempt and classified staff as it has in identification of the College's goals and progress for full-time faculty ratios. As the College's enrollments and program needs change, the College's Leadership Team will use these goals and metrics to adjust staffing positions to areas of greatest need and impact.

### **Conclusion**

This Ad Hoc Report outlines how Tacoma Community College has addressed Recommendation 1 of the College's Year Seven Reaffirmation. The College provided evidence demonstrating compliance in Standard 2.B.1 by addressing its staffing level reductions. The College will continue to remain in compliance with this standard through a routine review of its hiring goals and practices to assure the staffing levels are adequate to maintain support and operations functions.