RENTON TECHNICAL COLLEGE®

Board of Trustees – Special Board Meeting **May 19, 2021**
Virtual Meeting - Join Zoom Meeting **3:00 P.M.**
https://rtcedu.zoom.us/j/89403087782
Or by Phone at +1 253 215 8782, US (Tacoma) Meeting ID 894 0308 7782

MEETING MINUTES

SPECIAL BOARD MEETING

1. CALL TO ORDER

A. Board Chair Kirby Unti called the meeting to order at 3:00 p.m. A notation of quorum was made. Board Chair Unti read the RTC Land Acknowledgement.

2. ADOPTION OF MINUTES

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

A. April 21, 2021 – Special Meeting

*Trustee Page introduced a motion to approve the meeting minutes for the special meeting held on April 21, 2021 as presented. Trustee Palmer seconded, and the **motion carried**.*

3. COMMUNICATIONS

A. General Information/Introductions Dr. McCarthy noted there were no introductions. Board Chair Unti welcomed Representative/Trustee Entenman back with us today, following her work in the WA state legislative session. Today she appeared in the Seattle Times with Governor Inslee. Trustee Entenman noted her thanks and appreciation for the kind words. She missed the college and fellow Trustees often during her absence.

B. Correspondence Correspondence was included in the Communications and Marketing report. Board Chair Unti called attention to the 2021 ACT CEO of the year recognition awarded to Dr. McCarthy. Dr. McCarthy noted that he is truly honored by the Board's nomination. He is humbled by the award and recognition, stating this is certainly the best Board of Trustees a president could hope for. He is very fortunate to have that as well as the longevity of our Board. He further noted his appreciation for the involvement of the executive cabinet in their contributions to the nomination as well. This award truly represents students, faculty and staff at RTC. The awards dinner will be held on November 18 during the ACT Fall conference.

C. Public Comments from the Audience There were no public comments.

D. Student Leadership Student Leadership Program Manager Michelle Iko noted that while there was no written report, the Yoga sessions this week have been very popular. Student Leadership is working on the Spring Unity Festival which will provide live music, trivia, and many other activities. The event will be held on May 26 from 11am to 1pm.

E. Renton Federation of Teachers RFT President May-Farley shared that she was happy to have her voice, and to be at the meeting, while thanking the Board for their continued support of RFT, and for the nomination of Dr. McCarthy for the ACT CEO award. It has been a very busy spring quarter. Negotiations with administration is going very well and moving along quickly. They look forward to that finishing before the end of the quarter. She shared a shout-out to Vice President Gilmore English in her efforts to foster the relationships between faculty and Student Services. Their meetings have included great conversations and sharing of perspectives is great to hear. Trust on both sides is good. Faculty continue to grapple with the challenges of teaching on-line and the absolute uncertainty of what is yet to come. There is a lot of angst in planning for summer and fall course work. Planning for something that is unknown continues to be difficult. Unfortunately, this frustration is felt widely. The AFT virtual convention was held this past week. It was a good session with positive takeaways. It's always good to work with other colleges in the state. RFT is conducting elections for FY22, and President May-Farley will not be running again, and looks forward to more available time and shifting attention to other valuable interests on campus. Board Chair Unti thanked President May-Farley for her leadership and offer of great balance. Her passion for RTC is appreciated as well as the job she has done the past two years. Board Chair Unti noted that he sits on two other boards; Lutheran Community Services and Compass Housing Alliance. The high performance of staff in all of these organization under these conditions is something most do from their heart. President May-Farley noted that she is inspired in her connections with faculty and students.

