

**MINUTES****1. CALL TO ORDER**

The meeting was called to order at 3:00 p.m. by Board Vice Chair Takamura. A notation was made that a quorum was established, and Trustee Page led the flag salute. Board Chair Entenman was absent from the meeting.

**2. ADOPTION OF MINUTES**

Board Vice Chair Takamura asked for corrections and/or additions to the following minutes:

**December 12, 2018 regular meeting**

*Trustee Page introduced a motion to approve the meeting minutes for the regular meeting held on December 12, 2018 as presented. Trustee Palmer seconded, and the **motion carried**.*

**3. COMMUNICATIONS**

- A. General Information/Introductions** Dr. McCarthy noted that several cabinet members were absent from this meeting. Vice President Reyna, Vice President Gilmore English, CIO Corigliano along with ten faculty and staff are attending a Guided Pathways Student Success Institute in Vancouver, WA.
- B. Correspondence** All news stories and correspondence were shared with Board members electronically.
- C. Comments from the Audience** A student voiced his concerns and dissatisfaction with an Instructor at the college.
- D. Student Leadership** Director Supinski shared information about how the college is recognizing Dr. Martin Luther King, Jr. Day. The Diversity, Equity, and Inclusion Council (DEIC) and the RTC Associated Student Government (ASG) collaborated to host two events, and DEIC sent a comprehensive email to the campus community with additional online/print resources for regional events.
- Michelle Iko, Student Leadership Program Manager, introduced several club leaders who highlighted their club activities. She said currently there are 15 clubs that have started this year at RTC and that a club fair is scheduled for next month.
- E. Renton Federation of Teachers** President Sheila May-Farley reflected about working on the new contract, and as faculty returned to campus from winter break, they were enlightened about the critical budget situation. There is huge concern about this; there is already a lot of finger pointing, and questions of how people get evaluated against each other. It is our duty as colleagues to make sure we are all involved in this process. The faculty look to leadership to assist and honor the three pillars of our mission: equity, advocacy and trust. She shared her concern about programs that will be targeted, and wants the board and administration to be very open and honest about the process. Students at RTC are bright and intelligent and need us.

They look to leadership to help us weather the storm. Trustee Takamura noted that the Board too is very concerned and looks to union leadership for their co-leadership with Administration as we all work through this.

**F. Written Communication Reports**                      There were no questions or comments.

**4. ACTION ITEMS**    There were no items presented for action.

**5. DISCUSSION/REPORTS**

**A. Accessibility Presentation**                                      Agnes Figueroa, Deputy CIO and Chair of the Accessibility Advisory Committee, and Marisa Hackett, Director Disability Resources, shared a presentation relative to Washington State Policy 188 that requires access to information technology to the public and Washington State employees, including those individuals with disabilities. The work of the accessibility committee has been proactive. Beyond WA State laws and compliance, these efforts work alongside our mission, vision, and values for all. The Advisory committee was developed out of the policy in May 2017. RTC received a \$5K Access360 grant last year, and we were one of two colleges chosen for a second year of funding. A lot more funding is needed to continue this work. We have developed a charter, policies are in the works, and work groups are in place. Accessibility in Canvas (using Ally for Canvas) highlights for the instructor what materials are not accessible and how to fix it. Ally has increased our accessible documents. Ally costs under \$2K per year to have on our Canvas website. As the State funding becomes sparser, additional funding will be needed in order to continue the work. Evyson Beasley, Web Content and New Media Manager has provided tremendous support in this work; he deserves huge kudos. Student representative(s) will be appointed to the Accessibility committee this next month. All of us are responsible for this continued work to ensure that content is accessible. Everyone on campus has to be in compliance. The Board commented about the very important work being done and asked how the work is shared with other colleges. The Access 360 grant funding group meets twice per year. Colleges share their work at these meetings. Trustee Unti thanked the committee for this added gift. Policy 188 puts a lot of burden on the IT department on the college. They are doing the best they can, but they are not trained for testing and evaluation. The push has been quite recent, even though the law has been in place for over twenty-five (25) years. Trustee Takamura noted that this fits our broad equity goals, and we are all part of our equity issue. Dr. McCarthy thanked Ms. Figueroa, Ms. Hackett and the committee, this has a large effect on our employees and students. We need to address accessibility and learn it as a matter of practice. There are a lot of layers that need to continue in teaching a different cultural competence. Going forward this is a part of everyone's work. It is on the privilege spectrum. Trustee Takamura inquired if this was incorporated in cultural competencies. Dr. McCarthy commented that once we do the upfront work it will continue in practice. It is included in job descriptions and job duties, as well as the faculty contract. We are embedding it as updates are made. People are genuinely interested in compliance. Trustee Unti again noted another unfunded piece of legislation in our system where there is little to no funding for time or the great work that is being done.

