

**Tacoma Community College  
Board of Trustees Retreat  
3017 Ruston Way  
Tacoma, WA**

**MINUTES**

**Thursday, June 25, 2015**

**Present:**

Liz Dunbar, Chair  
Bob Ryan, Vice Chair  
Don Dennis, Trustee  
James Curtis, Trustee  
Sheila Ruhland, President  
Cathie Bitz, Special Assistant

Tod Treat, Executive Vice President Academic/Student Affairs  
Silvia Barajas, Vice President for Administrative Services  
Mary Chikwinya, Vice President for Student Services  
Bill Ryberg, Vice President of College Advancement  
Judy Colarusso, Executive Assistant

**1. Call to Order**

Board Chair Dunbar called the meeting to order at 8:15 a.m.

**2. SBCTC Allocation Model**

Silvia Barajas reported that this past year the SBCTC has been working on a system-wide allocation model. The purpose of this model is:

1. To increase funding for performance incentives. (TCC has done very well. We've either been number one or in the top five for student achievement.)
2. To account for differences in funding per FTES across the state system.
3. To find a funding model to look at different programs/missions areas.
4. To adjust district enrollment targets to more equitably distribute funding across the state system (this would benefit TCC).

The allocation problems identified for correction in the new model:

1. The current system doesn't put enough money into performance so the presidents asked if the allocation should be 5% or 10%. (Five percent was selected but it won't help us much.)
2. There is too much of a difference in funding per FTE across the system with no clear reasons for the differences. This was addressed.
3. There is no recognition of different costs for different programs/mission areas. This is being solved by looking at weighted FTEs for high demand programs. (For TCC, that is Allied Health.) This benefits some of the colleges with technical programs and those with high demand programs. The allocation model won't be implemented until July 2016. Once we see the different models, we will see the affect on the college.
4. Enrollment targets are not adjusted in any meaningful way which is very important to us. We are over enrolled and we receive no funds for that, and this model does address that.
5. There is not enough focus on setting enrollment targets using agreed-upon variables that result in a more equitable distribution of funding across the state. This allocation model addresses that.

New model should be:

1. Stable, predictable, understandable.
2. Consistent and impartial.
3. Do as little harm as possible to other colleges.
4. Allow local flexibility. (This is controversial because it depends on what is being weighted by the colleges in order to get more funds.)
5. Balance access/enrollment and performance/student outcomes.

Silvia went over the outline of the proposed 2016 model.

1. Calculate state allocation to be distributed (approximately \$31.4M).
2. Set aside 5% for performance funding (TCC does well on performance).
3. Set aside maintenance allocation.
4. Set enrollment targets.
5. Determine District's weighted enrollment.
6. District allocation will be #2 plus #3 above.

Silvia explained the two charts she provided and stated that TCC will do quite well with this model, receiving for four years about \$388,540 each year over base. Our enrollment last year was just under 6,000, the most overenrolled of all the colleges.

Silvia stated that she feels comfortable with this model. It acknowledges TCCs over-enrollment and will help us get excess enrollment and building fees.