F. Written (and video) Communication Reports There were no questions on the reports included in the Board materials.

4. ACTION ITEMS

A. Student Leadership FY22 Budget Student Leadership Program Manager Michelle Iko thanked the Board for their support of Student Government throughout the year, and shared a shout out the students she works with on the executive team. Student Connor Moore noted that during budget development, working with students on the executive team, Associate Dean Wade Parrott, and Vice President Gilmore English, they discovered that what was available in the budget didn't really change the way they spent funds. Most excess will roll over into long-term savings. There were some changes made for student orientation, as there is no food when it is presented on-line. The biggest change for next year is the budget for the LRCC. This year, they spent $15K for Chrome books, and $9K for on-line resources and tutoring. Trustee Page asked if students working collaboratively on-line and in-person have been able to inform the college as to desired future modality options. He further inquired that in developing the budget, what has been done to address budgeting from an equity lens. Mr. Moore believes that a hybrid approach will increase enrollment and accessibility issues as well. Accessibility is clearly something they want to provide greater accessibility for students and to help them meet their technology needs.

Trustee Palmer thanked Trustee Page and Mr. Moore for the questions and answers, noting she loved the RTC swag Mr. Moore was wearing. Board Chair Unti appreciated the work on the budget and how much the resources are targeted for equity and inclusion. He asked about the allocation for students attending the Students of Color conference, and if more desired to attend, could that happen. Mr. Moore agreed that yes, if there are more students that want to attend, more funds can be pulled to allow additional attendees. It is difficult to guess on participant numbers after a year of COVID.

*Trustee Page introduced a motion to approve the ASG FY22 budget as proposed. Trustee Palmer seconded and the **motion carried**.*

5. DISCUSSION/REPORTS

A. Marketing and Outreach Executive Director of Communications and Marketing Katherine Hedland Hansen and Dean of Student Success Anthony Covington shared a presentation of the collaborative work their departments have done over the past year. Their presentation showed the shift from pre-COVID and the pivoted efforts during 2020. Targeted campaigns include marketing and outreach in specific programs, then continued work with communications and marketing leads. Campaigns generated more than 3,500 leads in the past year, which were forwarded to the entry advising team for follow-up. The shift in transition has made us more versatile. The infrastructure is now built-in and we will be able to keep this equitable opportunity moving forward. Hits to the web site rose nearly 20 percent over the past year, including 40,000 generated by marketing campaigns. Evyson Beasley, Web Content & New Media Manager, spoke of web analytics and the top search terms on the site. The Advising Team is amazing at answering the questions. Digital outreach events are primarily walking people through the website and program landing pages. Executive Director Hedland Hansen applauded Mr. Beasley for his heavy lift during the shift. The Drupal upgrade, as well as ctcLink, and EAB are all large efforts happening now. Dean Covington noted that the collaboration piece is almost better, but sometimes the student side is missing in a virtual career fair. There is hope on the horizon with events being planned for the fall. We have learned how amazing the team is in flexibility and the amount of work that has gone into it. Traditional choices may not have included some of the opportunities we have now. Efforts continue with a focus on equity and inclusion, specifically targeting marginalized and underrepresented populations and communities. Trustee Page inquired about the student population entering directly from high school. Dean Covington noted that the median age at RTC is 29. Our Running Start numbers are low as well. There was no exact number or percentage to offer. We are reaching out in age categories, and digitally on the marketing end. Board Chair Unti shared a huge shout-out to the team, which included his deep appreciation for the skills and knowledge from Mr. Beasley. This is producing beyond expectation. It is wonderful for the Board to see these in-person reports. Trustee Palmer also shared her thanks, and added congratulations to Executive Director Hedland Hansen for her new role as president-elect for the SBCTC PIO commission. Kudos to all.

B. President Dr. McCarthy thanked everyone for their reports. Dr. McCarthy shared the sad news that one of our students was killed in a car accident on Monday. He started at as a CCP student, and became a very involved and dedicated student at RTC. He received his degree in Construction Management last year, and since graduating he has worked as an LRCC tutor. He will be missed by many on campus. We always balance tragedies as these to more celebratory opportunities. This year, we will host a virtual commencement on June 23, at 6pm. We missed this opportunity last spring, due to safety concerns. In the future, we may take the best of both versions. This offers a way for students to share more of themselves and their families. This is new for us, and we are still working on the entire process. Dr. McCarthy thanked Wade Parrott, Associate Dean of Student Engagement and Retention for taking the lead and the commencement committee for all their work over the past several months to develop an appropriate plan.

