



BOARD OF TRUSTEES MEETING

Board Room (I-202) / Professional Development

Technology Resource Center (C-111) / Special Board Meeting

September 19, 2018

9:00 A.M.

12:45 P.M.

BOARD RETREAT – Roberts Campus Center, Board Room I-202

I. BOARD PROFESSIONAL DEVELOPMENT

The Board of Trustees engaged with Dr. McCarthy and Dr. Yvonne Terrell-Powell in a session on Equity-Mindedness Leadership: Trustees Enhancing Relationships and Advancing Equity and Inclusive Excellence.

II. SPECIAL BOARD MEETING

1. CALL TO ORDER

The special meeting of the Board of Trustees was called to order at 12:49 p.m. by Board Chair Entenman. A notation was made that a quorum was established, and Board Chair Entenman led the flag salute.

2. ADOPTION OF MINUTES

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

July 24, 2018 special meeting

Trustee Page introduced a motion to approve the meeting minutes for the special meeting held on July 24, 2018 as presented. Trustee Palmer seconded, and the motion carried.

3. COMMUNICATIONS

A. General Information/Introductions Dr. McCarthy introduced Dr. Yvonne Terrell-Powell from Edmonds Community College, who led the earlier professional development session with Board members. Dr. McCarthy also introduced three members of the current RFT e-Board: Rick Geist, legislative representative; Martha Chamberlin, personnel representative; and Sheila May-Farley, president and thanked them for their leadership.

B. Correspondence Board Chair Entenman shared local news highlights, with the Board. *Washington Monthly's* annual college Guide and Rankings were released naming RTC as one of the best two-year colleges in the country! RTC's Medical Assistant Program ranked number one, and Medical Coding ranked number two, with an overall ranking of number two. The 2018 College Guide and Rankings can be found here: <https://washingtonmonthly.com/2018college-guide?ranking=best-colleges-for-adult-learners-two-year>.

C. Comments from the Audience There were no comments from the audience

D. Student Leadership Director Supinski informed the Board that a full report would be included from Student Leadership in October. The Transforming Lives scholarship application memo will go out to students today and will follow the timeline established and included with Board materials.

- E. Renton Federation of Teachers** RFT President Sheila May Farley, also chief negotiator at the negotiations table. Negotiations have not yet concluded, but they are still at the table with administration. This has been pretty difficult, and movement is slow. From RFT's standpoint it is not as positive as it could be. There is hope to finalize within the next two weeks, which will allow a smooth transition to the Fall quarter.
- F. Written Communication Reports** It was noted that Board members do read and appreciate the written reports provided, and find them very valuable.

4. DISCUSSION/REPORTS

- A. Budget Update** Vice President Rodriguez informed the Board that we closed FY18 with a net loss of \$677,233, including all funds. Our operating funds loss was \$938,654 excluding Running Start revenues and \$297,569 including Running Start revenues. Other expenditures and factors that contributed to the net loss were \$129,059 for the completion of the automotive complex, \$167K net loss in Bookstore operations, \$205,662 for the purchase of the new property, \$242K to make up the partially-funded COLA mandated by the Legislature, and lower tuition revenue than projected.

In FY19 it is still too early to tell how much lower or higher we are in terms of revenues and expenditures compared to previous years. We are expecting lower FTE levels this year than last, which will affect revenues. We are currently exploring ideas on how to reduce expenditures and increase revenue. Dr. McCarthy advocated for the legislature to keep the Running Start funding with the student, yet we as a technical college cannot capitalize on standard Running Start students like our neighboring comprehensive colleges. Instructor Rick Geist added that we are underfunded system-wide by about \$300M. We need to be addressing the underfunding, by educating those in the legislature. Dr. McCarthy noted that though we have some of the highest Running Start numbers amongst the five technical colleges, it is a small fraction of total Running Start enrollment. All five technical colleges combined have less than two (2) percent of system Running Start enrollments. (We will make a note to bring these numbers to the October Board meeting). We also have a unique model of block scheduling that somewhat prevents the Running Start student access. We need to keep outcomes of our curriculum, but shift it a bit to a different approach. Running Start is necessary to come closer to balancing the budget, but is not yet creating a surplus.

