



MINUTES

1. CALL TO ORDER

The meeting was called to order at 11:00 a.m. by Board Chair, Trustee Unti. There was notation that a quorum was established, and Board Chair Unti led the flag salute.

2. ADOPTION OF MINUTES

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

June 15, 2016 regular meeting

Trustee Page introduced a motion to approve the meeting minutes for the regular meeting on June 15, 2016 as presented. Trustee Palmer seconded, and the motion carried.

3. COMMUNICATIONS

- A. **General Information/Introductions** Vice President Reyna introduced Jacob Jackson, as the new Executive Dean of Workforce Trades and Economic Development, replacing Heather Winfrey. More introductions will follow at the October meeting.
- B. **Correspondence** Board Chair Unti called attention to the variety of local media coverage since the last meeting in June.
- C. **Comments from the Audience** Ms. Jessica Supinski, Director of Student Programs and Engagement shared information with trustees about the high participation for new student orientation this year; close to 90 percent.
- D. **Renton Federation of Teachers** RFT President, Ms. Simone Terrell, was present to share recent events involving RFT members. Faculty returned to campus on September 12, which included a breakfast and faculty in-service, which included all-day activities. Events continued through the week which included employee awareness of the RFT Contract workshops; *Contract 101*, hosted by AFT union representatives, and Human Resources. On Saturday, September 17, RTC hosted a Citizenship Day, sponsored by Washington new Americans, One America, and American Immigration Lawyers Association (AILA). Constitution week continued into the following week with activities and trivia for the faculty/staff and students. Trustee Page noted that embracing constitution day and activities is good at this time. Ms. Terrell agreed, and added that when people voice their opinions, they seem to have less animosity.
- E. **Written Communication Reports** Written reports were included in the Board materials, from various departments; Administration/Finance, Institutional Advancement, Human Resources, Information Technology, Instruction, RTC Foundation, and Student Services. Board Chair Unti called attention to each report.

- 1) **Administration/Finance** Trustee Page observed a successful year-end close, and noticed an audit is currently going on. Vice President Merrell noted that a review audit of revenues has just finished up; taking only one and 1/2 days, and the auditor finding no issues, and raving about the organization of our documents. Our OCR audit will take place the first week of October, and a financial audit will follow.
 - 2) **Human Resources** There was a lot of hiring going on as we entered into the new school year. Trustee Takamura wondered how successful we have been about hiring from different ethnic groups. Dr. McCarthy responded positively, noting that we have done a good job of getting diverse screening committees working toward good hiring practices. Executive Director Human Resources, Ms. Lesley Hogan noted that trainings for screening committees have taken place and will continue. She is working with Vice President Reyna and the Diversity, Equity, and Inclusion Council in terms of hidden bias. The faculty has become more diverse, but there is still more work to do. Nineteen percent of our staff hired over the last three months were staff and faculty of color. Dr. McCarthy noted a forty percent white student ratio. Trustee Takamura asked who was doing the training. Currently Ms. Hogan is doing the screening committee training, but may bring in someone from *Cultures Connecting* for the hidden bias training. Dr. McCarthy also advised that the interview process is digging deeper into the pool, which sometimes has helped candidates coming from under-represented groups; philosophically, this could be part of the reason people of color may not have had the experience of interviewing, whether we hire or not.
 - 3) **Information Technology** There has been a lot of activity. Chief Information Officer Paul Corigliano shared information about changes to student email sign-on. Trustee Page made note of the new equipment necessary for the BAS programs.
 - 4) **Institutional Advancement** Executive Director Institutional Advancement, Ms. Michelle Campbell was unable to attend today's meeting. There were no comments or questions from the written report.
 - 5) **Instruction** There were no questions or comments for Vice President Reyna.
 - 6) **RTC Foundation** There were no questions or comments for Foundation Director, Ms. Carrie Shaw.
 - 7) **Student Services** There were no questions or comments for Vice President Gilmore English.
- F. Facilities Master Plan Update** Vice President Merrell informed the Board that the college is on the brink of completing the Campus Master Plan; a draft was received from the architect yesterday. An electronic version of the draft plan will be sent to trustees for a quick review, and ask that all comments be returned by October 1. The document is 93 pages, but includes a lot of diagrams and reports. It should be an easy read. The appendices include some hefty documents, but the primary review should be of the recommendations