Collaborative Relationships – Dr. McCarthy continued that the collaborative relationships between faculty and staff, and pulling things together like commencement, reaches widely across the college. As seen by the Marketing and Outreach report, collaborative efforts both within individual departments and then together is what create a wealth of ideas and opportunities. To follow up on Trustee Palmer's congratulations for Executive Director Hedland Hansen's president-elect role on her state commission, it is always good to see RTC people on state commissions and councils. Vice President Gilmore English is just winding up her role as past president on her Student Services Commission and Vice President Rodriguez is serving as the secretary/treasurer at the Business Affairs Commission. We thank everyone for stepping up. RFT President May-Farley brought up the continued unknowns. These discussions happen all the time across the campus, especially when it comes to preparing for fall quarter. Universities are mandating vaccines for students. The Governor's office is still working with the Department of Health and different levels of Higher Ed. SBCTC Executive Director Jan Yoshiwara is deeply involved across the state. Universities are hoping to follow 3-foot distance guidelines, which follows K-12, and mandatory vaccines. There is a wide range of opinion on our own campus, and across the state. We continue to listen to the guidance and be adaptable and flexible. We will continue to be patient while awaiting clarity, and try to tone down the worry where it won't help. Again, this is a testament for the ability of everyone on campus to continue to act with creativity and flexibility. Dr. McCarthy is of the opinion that while we will not be in a pandemic mode forever, we will deal with this for quite some time. It is very important that we keep getting good ideas from people. We will move forward with our mission in mind. We will be shifting into our next academic year quickly and the final year of our strategic plan. It is great to have this winding up, yet at the same time planning for a new academic year, and strategic plan. Because our context has changed since development of our last five-year plan, it will be exciting to note the differences and plan again for the future. Last fall, Dr. McCarthy presented to the Board, a narrowed version of priorities for a better focus, which was adopted by the Resource and Planning Council and cabinet. We will of course be including the insights learned from the Accreditation visit. Dr. McCarthy referred to Vice President Gilmore English's Student

Services report and conversations relative to EAB, on-going GP work with collaborative mapping, and soft-launch for bringing in-person services back to campus. He recently toured I-building space with the Student Services division on how to reconfigure spaces to make the student experience better. Our staff continues its ctcLink work and getting ready for that system to come on-line. There are study modules, meetings and fit gap work, and now moving into data validation. This is a ton of work, on top of the strains of modified work due to the pandemic. We are doing our best to add some backfill positions to minimize stresses for people involved. He shared his deep appreciation and gratitude for the work being done relative to ctcLink.