## **5. Board Roles and responsibilities**

### **Board self-evaluation**

Board Chair Dunbar 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— Excellent
- Strategic Plan—Excellent
- Student Success--Excellent
- Educational Advocacy— Between “needs improvement and “excellent.” Trustee Ryan stated that we need to improve upon participation in ACCT and ACT. ACCT is a great opportunity to learn and the ACT conferences are well attended in January, but not in May. Discussion on the difficulty of attending conferences in Eastern Washington was held and it is hoped that the conferences might be moved to a closer location for Western Washington Trustees. Chair Dunbar remarked that all trustees need to become more engaged in legislative advocacy since Trustee Dennis has been carrying the load and he will be going off the Board next year. President Ruhland mentioned that we are looking at adding a tab on our website updating the campus on legislative issues.
- External Relations—For the most part the Trustees feel that they are excellent in this category, but there is room for improvement. If we have presentations at conferences, there should be more board representation.
- Foundation—Mostly “excellent.”
- Diversity—Excellent but want to make sure we continue this because it is important. President Ruhland announced that she has met with the President's Council on Equity & Diversity (PCED) Co-chairs and will be meeting again in September to redefine the council and its attendees. She stated there is a strong belief that TCC needs a Diversity Coordinator and she is researching this. There is also concern on campus (as well as statewide) about recruiting a diverse pool of faculty and staff. TCC is doing everything it can but people with qualifications aren't applying and we need to come up with strategies to encourage them to do so. Chair Dunbar remarked that having a discussion on a Diversity Coordinator is important. Having someone on point and working with various sectors of the college can have a positive impact. President Ruhland also mentioned that she has met with the chair of the Multicultural Advisory Council (MAC), Ron Asahara, and discussed the possibility of some partnering between MAC and PCED.
- Ethics— Excellent
- Budgets—Excellent. Budgets would be a good board retreat item to educate the Board so they can better understand financial statements, local funds, reserves, and how all these pieces play into the budget. Trustee Curtis mentioned that it would be helpful to have a presentation or class that gives the nuts and bolts of the budget and would help guide the board when approving and answering questions about the budget and how funds are/are not spent, addressing faculty and staff concerns. President Ruhland took this opportunity to mention that, with the upcoming retirement of Cathie Bitz, Judy Colarusso will be assisting the Board from now on. She also announced that the President's Office hopes to have an Executive Assistant hired by September and that Silvia Barajas and her Executive Assistant Thomas Oliver will be moving into the Building 12 administrative offices.
- Relationship with CEO—Excellent
- Board governing—Excellent
- Board participation—Excellent
- Board chair—Excellent
- Board education—Between “meets standards” and “excellent.” In the future the President's office will be sending the Board meeting materials electronically rather than sending hard copies in the mail. Possible

educational subjects for the Board could be how this electronic system will work and what would constitute public information.

Chair Dunbar shared with the Board a sample of a Board activity report that she is suggesting be kept up throughout the year. It's a way to hold the Trustees accountable for their participation in various meetings and events and will keep track of Trustee commitments for periodic review. The Trustees all agreed that this is a good idea and could be part of the monthly Board reports. The Trustees will send Judy Colarusso an email notifying her of the activities they participate in, and she will add to the activity report.

**Assessment of Board Goals for 2014-15**

The discussion of the Trustees 2014-15 goals was included in their self-evaluation.

**Develop goals for 2015-16**

After reviewing the 2014-15 goals, the Board affirmed these goals for 2015-16 with changes to verbiage as follows:

**TCC Board Participation:** Trustee Ryan asked if the Board has actually developed a coordinated plan in the areas of legislation, community contacts and fundraising. Chair Dunbar stated that the staff develop these opportunities and notify the Trustees so they can participate. It was agreed that the goal should be changed to "actively participate" rather than "develop a coordinated plan." The Trustees want to make sure they are involved in these areas as much as possible and to have this participation shown on the Board activity reports. Change #5 to read: The Board shall actively participate in the areas of legislation, community contacts and fundraising.

**Diversity:** The Board would like an agenda item on recruitment with an annual review of recruitment efforts. Sometime between September and June there will be an agenda item added on curriculum and multicultural competencies. Change #3 to read: The Board fully supports the use of all available tools in the recruitment and retention of faculty, staff and students.

All references to TACTC will be changed to ACT.

**MOTION:** Upon a motion by Board member Ryan, the Board unanimously approved the 2015-16 goals as discussed.

**6. Format for Board of Trustees Agenda Items and Reports to the Board**

President Ruhland discussed with the Board the format for future board meetings. A discussion was also held on who should sit at the table, who should give reports, and how those reports should be given so that there is more efficiency and better communication between Trustees and the audience. A change in room configuration was also suggested. Some of the advantages of these changes would be that Board conversations would be directed to the audience as well as to each other and it would make it easier for the audience to hear what is being said. After discussion, the Trustees agreed they will consider these suggested changes.