section. This document is what we see as next steps in regards to facilities. This was a campus-wide project that included a large steering committee which met monthly. The goals of the master plan align with our core themes. There are three main potential projects: Allied Health (building B), Trades (building A) and Basic Studies (building D). Following that discussion, are minor improvements in specific areas, and some other discussions about maintenance and landscaping. Trustee Page noted that the Academic Plan, the Facilities Master Plan and the Institutional Mission and Vision are all legs of our college foundation; Vice President Merrell confirmed the alignment. McGranahan Architects are the lead on the project, as well as for the automotive complex. This plan lays the groundwork for capital projects submitted for approval to the State Board. RTC will be eligible to apply for a capital request in December 2017, assuming that cash is flowing. Trustee Takamura asked if public input had been included. Vice President Merrell informed that the City of Renton had been included up to this point. Once discussions begin about how capital projects effect the community, they will definitely be included. Once the automotive complex is complete, we will have an open celebration and we will begin publicly sharing some of our future conversations within the community.

4. DISCUSSION/REPORTS

A. President Dr. McCarthy reported that the campus is alive with students and it has been a successful start to the school year. A faculty in-service was held on teaching and learning and being creative and innovative. The artist creating the sculpture for the new automotive complex was on campus to share his vision and intellectualize the 13 foot tall hood ornament that has a lot of things embedded in the design. Our Fall Kick-off was held, that included presentation of employee excellence awards and the Foundation's quest to increase employee payroll contributions in the "Be a Hero" campaign. There were thirty three (33) new donors signed-up and six (6) current donors increased their contribution, so we are well on our way to our goals for RTC's 75th Anniversary Campaign. We also held an emergency preparation training. Security Director Mr. Vielbig presented the basic emergency management positions on campus, and future trainings that will be rolled out this year. Included was the Run, Hide, Fight video and a variation of that theory was shared that showed a more circular focus rather than linear. An evacuation drill will be held sometime during the month of October, and an employee lock-down drill will take place on November 10; no students will be on campus. Trainings will continue to build our confidence for emergencies. People have a good general sense that they want to know what to do. Trustee Takamura asked if the conversation about weapons on campus was raised. Dr. McCarthy responded that it did not come up, but most are looking at alternative avenues while on campus; mace, cans of tuna, etc. A survey to campus was sent out for feedback on the training and future trainings. Student orientations were held throughout the week, both with program faculty and Student Support Services. The main messages shared were centered on completion, value of diversity, services, and student leadership offerings. As previously mentioned by Ms. Terrell, the week ended on Saturday with Citizenship Day; about eighty (80) people went through the process.

Enrollment is in good shape this fall. We are at 103 percent of last summer's enrollment. We are currently at 97.8 percent of last fall's. Gen Ed is up twenty six (26) and will stay up; Prof-

tech is down slightly. ABE will probably be flat, but was strong last year. Overall, we are at 99.9 percent of last year to this point. Last year, we were at 100.84 percent of our allocation target. We suspect we will be at or above our target this year. Last year the system was down one to two percent overall. Our biggest concern is with Prof-Tech. Some students may be making the decisions to job-out sooner. We have made the decision not to enroll a new fall cohort in the Nursing program which will cause a reduction of about 23 FTE. We did add a new cohort of Computer Science, which could pick up some of the lost FTE. We are hopeful that with the addition of our new Nursing Director, we will strengthen our Nursing program. The Nursing Commission has a systemic evaluation plan, and we need to set ourselves up for accreditation. We need to have the proper percentage of full-time faculty, and increase our NCLEX pass rates. We hope to have a full complement of nursing faculty (6) and will be intent with faculty mentoring. Trustee Takamura asked if there has been feedback about not enrolling new students. Dr. McCarthy informed trustees that our new Nursing Director, Vicky Hertig spent time talking with prospective students, and it has been reported that many of these students have chosen to stay on the wait-list for spring enrollment; some students will take general education courses in the meantime. We are hoping that the Nursing Commission will work well with this plan. We have to present monthly monitoring reports to the commission; we will keep the board informed during our meetings. At this time, no further assistance is needed. Board Chair Unti thanked Dr. McCarthy for his leadership and courage to make the decision not to enroll a fall cohort of Nursing program students.