Equity – Last week the Behavioral Health team hosted the first, annual Mental Health Awareness Week. This effort was led by the dynamic Behavioral Health team, and supported by others in Student Services, to provide a broad range of topics, resources, and needed assistance, leading the way and supporting students. Dr. McCarthy and Board Chair Unti listened in on one of sessions. Kudos to the team! Dr. McCarthy noted that he will combine Equity and Accreditation today. We received our final report that will go to the NWCCU for evaluation on June 24. As mentioned in the Accreditation report, *RTC's mission is a driving force for improving services to diverse populations*. This was called out as a compliment, and that *RTC remains focused on what one employee described is "killing equity gaps" through intentional and systematic review of policies and procedures with an equity lens, and a number of employees mentioned training provided by the college on equity mindset is a powerful tool for inclusive excellence*. It is great to see visitors come onto campus (even virtually) and recognize that, but also points out how much we still have to do. We look forward to continuing our progress. Dr. McCarthy also noted the ACT Spring Conference included a very good session on equity mindedness. We will continue our work with both the trustees and the college on equity mindedness, equity consciousness, and anti-racist policies and procedures. He thanked Dr. Delaney, Dr. Wakefield, and Dr. Kim for their remarkable work preparing the college for the accreditation visit. The evaluation team exit meeting was short and abrupt, but it would have been the same even if in person. Dr. McCarthy read some of the commendations from the report: *The evaluation team commends Renton Technical College for its success in hiring, retaining and promoting faculty and staff who represent the diversity of the community by infusing equity requirements throughout the recruiting process*. Kudos to the entire HR team and to everyone at the college that participates in the hiring process. And secondly, *the evaluation team commends Renton Technical College for its* t*ransformative efforts to create meaningful data products and for advocating broadly for adoption of evidence-based decision making*. To be recognized for this is a good thing. Kudos to the IR team and Data Integrity group and everyone involved in putting this together and applying it. Dr. McCarthy further read some recommendations from the evaluation team: *The evaluation team recommends Renton Technical College fully utilize established strategic indicators and promote a consistent understanding of processes across all operational units to inform allocation of resources in support of mission fulfillmen*t. Dr. McCarthy noted that a lot of progress has been made since the 2013 visit, and now we need to close the loop. Not a surprising recommendation, but he was impressed that our progress was recognized. The second, *the evaluation team recommends Renton Technical College utilize assessment data to implement broad continuous quality improvement across programs, and to inform ongoing strategic planning and budgeting*. Again, this was an area that we've made great progress, and just need to keep embedding. Further, the evaluation team shared a compliment for the Board of Trustees; *The Board of Trustees for RTC are very clear on their authority roles and responsibilities, they are policy focused and there is a high degree of trust among board members and with college leadership*. This was excellent to hear. They were very impressed with their meetings with the Board members. There were also two concerns (not recommendations) related to the Board: *There is no clear calendar for reviewing board policies/procedures, and RTC does not have an approved reserve policy. Such policies would aid in the short and long-term financial health stability and sustainability of the college*. The Board fully agrees with the need to modify Board policies for these inclusions, which are both on the agenda for first read today. Trustee Takamura commented that she is hoping that a simplified version of the Accreditation response for sharing within the community, to show the good work we are doing. Dr. McCarthy noted that there will definitely be a public document, and we hope to make it easily accessible without all the detail. Dr. Delaney added that she will work with Communications and Marketing to come up with perhaps a one-pager that share's the major foundation of the report.

Finance & Growth – Vice Presidents Rodriguez and Jackson will be reporting on the college finances shortly.

Accreditation – Dr. Delaney referred to the wide variety of materials prepared for and used by faculty/staff in preparation of the meetings, as previously noted by Dr. McCarthy. The faculty and staff effectively used the materials to prepare for questions and engage in the meetings. Attendance at the meetings was strong and the visitors were impressed. High-Five to Sarah Wakefield for her continued improvement of documents. The NWCCU Commission representative commented on how complete the documents were prepared for submission, and how few additional documents were requested. Dr. Kim put together a very comprehensive platform of ways that we assess and create the assessment cycle and the data that we have from that, as seen as part of our commendation and throughout the report. Huge thanks to Dr. Kim and his team for the data and the dashboards. One of the continued themes that came up over and over, and as Dr. McCarthy said, we need to close the loop. We have already taken some steps in this direction, and our Achieving the Dream (AtD) coach provided a wonderful presentation for closing the loop last week. She provided straight forward pedagogical approaches. There is huge data at our fingertips with disaggregated data included. There is good guidance on things we are already doing. Trustee Takamura thanked Dr. Delaney for her leadership and all that she did in making us all feel that we were part of the process – a genuine and growth experience for all of us! Board Chair Unti concurred that the spirit at RTC is a gift to the institution and thanked Dr. Delaney for spearheading the process. He further thanked Dr. McCarthy for his report, and liked the worry statement. Trustee Page noted the capital allocation with schedule already signed by the Governor. Dr. McCarthy responded favorably that we have funding for the design phase of the new building across 4th Street. We will be looking for a new lead architect. The next round of proposals is due in December. We need lots of good advocacy with the legislature to make sure that our design of this biennium does not languish and collect dust, but rather gets built in the next biennium. Trustee Page further inquired about the in-classroom learning and the unknowns associated with that for next year. Dr. McCarthy responded that it is fairly close across the state with most colleges following current guidelines, yet some are already reporting not fully on-campus until spring of 2022. We are already registering for summer and fall, but as we move forward its hard to tie the bow on it without full details. We hope to do it well as we advance forward, but will likely end up flexing more toward the face to face than we have done. We have four months before fall classes begin, so we are hoping that clarity will come soon. As Mr. Moore said in his report, some students are very happy to have the flexibility, while others want more face to face. Like the guiding principles in the budget, we have an equity mindset. We are very interested in how we transition more CCP students into programs, and investing money in program growth for the future as the economy changes. These are going to be major areas that you will see built into the reserve policy suggestions. As Vice Presidents Rodriguez and Jackson will report, we are getting late into the budget development cycle, later than usual because it's so complicated. It's both budgeting for the next fiscal year, but also looking into the next biennium and actually projecting out. On one hand it has been great to have the assistance from the State and Federal Governments, that we never would have expected, but on the other hand, we are battling lower enrollments, with serious effect on lower revenue projections.