The Bookstore loss is believed to be because salaries and benefits for staffing was too heavy in relationship to overall sales. Support and resources can become expensive. We had a resignation from a buyer, so now have a manager, a clerk and a buyer. In the spring we had conversations with Follett and Barnes & Noble. Barnes & Noble is not interested in pursuing a contract. Follett is planning to submit a proposal to sublet the Bookstore. We have looked at other colleges and their bookstore programs. There are fifteen (15) total colleges in the system who have contracted with an outside entity. We expect to remove the operating loss and hope to make a profit. Follett provides some upfront funding and they purchase all the inventory on hand. Contracts usually have an associated scale; typically expecting to profit between seven (7) and ten (10) percent. Sales could increase with better marketing. They allow the college to retain their staff of represented employees, but with natural attrition, the positions would be filled by Follett staff. We are working with collective bargaining units. Notice has been provided to the

Prof-Tech and WFSE bargaining units; permissions to move forward have been received by both. Establishing good relationships is important. RFT president Sheila May Farley noted their biggest concern is the students, and how the book vouchers might work or not. She has always encouraged students to purchase their books at the cheapest outlet they can find, and that has not historically been consistently RTC; so this could be a good thing. A committee has been formed of constituents from across campus to begin a well-rounded conversation. We don't want to hurt anyone, but do want to improve the services. Follett has also worked with LWTech and other technical colleges in Idaho. They are also attuned to packaging materials for our educational environment. Follett is the largest bookstore provider in the U.S.

- B. President** Dr. McCarthy informed the Board that this is the first week of Fall quarter classes. Although we are busy most of the year, since the majority of our programs run through the summer, opening week of Fall Quarter brings new life to campus. Last week we had opening week when faculty returned to campus. A Faculty in-service was held on Monday; "Teaching with Intent, 2018-19." The keynote was "Harambee—All Pull Together," Dr. Debra Jenkins (tenured faculty, Early Childhood Education and Department Chair, Clark College). Other sessions included: 1) "Take the Dry Topic Challenge!" Jim Robinson and Elizabeth Flanagan; 2) "Curricular Transformations," Debra Jenkins; 3) "Drive Students to Success: Low Stakes Assessments with Cool Tools," Warren Takata and Travis Spaniel. 4) "Equity in Transitions," Alma Meza and Zefire Skoczen. Dr. McCarthy also met with the new faculty to discuss tenure; there are eight new faculty, plus three new counselors on one-year contracts.

The Fall Kick-Off Breakfast and All-Staff/Faculty in-service was held on Wednesday. Dr. McCarthy's remarks and intended tone of our in-service were centered on *Students Succeed at RTC*. We want to speak with students as subjects and not objects. The agenda included sharing from the Scholarship of Teaching and Learning participants in the program; Intercultural Development Inventory (IDI), presented by the IDI leadership team]; Accessibility, led by Marisa Hackett and Agnes Figueroa; and Mapping the Student Experience, led by Aaron Reader and Jenna Pollock. The focus was on student success and is the College ready for the students that arrive here versus are they ready for college. The in-services are a good way to start and get ready for the new year, but sometimes can be overwhelming for faculty preparing for classes. On the opposite end of the spectrum, one can feel they want to learn more.

We have a large group of new faculty this year. There was discussion about a light opening day attendance, without an RFT contract. RFT President, Sheila May Farley indicated that it is difficult to not feel valued. Dr. McCarthy noted that right now all employee groups feel outpaced by other colleges in the ability to increase compensation. Other colleges in the area have been directly using the Running Start funds they've received to balance inequities, but they have almost twenty times the number of Running Start Students. There have also been huge increases recently to salaries in K-12, which will top out at double what our median faculty salary is. However, according to the *Seattle Times*, most of those K-12 contracts will not be sustainable after this year.

Enrollment is a big concern this year. We ended last year at ninety-nine (99) percent, with the system average of ninety-two (92) percent. Right now we are looking to be at ninety to ninety-two (90-92) percent of target. Enrollments are down in most areas;

lower College and Career Pathways (CCP) numbers suggest the effect of the current political climate around immigrant students. Some classes are full, but we are tracking first week no shows; making phone calls and personal outreach, yet numbers are down. We lost the Plumbers and Pipefitters Apprenticeship, although the largest apprenticeship contract is with Carpenters. The Carpenters have a new campus being developed in DuPont and at least one-third (1/3) of our students will move to DuPont. They will be running the training themselves but work through RTC for credits, and classes. Dr. McCarthy and Vice President Reyna attended the ground-breaking last week. Retaining the students we have is crucial. We will talk about enrollments and where we are each month. At the ten-day count we will look at juggling the budget with numbers that seem more realistic. Trustee Page questioned how much of what we are doing in the fall is locked in. Director Brown responded, roughly forty (40) percent. Typical enrollment percentages are fifty (50) percent Fall; thirty (30) percent Winter; and twenty (20) percent Spring. The key for us is to be better at converting College and Career Pathway students into programs. Some of our programs are long, yet we have been making some progress at restricting credits and hours. Some courses were seven (7) credits, including two (2) optional lab credits. These were reduced to five (5) credits, which also reduces FTE and revenue. Advocacy with the state is important. The RTC hosted Business-Legislative Roundtable was great. We have had a campus visit from Senator Murray's office and on Citizenship Day, representatives were present from Congressman Smith's office as well as Senator Murray's office. Federal advocacy is also important. Trustee Unti noted that last year we knew we needed to stop the downward spending; now revenue is down, FTE's are down, so what is the current plan? Dr. McCarthy responded that expenses have to be brought in-line. How that will affect travel, goods and services, and personnel is yet to be seen, but it is likely all areas will play a role. We are looking at options. It will be a problematic year. We have a complicated financial system and he thanked Vice President Rodriguez and his team for their work.

