

I. STUDY SESSION

9:00 A.M.

1. Call to Order

Chair Frieda Takamura called the meeting to order at 9:19 A.M. and noted a quorum.

2. Public Comments

There were no public comments.

3. Strategic Equity Plan

Mr. James Whitfield of Be Culture walked the group through the draft of the Strategic Equity Plan (SEP). The SEP includes indispensability and transformation and the need to write framework in a way that provides clarity and direction, as well as a critical path to get us where RTC needs to go. The combination of workforce development/skilled trades rooted in transformation and equity is unique to RTC's SEP. The Board discussed how education contributes to community in non-measurable ways and beyond initial wage, as well as continuous education opportunities, stackable programs, and more.

The group reviewed the statement drafts. The introduction draws on RTC's history. Chair Takamura discussed her background in Renton School District and commented that education is about equity and changing the community. Mr. Whitfield walked the group through the objectives and a strategic framework infographic as well as the Mission Statement draft. The group talked about deficit mindset and avoiding ineffective direction. The group looked at the Diversity, Equity, and Inclusion (DEI) Statement draft. The feedback from campus about the Core Values is that the values are fine—RTC has a set of core values that we can build culture around. When taken together, the Core Values should define expectations for how we engage with one another. The Goal Areas will likely be where the indicators are brought forward. From an accreditation point of view, an indicator is how we know if we're meeting our mission. Implementation will include addressing challenges with the SEP.

Executive Cabinet joined the Board. The Board will provide oversight, and Executive Cabinet will provide management. Be Culture's recommendation is that the Trustees discuss and report on implementation activities relative to the framework on a quarterly basis. The Board Chair has the authority to set the Board agenda. The Board can choose to plan quarterly study session discussions about framework and implementation activities. The focus of the critical path is ensuring activities for each year are appropriately executed in sequence.

Mr. Whitfield walked the group through the SEP structure and implementation guidance. In response to the accreditation report, the recommendation is for the strategic indicators to be pulled forward from the Bridge Plan. The definition of an FTE is a student who takes 15 credits. Federal Financial Aid (Title IV) puts a full-time student at 12 credits. The Foundation grants scholarships based on unmet need and has no full-time requirement.

The trustees expressed a preference for the “Transformation through learning” statement. The group discussed what “equitable technical college education” means in the context of funding models and regulations around donation. RTC’s enrollment mirrors its service area more closely than other similar colleges. The trustees requested that DEI be placed in the Mission Statement. The group talked about collapsing the Mission Statement and DEI Statement. Legislatively, there is a requirement to have a DEI Statement. The SEP is a 5-year plan with goal areas tied to the SEP. The group reviewed the Vision, Mission, and DEI Statements.

In the context of systems thinking, culture is a group’s collective expectations and patterns of behavior that are rooted in values and lived out among people, relationships, and rules within a system. We use values to help us understand the behaviors that we’re looking for. The group talked about “belonging” and “community” that is consistent with the context of the learning community. Chair Takamura requested that community be imbued in all of the goal areas. The Board is in agreement that students are best served when RTC works with community.

Mr. Whitfield briefed the group on bringing the Bridge indicators into the SEP. Implementation will include Shared Governance, communication structures, and deepening relationships with partnership and workforce development. There needed to be framework prior to implementation guidance. Now that the framework has been established, the indicators can be put into the framework.

II. MEETINGS

1. Regular Board Meeting – May 15, 2024 at 3:00 P.M.

The next regular Board meeting is scheduled for May 15, 2024 at 3:00 P.M.

III. ADJOURNMENT

There being no further business, Trustee Debra Entenman motioned to adjourn the Board of Trustees meeting at 2:18 P.M. Trustee Bob Zappone seconded, and the motion carried.

IV. REGULAR BOARD MEETING

1. Call to Order

Chair Takamura called the meeting to order at 3:02 P.M. and noted a quorum.

2. Adoption of Minutes

A. April 17, 2024 – Special Session and Regular Meeting

Trustee Entenman introduced a motion to approve the minutes for the special session and regular meeting held on April 17, 2024. Trustee Zappone seconded, and the motion carried.