C. Administration/Finance

1) FY22 Budget Development Vice President Rodriguez and Vice President Jackson shared a presentation of how numbers are looking for the FY22 budget.

   Revenues: Our current revenue projection is $35.72M. This includes the full reinstatement of our allocation, additional Guided Pathways allocation, I-732 wage increase allocation, a 2.8% tuition increase, and one-time GEER funds.

   Expenditures: Our expenditure budget at this time is $36.84M. It includes all enhancement requests and reductions totaling a net of approximately $1.38M, plus step increases for represented staff, 1.7% wage increases for all staff, the restoration of furloughs, and ctcLink backfill positions.

   Our current deficit in the working budget is $1.12M. We will continue vetting the proposed budget increases over the next month to present a balanced budget to the Board in June.

   Trustee Takamura inquired as to how this is being shared with campus. Dr. McCarthy responded that we shared a similar presentation at an All-College meeting on May 5.

There is an additional process for HEERF fund proposals being vetted by the Resource and Planning council and those recommendations will then forward to cabinet. Trustee Page questioned if the budget would remain status quo on personnel staffing. Dr. McCarthy responded that there are plans to fill three additional backfill positions to assist with ctcLink. Some of the enhancement requests include personnel. These proposals are yet to be finalized. Our staff is very lean and we need to make appropriate decisions. If revenues increase in the fall, we could also come back to re-look at enhancement requests that weren't originally approved.

2) Monthly Finance Report Vice President Rodriguez reported on the monthly financials for March 2021.

Total revenues of $34.26M, plus $1.52M in other applications of cash, amounted to $35.78M through March 2021. Total expenditures amounted to $33.82M. The net of $35.78M - $233.82M is $1.96M, which is also the increase from our starting cash balance of $6.75M to our ending cash balance of $8.70M. Comparing this year's starting cash and ending cash through March with last year, last year we had increased the cash amount by $2.04M through the same period. This is an indication that we are performing relatively the same as last year, with the receipt of stimulus funds in consideration.

Areas and funds that are underperforming compared to last year are the collection of Food Services revenues, tuition, and fees. Food Services is down $889K due to closures as a result of the ongoing pandemic. Tuition and fees are down $703K due to lower enrollments through March.

At the end of March, we had $3.22M in investments (reserves), for a total cash and reserves balance of $11.92M.

6. BOARD OF TRUSTEES

A. ACT Spring Conference Report Board Chair Unti recapped the ACT Spring conference. Trustees Unti, Page and Palmer as well as Dr. McCarthy attended. He shared his appreciation for ACT's organization of the speakers. Dr. Tia Brown McNair was the first speaker, engaging Trustees in dialogue on how we walk the talk of DEI for all aspects of the college. Kim Tanaka shared all of the slides and materials via email today, as well as additional resources being used on a National level. The afternoon speaker, Chuck Underwood ended up controversial, as a white male take. His presentation centered on partnership of education and generational strategies. It was very valuable to take consideration of generational differences. It impacts how students engage in the classroom, and giving patterns amongst the generations. Board Chair Unti noted that purpose is the issue of never retiring, for baby boomers. Trustee Palmer agreed it was well worth sitting through all of the conversations, even after the presentations – looking at things differently than how we have always done them. ACT is a robust resource. Trustee Page noted that ACT has adopted some amendments to the Bylaws, and the DEI committee which was adhoc this year has now been made a permanent committee. This is also shaking up how Trustees are appointed and the role they play in DEI.

