



MINUTES

1. CALL TO ORDER

The meeting was called to order at 3:00 p.m. by Vice Chair, Trustee Unti. Board Chair Page attended via teleconference. There was notation that a quorum was established, and Vice Chair Unti led the flag salute.

2. ADOPTION OF MINUTES

A. Vice Chair Unti asked for corrections and/or additions to the following minutes:

December 18, 2015 Special Meeting

Trustee Palmer introduced a motion to approve the meeting minutes for the special meeting on December 18, 2015 as presented. Trustee Entenman seconded, and the motion carried.

3. ACTION ITEMS

There were no items presented for action.

4. COMMUNICATIONS

- A. **Introductions** Dr. McCarthy introduced our new Foundation Director, Ms. Carrie Shaw. Ms. Shaw comes to the Foundation with a strong background in public affairs, media relations, and business. Most recently, she served as lead strategist and senior manager for the communications team in the state Senate’s Majority Coalition Caucus, where she led strategic planning, brand management, media relations, coalition outreach and social media expansion. She has a BA in Communications from Washington State University. We look forward to the impact she will have serving the college and Foundation Board. Ms. Shaw responded with enthusiasm for the opportunities ahead for students. RTC has a great reputation as one of the Top 10 Community Colleges in the Nation, and she is excited to go out and sell it.
- B. **Correspondence** Vice Chair Unti called attention to the printed communication articles, noting that there was much good press for the college.
- C. **Comments from the Audience** Ms. Angel Mitchell, student, and recipient of this year’s Transforming Lives award from the Board introduced herself and thanked the Board members for her scholarship. She noted that she was looking forward to the upcoming Transforming Lives Scholarship Celebration in Olympia. There were no other comments from the audience.
- D. **Student Leadership** Ms. Jessica Supinski, Director of Student Programs and Engagement shared a brief note about the new Calculator Loan Program highlighted in the written Student Leadership report, and how quickly excited math students took advantage.

Student Joe Spieldenner was present at the meeting and shared information about his service to Phi Theta Kappa, as Division IV International Vice President. Since his election in 2014, he has attended trainings in Jackson, MS and beyond. He will be in Colorado and Hawaii in the spring. His one-year term will end at this year's Phi Theta Kappa convention. Mr. Spieldenner is currently in the Business DTA program, studying accounting. He is looking at opportunities in either accounting or an entrepreneurial field. His thoughts at this time are to transfer to the University of Mississippi or Western Washington University. When he came to RTC, he had no idea that all of this would be possible; the journey has been amazing. Between April and June, he will be working in Student Government. Vice Chair Unti thanked Mr. Spieldenner for his fine work and representation of the college. An additional tip of the hat went to Ms. Supinski for her work with Student Leadership.

- E. **Renton Federation of Teachers** RFT President, Gary Neill thanked the Board for moving their meeting to 3:00 p.m. The contract is in place and things seem quiet. The Workload Task Force is underway, and the faculty is thrilled to have Dr. McCarthy on board.
- F. **Written Communication Reports** Written reports were included in the Board materials, from various departments; Administration/Finance, Institutional Advancement, Human Resources, Information Technology, Instruction, and Student Services. There were no questions.

5. DISCUSSION/REPORTS

- A. **President** Dr. McCarthy informed the Board that due to time constraints during the December meeting, no information was shared from the WACTC President's meeting. The December President's Academy reported on *Implemented Guided Pathways as Structural Reform*, which was the focus of an Aspen/AtD Presidents' Symposia attended by four SBCTC presidents. Dr. McCarthy will be attending a similar conference in April on *Engaging Faculty in Scaled Improvements to Teaching and Learning*. The Guided Pathways model of education is the focus of a recent "must read" book; *Redesigning America's Community Colleges*. Our executive cabinet is reading this book and today we have twelve people attending the Guided Pathways meeting at Clover Park Technical College, in Tacoma. In essence, the book argues that the reforms of the last decade have yielded paltry results in terms of changing student success and completion because they have rarely occurred at scale and most significantly in an educational structure at odds with changing outcomes. They label this the "cafeteria model" which privileges providing great access—and great choice—to students at the detriment of successful completion (the "choice architecture" sets people up to fail, which has often been seen as a "right"). Likewise, the cafeteria model privileges classes over programs, again to the student's detriment, as the entire curriculum lacks coherence. Rather, the proponents argue, community and technical colleges need to reform structurally around the principle of Guided Pathways which will allow access and privilege completion and success outcomes. **RTC** can argue that much of our completion success is due to having more of a guided pathways model in our cohort-based prof-tech programs that both limit choice and emphasize program outcomes. Further discussion will more likely be heard.