**7. Executive Session**

At 11:09 a.m., Board Chair **Dunbar** announced that the meeting would adjourn into executive session to discuss the President's evaluation process. The executive session was expected to last approximately one and a half hours. No action was expected to be taken as a result of the Executive Session.

At 12:22 p.m. the Board reconvened to open public meeting and Chair Dunbar announced that more time was necessary and the Trustees would adjourn back into Executive Session some time after lunch.

**Board of Trustees Summer Retreat  
June 25, 2015  
Page 4**

**8. Board Representation/Meetings**

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

<b>Meeting</b>	<b>Date</b>	<b>Day</b>	<b>Location</b>	<b>Board Member(s)</b>
ACCT Annual Congress	Oct. 14 – 17, 2015	Wednesday-Saturday	San Diego	Bob Ryan James Curtis Gretchen Adams
Legislative Action Committee Retreat	November 2015	TBD	SeaTac Area	Don Dennis
ACT Fall Conference	November 2015	TBD	SeaTac Area	Bob Ryan
ACT New Trustee Orientation	January 24, 2016	Sunday	Red Lion, Olympia	James Curtis
ACT Winter Conference/ Transforming Lives Award Dinner	January 24-25, 2016	Sunday-Monday	Red Lion, Olympia	Don Dennis Bob Ryan Liz Dunbar (tentative)
ACCT National Legislative Conference	February 8-11, 2016	Monday-Thursday	Washington, DC	Don Dennis (tentative) James Curtis
ACT Spring Conference	May 2016	TBD	Bellevue	Bob Ryan (Tentative)

**2016 Board Meeting Calendar**

The 2016 meetings suggested were agreed upon as follows:

<b>Month</b>	<b>Day</b>	<b>Time</b>	<b>Comments</b>
January 13, 2016	Wednesday	4:00	Board meeting
January 29, 2016	Friday	8:00-5:00	Winter Board retreat
February 17, 2016	Wednesday	4:00	Board meeting
March 9, 2016	Wednesday	4:00	Board meeting
March 16, 2016	Wednesday	1:00-5:15	Tenure Interviews
April 13, 2016	Wednesday	4:00	Board meeting, Gig Harbor Campus
May 5, 2016	Thursday	3:30-5:00	Ellen Pinto Interviews
May 11, 2016	Wednesday	4:00	Board meeting
June 8, 2016	Wednesday	4:00	Board meeting
June 17, 2016	Friday	8:00-5:00	Summer Board retreat
July 2016			No Board meeting
August 2016			No Board meeting
September 14, 2016	Wednesday	4:00	Board meeting
October 12, 2016	Wednesday	4:00	Board meeting
November 9, 2016	Wednesday	4:00	Board meeting
December 14, 2016	Wednesday	4:00	Board meeting

**2015-16 Board Committee Assignments**

ACT Legislative Action Committee: Don Dennis primary, James Curtis secondary  
TCC Legislative Connection Committee: Don Dennis, Chair  
TCC Foundation Board: Gretchen Adams (pending confirmation from Trustee Adams)  
Pierce County Coordinating Council: Liz Dunbar (will be Chair in 2016), Don Dennis, Bob Ryan  
ACCT Voting Delegate: James Curtis  
TCC Art Committee: Liz Dunbar, Gretchen Adams  
Multicultural Advisory Council: All Trustees

**MOTION:** Upon a motion by Board member Ryan, the Board unanimously approved the Board of Trustees Committee appointments for 2015-16 pending confirmation by Gretchen Adams.