The WACTC retreat was held in July and focused on funding options; we are chronically under-funded. We also had presentations on diversity and equity challenges on other campuses; good lessons were taken from this.

We have received a grant from Achieving the Dream (AtD) for engaging adjunct faculty in goals to support student success. Forty (40) applications were submitted, and six were awarded. RTC is the only college west of Chicago on the award list. A lot of the focus is using a strong equity lense. This is a two-year, \$160,000 grant.

We did not receive recognition in the Top 10 from the Aspen Institute this year. We have been working with Rob Johnstone of the Gates Foundation on other campus projects, and he has some internal knowledge of how the Aspen process works. Dr. McCarthy and Ms. Campbell will be talking with him next week. There is disappointment across campus, but the pillars of Aspen are at the core of what we do well to fulfill our mission and we will continue to move along in that direction. Trustee Page added that people's vision of RTC includes an expectation of excellence as a part of our culture, which drives a higher expectation; we now see ourselves that way.

The timeline for the ACT sponsored Transforming Lives Scholarship is a very quick turn-around; nominations by each college are due to ACT by November 4. In the past, trustees have selected a sub-committee for reviewing applications, but with the much narrower time-frame, Dr. McCarthy suggested that we have a campus committee narrow the applicants to three for review by the entire board. Trustee Page is an awards committee

member this year, and informed that the criteria has been tightened, and includes better instruction of what the committee is looking for. It was agreed to try the streamlined approach this year; sending three finalists to the Board prior to the October board meeting for action to be taken at the meeting on October 19.

Foundation Director, Ms. Carrie Shaw presented a proposal for increasing the fundraising capacity. The RTC Foundation (RTCF) believes that expanding the naming rights opportunities on campus will leverage future donations, by offering naming rights to certain buildings on campus. Building naming rights is an opportunity to strengthen industry ties and adds prestige. The Foundation would determine the capacity for giving of targeted organizations, and their philanthropic work, as well as their connection to the college. In the past, the college has named buildings/facilities, by honoring former presidents and/or administrators. There is some history in this effort when the Technology Resource Center (TRC; building C) was built; a \$500,000 price tag was set but there were no takers. The Blencoe auditorium and a few individual rooms were bought. The new Automotive Center and the TRC have been identified as spaces that could draw interest (\$1-2M). Many other colleges have successfully used naming opportunities and we are at a great place to make these pitches and engage our community. This positions the college in a unique way; we are looking at potential donors under these terms. Board Policy GP-10 (page 30 of the policy manual) has guidelines related to naming of buildings. Trustee Entenman asked why we are trying this again if we were unsuccessful, and wondered if we have reached out to alumni. Ms. Shaw responded, providing information that the Foundation is beginning to develop the list of potential businesses, determine their ability to give at a large level and their philanthropic level. RTCF is committed and sees this as a great opportunity, and believes that the strength of the college and the industry partnerships we have at this time shows the opportunity is there and is untapped. Trustee Page noted that the Foundation has a dual role: scholarships for students and now adding this distinct opportunity, but questioned this taking away from student scholarships. Funding would be for building upgrades such as an endowment for the library and the automotive center currently under construction; we can design it to target whatever area we want. Trustees Page and Entenman agreed to form a sub-committee to review the proposal and board policy for a recommendation back to the Board. Board Chair Unti thanked Ms. Shaw for her presentation.

Dr. McCarthy informed the Board that he had just received an email notification from Governor Inslee's office that Trustee Palmer had been re-affirmed as a board member for another five-year term. Congratulations was shared with Trustee Palmer.

B. Administration/Finance

- 1) Operating Funds Budget Status Reports Vice President Merrell shared information regarding the variances relative to May, June, and July monthly reports. Trustee Entenman asked about donations from apprenticeship programs. Vice President Merrell and Vice President Reyna explained the process for apprenticeship programs on our campus. Trustee Page inquired about depletion of reserves. Vice President Merrell reminded the Board that in 2015-16 we allocated \$1.4M in equipment and projects, which at times see payments for goods/services fall into the following year. Additionally,

she reminded that the only funding we have is from tuition, which goes completely to salaries; the unfunded portion falls to reserves. This year's budget will require \$231,457 from reserves to balance the budget. One time spending costs will also shift to reserves.