Representative Haans Dunshee, (D-Snohomish) Appropriations chair and Senator Andy Hill (R-East King County) Ways and Means chair made presentations to the presidents; both stating

there will continue to be a focus on McCleary. They were both pessimistic about funds being available beyond needs for fires, Medicaid and mental health caseloads, and healthcare authority costs. The Governor's supplemental budget came out mid-December and did not provide appropriations for any of the major policy requests submitted by the CTC system in our agency budget request. There are no corrections made by the Governor's budget related to the state backfill required for the 2015-17 compensation increases or the tuition reductions. Vice President Merrell informed the Board that between tuition backfill and COLA's we are under-funded about \$200,000 from what should have been received.

The WACTC Strategic Visioning committee sent a Diversity Statement to all campuses across the state, reaffirming the commitment to diversity and safe campuses to communities following the December WACTC meeting. Dr. McCarthy's message to our campus urged all of us to practice and promote the respectful and safe treatment of each other and to live the values of civil discourse, mutual respect and intellectual inquiry that form the foundation of our community and ideals.

Dr. McCarthy and Vice President of Instruction, Mr. Angel Reyna continue to visit classrooms. We are looking deeper into tenure, workload, and the program review process.

RTC is a participant in the **Roadmap Project**; supported by the Community Center for Education Results. The program is aimed at dramatically improving student achievement from *Cradle 2 College and Career* in South King County and South Seattle. The goal is to double the number of students on track to graduate from college or earn a career credential by 2020 and eliminate opportunity gaps for low-income students and students of color. Seven school districts and seven CTC's are involved in the project; class of 2011. (Fifty-one percent of college-going graduates in South King County's class of 2011 attended these schools.) Katherine Long of the Seattle Times, published an article that showed overall, poor results: see summary of findings; <http://www.seattletimes.com/seattle-news/education/full-time-beats-part-time-in-study-of-community-college-success/> RTC did better than peers, but we have a small sample size, and cannot disaggregate by race. Our own data will be used as a part of the March study session. Students were only counted if they went directly from high school into college. Region totals were 27 percent; RTC's was 57 percent. This can be complicated, but is good for tracking purposes. The current average age of an RTC student is 31. A question was raised about how the new talk about free college will work with the redesigning of community colleges? What is the return on the investment? Trustee Takamura commended Dr. McCarthy for visiting classrooms and being visible. Discussions need to look in front and beyond about clear articulation with K-12; coordination of learning outcomes from high school and being immediately ready for college. Orientation and admissions/advising need to be a part of the conversation. We need to be aware of the education opportunity gap for students of color. Vice Chair Unti thanked Mr. Neill for the positive report on morale and Dr. McCarthy for his work.

B. Board of Trustees

1) Board Liaison Reports

- a) RTC Foundation

Trustee Palmer informed fellow trustees that she is planning to attend the Foundation Board meeting tomorrow, January 21st. Please be thinking about attending and supporting the Foundation Breakfast scheduled on March 24th.

b) RTC Advisory Council

Vice Chair Unti attended the recent RTC Advisory Council meeting, held January 12th. Germane to the conversation, there was discussion that passion and aptitude testing need to be done earlier than grades eleven and twelve. How might we close the gap? We need to have earlier conversations. Some of the major road blocks are parents, who want their children to become physicians, attorneys, etc., even when the student is not wired that way. Chair Nicole Ferrer is moving on; Jay Leviton will be the incoming Chair of the Advisory Council. Renton had a record year for construction permits; there are two major hotel projects near the Landing, a complete remodel of IKEA, Providence Health Care and Boeing projects continue to attract workforce. Tukwila will have its first high-rise; 19 stories, with a top-flight hotel, in addition to a new King County Library. The new automotive building on RTC's campus should be done in the next six months. Advisory boards are very valuable to the college to interface with industry. This gives us an opportunity to say to these folks that they need to put some skin in the game; to build a partnership that shows the effect on the bottom line to business. Trustee Takamura asked about committee assignments for trustees; she is not available to attend the April 12th Advisory Council meeting. Trustee Unti agreed to work with Trustee Takamura to be sure a liaison is present at each Advisory Council meeting. Elections and committee assignments are generally done in June, which was before Trustee Takamura came onto the Board. There is a new trustee orientation on January 24th which will help the two newest trustees further understand their role at the college level.

C. Administration/Finance

As a regular report to the Board of Trustees, Vice President Merrell provided information on the revenues and expenditures for the period ending November 30, 2015. Trustee Palmer asked about Grants/Contracts, and how we were doing. Vice President Merrell responded that it varies per grant, but she has been appreciative of having two sets of eyes on submissions; Marta Burnet, Director of Grant Development and Michelle Campbell, Executive Director of Institutional Advancement.

Vice President Merrell shared an additional budget sheet of expenses from the Board of Trustees budget. Some of the trustees are aware that the proposed budget for trustees is generally shared in May. The hope is to shine the light on expenses for conferences and travel for board members, as it is nearing a negative budget. We need to be strategic about expenses through the end of the year. Vice Chair Unti thanked Vice President Merrell for bringing this to the Board's attention, as we need to have accountability for this. It is very important as part of our planning that we look at this each year.