**9. TCC Strategic Plan 2014-18 Update**

Tod Treat provided a report on TCC's 2014-18 Strategic Plan. He first explained how we created our strategic plan, our accountability to it, and how we plan to follow that in the future. The purpose of the Board report each year is to ensure that TCC's annual work moves us toward fulfillment of the 2014-18 Strategic Plan Priorities. At the same time, the Plan itself is intended to move us toward Mission Fulfillment. The NWCCU commended our approach to demonstrating mission fulfillment which includes clear planning, use of data (core indicators), and the use of vignettes (plan-do-study-act). An annual report can be an effective tool for doing this and has the advantages of dovetailing existing reports and focusing less on operational activity and more on strategic plan priority fulfillment. Tod presented a timeline on when and how best to provide reports to the Board. Mission Fulfillment will be covered in a report on core indicators in October or November. The four core themes of the Strategic Plan will be addressed at Board meetings. The Strategic Plan Priorities Fulfillment will be an annual report. Although we have never done so in the past, we will now bring to the Board a report on *how* strategic plan priorities are met. The Operational Plan Fulfillment report will be used for allocation only as part of the overall budget. The Accreditation Report will be streamlined by compiling annual reports. This will make a smoother process for the Board and more efficient for faculty and staff. Tod mentioned that when the accrediting body comes to visit, they want to know if the Board has been supervising two issues: our Mission and Core themes, and whether they approve the budget. The chart that Tod provided shows the standard by which we will be judged for accreditation.

Discussion was held on achievement numbers given the fact that they don't take into account students who only planned on being here for a short time or left for other reasons. This has been a problem. Tod said one opportunity will be the Clearing House which tracks all students regardless of how long they attended here. Right now there is no good mechanism to give us credit for students who leave and become successful through other schools or have successfully found employment in their fields. We need to make sure we are communicating with those students and that our data on them is precise.

President Ruhland stated that Tod's plan works well with the Board's goals.

**10. Recommendation on Gig Harbor Campus Science Lab Feasibility Study**

Mary Chikwinya shared the information on the feasibility study that was done to explore the possibility of adding science labs at the Gig Harbor Campus to support degree completion at that site. Tod mentioned that there was an intensive environmental scan that was done with several community groups to get their input on this endeavor. Mary explained the three options that were considered (one a minimalist approach that would cost approximately \$2.5M, the second option would cost about \$3.5M, and the third and largest option would cost approximately \$3.7M), each of which added at least one science lab, student gathering space, and shared work and office space. After much study of the costs and benefits, the recommendation is to not pursue a science lab at this time.

The next steps are to let the community know that the feasibility study has been completed and to be available to answer their questions. The Board would like to be kept posted on this.

**Tobacco and Smoke Free Campus Policy**

The issue of smoking on campus had become a focal point of concern and a polarizing issue among students and staff alike. Efforts had been made to limit smoking to a distance of 20 feet from building entrances, but this failed to reach the desired results. After much discussion, a plan was put into action. Signs were purchased and installed at every entrance, cigarette butt urns installed, requests from Security to respect the 20 foot distance rule from entrances. The plan did not work. At the June 2004 TCC Board of Trustees meeting, a new Restricted Smoking Policy was approved, effective Winter Quarter 2005.

Four smoking shelters were installed at the perimeter of campus to be used by students, staff and faculty. Information signs were posted at all entry points to campus. Students were notified of the new policy through the Student Programs website, the student newspaper and video monitors.

This plan has not been effective or safe either, and in order to reduce health risks and in support of a safe and healthy learning/working environment, TCC would like to establish a policy for a tobacco and smoke free campus.

**Board of Trustees Summer Retreat**

**June 25, 2015**

**Page 6**

**MOTION:** Upon a motion by Board member Ryan, the Board unanimously approved the Tobacco and Smoke Free Campus Policy.

**11. Other**

President Ruhland reported that the President's Cabinet has discussed and agreed that we will no longer put out a campus vote to trade President's Day with another holiday during the year. This will make staff consistent with faculty and students.

At 3:15, Chair Dunbar announced that the Board will adjourn back into executive session for about 30 minutes to continue discussion on the President's evaluation process.

At 3:49 p.m. the Board reconvened to open public meeting.

**Adjournment**

There being no further business, the meeting was adjourned at 3:50 pm.

---

Liz Dunbar, Board Chair