**B. President**

**Goals** – This year, Dr. McCarthy's goals are Equity, Advocacy, Trust and Finance.

**Equity** – In honor of Dr. Martin Luther King, Jr. a screening of the movie, "I am not your Negro"

will be shared on January 23<sup>rd</sup>. **About the film:** In 1979, the renowned author James Baldwin wrote a letter to his literary agent describing his next project, "Remember This House." The book was to be a revolutionary, personal account of the lives and assassinations of three of his close friends: Medgar Evers, Malcolm X and Martin Luther King, Jr. At the time of Baldwin's death in 1987, he left behind only 30 completed pages of this manuscript. Filmmaker Raoul Peck envisions the book that James Baldwin never finished. The film's official trailer can be found here:

<https://www.youtube.com/watch?v=rNUYdglyPM>

The Faculty and Staff of Color (FSOC) Network has begun, with the first meeting held yesterday, and was created to provide a forum for networking, with plans to continue monthly meetings. It is good to see this get started.

Blue Origin employees came to speak to the Men of Merit on January 9<sup>th</sup>, in an effort to diversify their workforce. They will also try to connect with Women of Merit.

The Second Monday potlucks continue to be well attended. The plan is intentional to bring people together across the campus, to break bread and learn about one-another.

WACTC presidents have had discussions with ACT leaders about not scheduling conferences on national holidays. Trustees should work amongst themselves to share that conversation with leadership. A further discussion for the Transforming Lives scholarship would lead the reframing on how the award nominations might look. In the public comments there can be a deficit mindset that drives the narrative. We feel people should be recognized for all of their accomplishments as subjects and what they bring. How do you get the same result but frame it in a way that is strength based versus deficit based. Both trustee and president support to bring this to a strength based application would be necessary. Trustee Takamura likes the shift of the discussion from students with problems to what strengths they bring. She shared researcher Belinda Williams's creation of the C.A.R.E. program (Culture, Abilities, Resilience, and Effort) which encourages teaching to students' assets rather than their perceived deficits. Trustee Page has served for several years on the Transforming Lives Scholarship committee and conveyed that it was never the intention to rescue lost dogs. The original idea is that the awards represent the accomplishments that occur. We should never turn this into a discussion that only focus' on one part of that. We should be recognizing that one of our abilities is to recognize at least one of their assets. We don't want to be defensive, but a positive step in the evolution of the award is strength based advocacy. The system has not been successful in helping all students in all ways. We do need to change how we look at what we do.

**Advocacy** – Dr. McCarthy has written to all 33 legislative representatives in our 11 districts with a message about our system ask. The large ask is for fully funding compensation/COLAs, more guided pathways funding, and more funding for high demand/high cost programs. Trustee Takamura heard that Representative Drew Hansen wants to do the right thing for education, but doesn't know much about two-year colleges. Every person in the legislature needs ongoing education of community and technical colleges.

Dr. McCarthy, and Vice Presidents Reyna and Gilmore English, along with Open Doors Coordinator Ali Cohen joined Representative Tina Orwall, to tour the IGrad School in the Kent School District. IGrad is an 'Open Doors' school, designed for students who have dropped out of high school or who are significantly behind on credits and are 16-21 years old. They were joined by Dr. Calvin Watts, Kent School District Superintendent, IGrad Principal Carol Cleveland, and

Chief School Operations & Academic Support Officer Israel Vela, along with Dale Bright of the King County Labor Council. RTC is looking at joining on a bill for engagement of youth apprenticeships.

The Governor was at the Puget Sound Skills Center for Career Connect WA. Dr. McCarthy and a few other presidents were asked to attend, but there was not too much advocacy. The Governor's budget is probably the best he has put out since he's been in office. We could always look for more but it is stronger than any before it.

February 11 and March 4 are advocacy days for RTC in Olympia. Trustee Unti noted that the most powerful voices in Olympia are those of students. Dr. McCarthy and Director Supinski working on getting students involved. He will ask one to two students to join him on these advocacy days.