6. EXECUTIVE SESSION

At 4:03 p.m. Vice Chair Unti called for an executive session for five (5) minutes to discuss with legal counsel matters involving attorney/client privilege. The Board returned to regular session at 4:08 p.m.

7. ACTION

There was no action taken as a result of the executive session.

8. MEETINGS

The next regular meeting of the Board of Trustees will be held on February 22, 2016, at 3:00 p.m.

9. BOARD STUDY SESSION

A. *Board Self-Evaluation/Goals* Vice Chair Unti shared that the By Laws governing our Board call for the board to prepare a list of objectives for the ensuing year, and an annual board self-evaluation reflecting the board's progress toward completion of the list of objectives. With the addition of two new members to the Board, now seems to be the right time to reevaluate the tools. How can we best benefit from the tools used for evaluation? There is question about how the utility of the evaluation document really helped move the board toward achieving its goals. There appears to not be enough narrative to cover intangible items such as presence, transparency, etc. Using the evaluation document shared by Lake Washington Institute of Technology (LWTech), Dr. McCarthy combined the tools for RTC and LWTech. RTC's evaluation was the longest (63 questions), and appears to be more of a check list of board responsibilities. Under the governance structure, you want to show that you are continuously improving; forward looking. Make it user friendly, but then helpful. An organic evaluation needs to be used for evaluating the Board and the president. Trustee Palmer felt it is a long evaluation and somewhat non-productive. There is some value in the broad categories; each having bullet points under them. Perhaps we have a more pointed written feedback, and reduce it to one-third of its current form. The suggestion would be to have three to five goals (maximum) from the president, and the same from the Board. Keeping our goals in front of us as we move through the year is a helpful reminder. Our purpose as a board is to promote and support the college, and to include fiduciary responsibilities. Possibly using a short evaluation at the end of each meeting; have someone tally it and report out. Having goals in front of us each month is valuable; both for the Board and president. The Tenure process should be included as a goal, for both the Board and president. The Board is pleased to see the study session incorporated into the monthly meeting. Another Board concern is staff retention; how do we secure and retain good staff? Equity is another goal, what do we mean by it, and how do we create accountability for it? The Board should be focused on the ends. Take a look at the Board's policy statement – most broadly in the mission statement; it is visionary yet realistic. We will want to check on our evaluation with goal setting, and strategic planning. It was suggested that we revisit the policy manual with the entire Board. Board Chair Page commented that he saw a little more specificity in items that Board members might do; communicating with other trustees in the system and reading

documents (what was our effort and what did we get from it?). It is much harder to quantify that Board members come prepared and are able to evolve policy. Policy needs to be a living document and needs to reflect a solid governance model. We need to ask, does our current policy give the president direction and tools? This is a good foundation for evaluating how we are accountable for how we spend our time; we want this to be strategic. Board Chair Page asked each trustee to review the Board Policy manual, then we will review it collectively at one of our upcoming Board meetings. The Board can discuss, disagree, and struggle, but once the decision is made, there needs to be full board support. We need to proceed with the end in mind. The reviewing of policies don't have to be done all at once. We could look at a natural sequence for breaking it up. Part of the evaluation needs to evaluate day-to-day, but evaluating the overall mission/vision and interconnection. Dr. McCarthy referenced his analogy of *what, so what, and now what?* **Next steps:** Review the policy manual. We can review the introductory portion in February, and then lay out the rest for March, April, and May. We need to first challenge ourselves individually, then collectively, and then challenge the president. Links to the Board Policy manual and Board By Laws will be sent for trustees review.

B. President's Goals/Evaluation

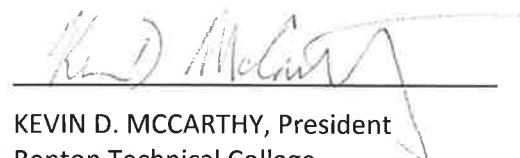
Dr. McCarthy shared a list of draft goals with Board members. He prefers narrative feedback based on broad areas of responsibilities. Board Chair Page suggested that Dr. McCarthy knows more what needs to be done, but they need to be measureable; how have you done against the goals? There needs to be a clear strategic plan that outlines comprehensiveness. Again, Board Chair Page requested that Board members review the Board Policy manual, the By Laws and come to the February meeting with a plan on how to address the outcome for evaluation goals for the Board and president. We will walk it down to June with clear evaluations to be set in July. Dr. McCarthy can complete and send a self-evaluation to the Board in May, with the Board to complete a culminating evaluation in turn, in June.

10. ADJOURNMENT

It was moved by Vice Chair Unti to adjourn the Board of Trustees' meeting at 5:10 p.m. Motion carried.



TYLER PAGE, Chair
Board of Trustees



KEVIN D. MCCARTHY, President
Renton Technical College