5. ACTION ITEMS

A. 2016-17 Board Meeting Calendar

The calendar was presented for board meeting dates through June, 2017. Due to the conflict in November with the Trustees ACT Fall meeting, it was determined that the November 16 meeting would be canceled. Board members further agreed to tentatively hold November 30 on their calendars, in the event there would be a need for a special meeting. Board meetings will be held the third Wednesday at 3:00 p.m., with the following exceptions; November 2016 meeting will be canceled, the March 2017 meeting will be held on the fourth Wednesday, (March 22) and the June meeting will be held on the second Wednesday (June 14). The entire 2017 twelve-month calendar (January through December) will be presented for action at the October 19 meeting. Once approved, the 2017 meeting dates will be posted on the website.

B. ACCT Voting Delegate

Of the trustees attending the ACCT Annual Congress in New Orleans, one member is eligible to serve as the voting delegate on behalf of RTC Trustees. Trustee Page has participated as a delegate in the past, and encouraged another trustee to share in the experience. Trustee Entenman expressed interest.

Trustee Takamura introduced a motion to approve Trustee Entenman as the official voting delegate, representing RTC Board members at the ACCT Leadership Congress in New Orleans, LA. Trustee Page seconded, and the motion carried.

Trustee Page agreed to serve as the alternate, in the event that Trustee Entenman was unable to cast the vote.

6. BOARD POLICY REVIEW

Board Chair Unti reminded everyone that the Board operates on the ends, not the means: what effects, for whom, at what cost. Policy governance is through executive limitations. It can be a matter of interpretation, but that we all agree on that interpretation. The most important thing we do is hire a president; we do not get involved too far into the daily operations. The Carver model keeps us at the policy level (protecting ourselves); and we allow the president to make decisions. Trustee Page informed that the decisions made by the board regarding program reductions and closure of programs require board approval, by law. What we need to do is ensure that our policy provides proper information to the board to make sure, from a policy perspective, that the board is supported by administration in these decisions. A few years back, there was a wide-spread belief that there had been many back-door meetings relative to program closure and program reduction. Looking at policy governance, we should look to see if we have an adequate policy for these kind of things. Dr. McCarthy advised that the board can dial in or dial out the president's authority, while clearly communicating the ends of policy

governance. Hiring of faculty – an example of dialing it in would be to require that all faculty must have master's degrees. The Board of Trustees is a policy board, focusing on the ends. The administration works on the means and operations and reports to the Board. This is the Board's way to govern. Our conversations should be over student success. The capacity of the Board is to respect and trust one another, and speak with one voice. The flow of information increases when there is a good relationship with the president, and keeping the spirit of transparency.

A. Previously Reviewed

- 1) Section 1: Introduction/Core Themes There were no further suggested changes or questions.
- 2) Section 2: Executive Limitations There were no further suggested changes or questions.

B. Continuation of Review

- 1) Section 3: Governance Process Board Chair Unti continued through the policy manual under the concept that we are broadening and understanding all corners of our mission. It is important that as that changes, it is appropriate to propose change at a policy level. A key point when seeking input is the relationship of the Board and the president when seeking information. The Board exists as an entity. The questions for input should go through the president, as a full-board request, and Board members are not acting as agents of their own. Board members should not be meeting individually with faculty and/or staff without the president's knowledge and assistance. If approached, you can listen, and then bring that information to the president; avoid triangulation. We need to take advantage of the other opportunities that we have through the state and national level about on-going educational activities. What are the monitoring reports that the Board wants to see and with what metrics? The Board job description outlined in GP-3 is a good guideline. We need to be sure that we are helping one another and we need to be aware of the perception of responsibilities. Updates requested of GP-3; 2d – second sentence; modify to his/her power. Update as necessary to all references for TACTC to reflect new name; *Association of College Trustees (ACT)*. GP-4 indicates that the Board elects new positions each year by rotation first, and then nomination by election, if necessary. The chair is the public voice for the Board, and the primary communicator between the Board and the president. In carrying out GP-8.7, Dr. McCarthy will attempt to complete his self-evaluation in time for a June evaluation meeting with the Board. GP-9 is well done and GP-9.4 is the one-voice clause that is key to this policy. Part of the Board's obligation is to seek consensus. While not unanimous, we seek to agree to disagree, and work with each other to understand and then be understood. GP-9.8 is very important; in striving to participate in activities, including local, state, regional, and national meetings. GP-10 is very wide, we need to reserve the right to say no to naming of facilities for personal service or financial donation. A question was raised about the role between the relationship of the Foundation and the Board of Trustees. A suggestion was made that requests for proposed names for facilities filter from the president before being presented to the Board (for facility naming rights, as previously proposed by Director Shaw). Trustees Entenman and Page agreed to form a sub-committee to look further at the proposal from the Foundation for