**Trust** – Dr. McCarthy commented that trust is crucial and a challenge. When we have economic strains it makes it harder to maintain and develop. A lot of what trust depends on is that you are clear, and not hiding facts. These are the hard realities rather than covering it up. We need to work to have strong, respectful and collaborative efforts.

**Finance** – Dr. McCarthy noted that the process of revising the revenue projections involved working with budget managers across the campus to identify unbudgeted expenses. We looked at gapped salaries (savings in salaries from budget for a position vacated, to a hold or not to be replaced). We met with administrative leadership, leaders from all campus unions, and sent a campus-wide email to lay the bases on where we move from here. The communication was also shared with the Board.

First, we project revenues to be almost \$700,000 below what we budgeted in June 2018. A combination of factors played into this. The allocation from the state was lower than what they estimated for budget development. In addition, we budgeted tuition revenues to be the same as last year's, but last year's actuals ended up below their projection. Enrollments are also down this year, and some program revisions reduced the number of credits to help students move through them quicker at less cost—hence less tuition. We also lost significant revenue when the Pipefitter's apprenticeship decided to move to Bates Technical College after our budget was set. Fortunately, increased fee revenues from a contract with Amazon for Mechatronics instruction offset overall tuition losses.

Second, the budget office revised the budgeted expenses. In total, this comprises \$600,000 more expenses, including salary and benefits due to COLAs [beyond what the state supported], healthcare, VEBA, leave payouts, and contract changes. In addition, the business office identified Running Start (RS) expenses and equipment purchases. The significant costs associated with the Pipefitters contract proved to be a significant savings.

Third, the business office and budget managers across the college identified unbudgeted expenses of about \$550,000. The significant areas in this category are instructional costs, disability resources interpreter services, and state funds used to cover a grant-funded position experiencing changed funding.

Finally, we performed a gapped-salary analysis that reveals \$300,000 in savings for positions not filled or which had gaps in service between resignation/retirement and a new hire starting.

In total, reduced revenue and increased expenditures combine to create a \$1,500,000 budget deficit for this academic year. This is 4.9% of the FY19 budget. Vice President Rodrigues shared the presentation on the revenue forecast.

Resolving this budget deficit will require a coordinated and comprehensive effort in this and the next several years. It will require cost controls, revenue production, and dependence on our diminished budget reserves for another year. This will be difficult both practically and emotionally and we will need to support each other through the process. Immediate responses will include all of us making only mission-critical expenses and modifying budgets to reflect that, including restricting travel. This will also require that we assess open positions closely for need or reorganization. Finally, and what will be the most difficult, we will need to have position reductions in faculty and staff. This is an unfortunate reality when labor costs are eighty (80) percent of the college budget. Through conversation, we will consider all scenarios possible and will respect the timelines and processes of our various collective bargaining agreements. The next month will see the development of a comprehensive plan. A separate message will share more specific details of timeline and process. We can't just cut, we need to grow. Trustee Unti appreciates the heads up mid-year. The increase in student fees last year is significant in helping our overall financial position. As we told all of the groups we've met with; we cannot fix this in five (5) months, it will be a multi-year process. We need to have solutions in the next few months, in order to present suggested program reductions at the March Board meeting. We have parallel processes going on; FY19 adjustment and FY20 budget building. We are at a transition to grow our way into the future, and fulfill our strategic plan. We need to look at organization, modifications to be more efficient, technology, different skilling, programs that are not best serving our community, and are there others that we can add. Budget managers across the campus are bringing different budget scenarios. Instructional deans worked on a program viability matrix to look at programmatic health and future health. The matrix uses data to look at trends, equity, wages, cost to degree, degree average, relative to industry standards, advisory council involvement, typical level of education, and cost/revenue per FTE. Some of these were weighted; i.e., entry level wage/enrollment trends were weighted more than advisory board involvement. The results are Influential but not final. We need to explore – if the program is viable, what do we need to do and if not, where would resources be better spent. The Board becomes involved at reduction or closure of programs. Dr. McCarthy will make the determination that reductions might be necessary, inform faculty members, the union, and advisory boards. If after that exploration, the program should be restricted, reduced or closed Dr. McCarthy will then notify the Board in written form. We are looking for that final part to occur in March. We will begin alerting in early February and then begin the discussion. It is the faculty contract that drives the board participation. WFSE, AFT, Prof-Tech unions do not require Board participation. We are working timelines in cabinet so that personnel that will be affected will be notified by March 1, for any program or personnel that will be effected this year. Program closures will require teach-outs for students. Program development will be looked at. We will look at the following questions in our decision making process: 1) Does the decision affect our ability to fulfill our mission? 2) Does it hinder us on our path to equity? 3) Does the loss of position cause risk beyond what we currently have? 4) Do decisions have a disparate effect on groups? 5) What are we not going to do because of this decision? (6) Who are we not going to be serving? Given some of the factors shared, Dr. McCarthy asked what information the board feels they need when recommendations come to them. Trustee Page reflected back to program the reduction in Massage, and closure of the Certified Office Professional Program in