5. BOARD RETREAT (Continued)

A. 2017-18 Board Self-Evaluation

Board members reviewed and discussed the 2017-18 Board Self-Evaluation. Suggestions were made to better support faculty and staff, as well as student success.

A study session with the tenure steering committee was suggested, to include a broader base of folks.

The Board is interested in making sure people feel heard. Morale and trust are clearly a concern. Trustees are called upon to be fully engaged, and to be real advocates of what the college deserves – in Olympia and in the community. Add voices so they know we are doing it.

B. 2018-19 Board Goals/Activities/Priorities

The Board continues to feel strongly about the goals and priorities established in 2017-18, and will continue with those same three goals and priorities this year. They are ***Advocacy, Tenure, and Equity & Inclusion.***

C. 2018-19 President's Draft Goals

Dr. McCarthy noted that his goals last year aligned with the strategic plan. He could also align this year the same or call them out as *Equity, Advocacy, Trust, and Finance*.

Board members commented on the concerns of employee morale. The culture has been disrupted, yet has not yet fully reset. Transparency is important and enunciating trust and vision, consistent with what we want to accomplish will be a good plan for Dr. McCarthy. We want to create a long-term vision that people can use as a confidence measure. The Institution should be able to provide that to them; contracts can sometimes make that difficult, but we want people to believe that we can keep the institution alive and well.

D. Board Meeting Format Discussion

There was discussion of the continuation of the Pledge of Allegiance. Some wanted to discontinue it, some articulate that the board is a resource for a public institution (symbolically) which advocates for the very place we live; a city in America. Some people define the flag as complicated; some believe in standing for the veterans of this college. The pledge will continue to be included on the agenda, with Trustee Page volunteering to lead it.

Correspondence included each month has been requested electronically, and will be sent to Board members each month as requested.

The Board suggested occasional presentations from various departments. Study Sessions are helpful and will include Strategic Plan Monitoring report, Equity goals in DEIC plan, among others that will be named throughout the year.

Engagement with audience members during board meetings was discussed. The Board operates from the Carver Model of Policy Governance, adopted in 2010. Reviewing these guidelines is important so that Board members understand their position at the college. Good order is important. Some want a softer set of guidelines during Board meetings, for interaction with those present. Sometimes people use rules of order to intimidate or exclude. We need to organically work on these things. Following a line of questioning is not a problem, but direction to anyone other than the president is not within Board policy. A study session to review Board policy may be appropriate, to refresh and assess any change that may be necessary.

E. 2019 Board Meeting Calendar Modification/November 2019

The Thanksgiving Holiday in November 2019 is calendared for November 28-29. Therefore, no adjustment to the November meeting date is necessary. The date will remain as previously approved; November 20, 2019.

F. ACT Fall Conference/LAC Retreat

Trustees Page, Palmer, Takamura and Entenman noted their availability to attend the ACT Fall Conference on November 9, 2019. Trustee Page will attend the ACT Legislative Action Retreat on November 8th as the secondary LAC representative. Registrations will

be completed appropriately.

Dr. McCarthy called attention to the opportunity to tour one of the largest Workforce Development Training Centers while in New York for the ACCT Conference in October. Marlena Sessions, former Chief Executive Officer for Seattle-King County WDC, now works in NY. She would welcome a time to share a tour for the Board members that will be visiting NY. Dr. McCarthy will work to schedule something on Wednesday, October 24.

G. Transforming Lives – Application Review Committee

Trustees Page and Entenman will comprise the application review committee for student applications. The timeline established will provide electronic applications by October 10, 2018. The selection committee will provide recommendations to the Board for action at the October 17 Board meeting.

6. EXECUTIVE SESSION

- A. 4:33 pm** - An Executive Session was called, for eight (8) minutes to review the performance of a public employee (RCW 32.30.110).

7. EXECUTIVE SESSION ACTION

- A.** The Board **returned to regular session at 4:41 p.m.**

Dr. McCarthy's contract extension was presented, extending his contract through June 30, 2021, and approving the two-percent cost-of-living increase approved by the legislature effective July 1, 2018. The president shall also receive any additional cost-of-living adjustments during the contract period that are enacted by the legislature for administrative exempt employees in the Washington community and technical college system. A motion to approve was moved and seconded, and the motion carried.

8. MEETINGS

- A.** The next regular meeting of the Board of Trustees is scheduled for October 17, 2018.

9. ADJOURNMENT

There being no further business, *it was moved by Board Chair Entenman to adjourn the Board of Trustees' meeting at 4:50 p.m. Motion carried.*



FRIEDA TAKAMURA, Board Vice Chair
Board of Trustees



KEVIN D. MCCARTHY, President
Renton Technical College