B. GP3 Policy Revision Board Chair Unti noted the policy revision addressing Trustee Onboarding, and entertained a motion.

*Trustee Page introduced a motion to approve the amended Board Policy GP3 as proposed, to incorporate Trustees Onboarding processes. Trustee Takamura seconded and the **motion carried.***

Trustee Page added that this shifts the responsibility clearly to the Board Chair and makes the necessary changes to that end. Board Chair Unti shared his appreciation to Trustees Page and Palmer for their work on this policy update.

C. EL4 Board Reserve Policy Discussion Board Chair Unti noted that this policy revision is an opportunity for first read. He and Trustee Takamura, along with Dr. McCarthy, Vice President Rodriguez and Vice President Jackson met with Dr. Choi, to discuss this proposed policy. The policy is about transparency and distinguishing what kind of funds are to be set aside for what purposes. The second read and vote to come will follow in June. Dr. McCarthy noted that this has been needed for several years. A symbol of that is that our reserves in March 2019 had gotten very low. We have worked hard to turn the ship around and are beginning bringing reserves back to a level that we can live with. Some of the funds from Federal Government for lost revenue have been helpful. Having this policy in place going forward, allows a strategic plan and use for emergencies. In policy EL4 the modifications begin at item number four, maintaining a cash flow reserve. A cash flow reserve is the amount of money you need to do your accounts payable, accounts receivable, payroll, and financial aid reimbursements, as well as monthly purchases. Usually, colleges have reserves between 10 and 20 percent, and sometimes even up to 50 percent. We have chosen a two-month reserve, about 16.67 percent of a budget. This will support business continuity and operations. In addition, we will have an emergency reserve fund, should a building burn down or other serious disaster. Lastly, there will be an initiative reserve to support future institutional growth opportunities and investments. Trustee Takamura noted the need to be certain that all the staff and faculty understand what this policy is about. The way Dr. McCarthy laid it out is perfect – it's important to have a reserve to cover the stewardship role and avoid the hoarding mentioned. We have missed opportunities that would have served us in the long-run. This is a philosophical approach and is very important. Board Chair Unti thanked Vice Presidents Rodriguez and Jackson and Dr. McCarthy for their work for this policy. He further reminded everyone to take a look again for any questions before the second read and vote to approve in June.

D. GP3 Policy Review Discussion Board Chair Unti, Trustee Palmer and Dr. McCarthy discussed the accountability issue of Board policies, suggesting reviews with an equity lens in October, February and May (non- tenure months). The second read of the policy and vote to approve will be scheduled in June.

E. Foundation Board Liaison Report Trustee Page reminded everyone of the Student Success week and program tomorrow at noon. The Foundation has been in discussion with the GESA Credit Union for RTC branding on their cards and a contribution per swipe. The legal side of this is being reviewed and more to follow. Executive Director Shaw is always looking to develop resources and long-term partnerships for funds to support students. This process involves a partnership with the Foundation and college, so due-diligence is being deployed here. CBC has also initiated this program, so we are not the first. Tomorrow will be the big student success event, Emily Parkhurst of PSBJ will share a great story.

7. MEETINGS

A. The next regularly scheduled meeting of the Board of Trustees is scheduled on June 16, 2021. An Executive session will be scheduled to begin at 1:30 p.m. to review tenure candidates.

8. ADJOURNMENT

There being no further business, it was moved by Board Chair Unti to adjourn the Board of Trustees meeting at 5:33p.m. Motion carried.

Kirby Unti

KIRBY UNTI, Board Chair
Board of Trustees

Kevin D. McCarthy

KEVIN D. MCCARTHY, President
Renton Technical College