2015. What information would the Board be able to receive in advance? There is certainly an idea that what is being done is by the president's judgement. Could it be part of a study session prior to the meeting? A February study session to talk about progress to include savings, growth, and a broader range of scenarios to be narrowed may be possible. We will also need to have external communication. Our first priority was getting clear messaging to employees, balancing length and details, with the offer to request further details if interested. An additional communication will be shared following this meeting. RFT president May-Farley asked if there was an audit from external parties. Vice President Rodriguez responded that there was no external audit. Basic processes were completed. The state does not audit budgets. Trustee Page inquired to the role of the Board (after adhering to policy governance) and if there was a different way for the board to be engaged that would give everyone an earlier opportunity to support. Would it be useful to have a board liaison to meet with the president and vice presidents to be able to provide additional commentary? If so, Trustee Page would volunteer. What could the board do now to help? Do we have the adequate resources to do this, and what won't you be able to do because of this? Dr. McCarthy responded that yes, we will be asking people to do a lot of parallel things. We are also looking to meet with ASG leadership. We will look for student voice in resolution. Pointing at others is not productive.

**C. Administration/Finance**

- 1) **Monthly Finance Report** Vice President Rodriguez reported that expenditure budgets are on track through November. However, as we went through the mid-year budgeting process and added additional unbudgeted expenditures, our budget increased by \$853,551. Budgetary adjustments included the new payroll schedule and back pay for the new RFT contract, VEBA payments, personnel buyouts at retirements and other, the pipe fitters apprenticeship program moving, and disability accommodations. We also made a mid-year revenue forecast. We expect revenues to do down by \$686,257 from our initial forecast for a total deficit of \$1,503,442 (including our initial surplus of \$36,367). Monthly reports will start reflecting the deficit in December and throughout the rest of the year.

**6. BOARD OF TRUSTEES**

**A. Board Liaison Reports**

1. RTC Foundation Trustee Page noted the upcoming Student Success Breakfast scheduled on February 13<sup>th</sup>. Director Shaw's report was very positive. He will not be in attendance at the Foundation Board meeting next week, and asked Trustee Palmer to report next month on his behalf.
2. RTC Advisory Board The next meeting will be held February 6, 2019.

7. **MEETINGS** The next regular meeting of the Board of Trustees is scheduled on February 20, 2019. Dr. McCarthy reviewed Board Policy, indicating that Board Committees are created to assist the Board in Board deliberations. Board participation in a committee of the whole would be best done in a study session. We could also meet individually or in pairs for detail clarification if needed. We will schedule a study session for 90 minutes prior to February 20 meeting; beginning at 1:30pm. Dr. McCarthy also noted that we will want to schedule an additional executive session for tenure candidates the week prior to the March board meeting, to accommodate meeting with all probationary faculty. We have been looking at March 12 or 13. Trustees Unti, Page and Takamura

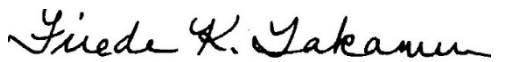
are good on either date, and Trustee Palmer is only available on March 13, if we are able to finish before 2:00 p.m. Trustee Unti noted that he will not be available for the February Board meeting.

8. EXECUTIVE SESSION           No executive session was held.

9. EXECUTIVE SESSION ACTION           No action was taken.

10. ADJOURNMENT

There being no further business, *it was moved by Board Vice Chair Takamura to adjourn the Board of Trustees' meeting at 5:55 pm. Motion carried.*



FRIEDA TAKAMURA, Board Vice Chair  
Board of Trustees



KEVIN D. MCCARTHY, President  
Renton Technical College