facility naming rights. Vice President Merrell added that we need to break away from the VocTech reference within the community, and building names could potentially be a positive way to do this.

Section 4: Board-President Relationship Assistant Attorney General,
John Clark advised that making a motion is the best way to take action. He further clarified that the Board has the ability to interpret its policies at their discretion. Acquiring monitoring reports is vital as referenced in BPR-5 developing the dashboard approach for enrollments and completion. Change and growth are equally important. Trustee Takamura inquired how the community may have input on how we are doing. The strategic planning process will include opportunities for community input. We may want to explore BPR-5 4c further.

C. Review of ByLaws In the interest of time, the review of the Board ByLaws was tabled.

7. **GOVERNANCE SCENARIOS** In the interest of time, the governance scenarios were tabled. Dr. McCarthy suggested that during the course of Board meetings throughout the year, perhaps we can rotate through some of the scenarios that had been shared.

8. **BOARD SELF-EVALUATION**

Board Chair Unti led Board members through the 2015-16 Board Self-Evaluation results. It appears that we are in agreement on promoting student success, that strong conversations are happening to support diversity on campus, and they have a growing awareness of student leadership. Board members need a sales pitch so they are prepared to share within the community. It would be nice to have Board members take a tour of the entire campus and see the campus alive and in action. Faculty and students all appreciate and welcome visitors into classrooms. This being the first year of the revised self-evaluation, there is no comparison to last year's Board self-evaluation. Board Chair Unti appreciated Trustee Page's leadership in development of the essay questions, finding relevance to our work at the college. Trustee Page noted that we need to invest in relationships and understandings so that when we are pressed to do challenging things, we are prepared and confident to do the right thing.

Board Chair Unti reminded Board members of the expected \$500 donation to the RTC Foundation to continue the support of the Board of Trustees Scholarships. An additional \$50 donation from each will support a local Board Scholarship of \$250 to the RTC recipient moving forward to the ACT Transforming Lives.

9. **2016-17 BOARD GOALS/ACTIVITIES/PRIORITIES**

Board Chair Unti suggested that this portion of the agenda move to follow the executive session, and the evaluation of the president; therefore establishing the Board's goals and president's goals simultaneously.

10. EXECUTIVE SESSION

At 3:27 p.m. Board Chair Unti called for a five (5) minute break before an executive session for thirty (30) minutes to consider the selection of a site or the acquisition of real estate by lease or purchase, and to review the performance of a public employee. The Board entered into executive session at 3:32 p.m. At 4:02 p.m. the executive session was extended for an additional thirty (30) minutes. The Board returned to regular session at 4:32 p.m.

11. ACTION

Following the return from executive session the following motion was made.

Trustee Page introduced a motion to approve the 2016 Addendum to the President's contract, extending his contract through June 30, 2019. Trustee Palmer seconded, and the motion carried.

The following goals were established for Dr. McCarthy; development of a college strategic plan, development of an equity plan, and participation in legislative advocacy.

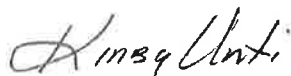
The following priorities were established for the Board of Trustees; college advocacy, improvement of tenure process and college awareness.

12. MEETINGS

The next regular meeting of the Board of Trustees is scheduled for October 19, 2016.

9. ADJOURNMENT

It was moved by Board Chair Unti to adjourn the Board of Trustees' meeting at 4:58 p.m. Motion carried.



KIRBY UNTI, Chair
Board of Trustees



KEVIN D. MCCARTHY, President
Renton Technical College