3. Communications

A. General Information/Introductions

Lesley Hogan, Vice President of Human Resources, introduced Jada Cloy, the new HR Generalist. Jada (she/her) comes to RTC from an HR role at a local, private four-year college, banking, and received her bachelor's from Washington State University. Saleea Cornelius, ASG President and Running Start Student introduced herself, as well as Trinity Baker and Leslie Wofford of Student Leadership. Chair Takamura thanked College Technology Services (CTS) for their work going above and beyond in service to the community. She also thanked Facilities and Maintenance for their work on all the ongoing projects, and the Veterinary Tech program for giving her dog, Tofu, such a great bath. Vice Chair Norouzi thanked the Financial Aid Department for staying committed and patient to ensure that students get the aid that they need.

B. Correspondence

There was no correspondence.

C. Public Comments from the Audience

There were no public comments.

D. Student Leadership

Saleea Cornelius, ASG President, briefed the group on Unity Fest. There were a lot of people who enjoyed the food trucks and festivities. Leslie Wofford noted that it was great to see so many students on campus, especially since COVID. Trinity Baker reported being busy running around behind the scenes and had a lot of fun. There was also an educational Jeopardy game. Chair Takamura commended the group for their outreach and great turn out. Trustee Entenman noted that she enjoyed playing Cards Against Humanity before the Board meeting started.

Wade Parrott III, Associate Director of Student Engagement and Retention, thanked Student Leadership and Doris Martinez, Executive Director of Diversity, Equity, and Inclusion, for their work on Unity Fest. Commencement is Friday, June 21. It will be similar to last year, with some behind-the-scenes improvements with lineup. Staff and faculty, are encouraged to attend and volunteer. About 1,000 graduates have applied with an anticipated turnout of about 700. Regalia is on its way and the community will be notified as soon as it

arrives. Chair Takamura thanked Director Parrott for coordinating everything on this very large task.

Jason, a Band Instrument Repair Technology (BIRT) Student, presented on the Horn Conference in Denton, Texas. 14 current RTC students attended various sessions, with 39 current and former RTC students in attendance. RTC is very well-received in the BIRT community, which included international attendees. Chair Takamura thanked Jessica Ganska for her leadership.

E. Renton Federation of Teachers (RFT)

There was no RFT report. Chair Takamura inquired why there was no RFT report given that this is Collective Bargaining time. Trustee Entenman asked for an update on the status of the Collective Bargaining. VP Hogan stated that the group is talking about final financials and a proposal was delivered. There have been a series of tentative agreements (TAs). Chair Takamura asked if the agreement would come to the Board in June. VP Hogan stated that she is hopeful that there will be an agreement soon. Chair Takamura noted that it is important that Shared Governance be robust.

F. Written Communication Reports

Trustee Entenman asked that the outreach plan for the McCarthy Bridge grant be part of the next Board meeting.

4. Action Items

A. Building H Remodel

Jacob Jackson, Vice President of Administration and Finance, briefed the group on the Building H Remodel. New construction was planned for across the street prior to COVID. To better utilize state resources, and after campus input, alternatives were explored. The Building H remodel would include expanded outside areas, a new façade, more student seating inside the building, more natural light with complete enclosures, and terracing of the below-ground portion of the building.

One of the big reasons for this proposal is that the new building had to keep shrinking the square footage. The proposed remodel would include expanded classrooms, faculty offices, and support area spaces when compared to current numbers. Two science labs can also be added to the new building. The renovation would cost about \$3M less than building new. Trustee Entenman asked what is happening with the space across the street. VP Jackson responded that once the certificate of participation (COP) is paid off, RTC can do what it likes with the space. One option is to construct a conference center and locate catering services in the new space. Trustee Entenman asked about costs for new construction. The current building is not habitable. Another COP would need to

be procured for construction. Trustee Zappone asked about a construction schedule. VP Jackson stated that there will not be funding for construction until 2027-2028. Funding to tear down the building across the street is in funding for the construction.

There has been some vandalism in the years since RTC has owned the building, but nothing regular. There are currently underutilized class spaces, and so classes would be moved to vacant classrooms during construction. There is adequate classroom space around campus in order to prevent instruction interruption. Dr. Harden stated that the new building will have more student spaces, better spaces for faculty, and will create a campus center. Building a conference and catering space will help create more revenue streams. If the Board approves this, there will be a feasibility study for the new building. The building across the street would be paid for with catering funds. VP Jackson stated that Bellevue College changed from a new building to a remodel, however it is rare that a college has a new building funded.

After considering the recommendation presented to the Board, Trustee Entenman moved to approve the remodel of Building H instead of construction of a new building. Vice Chair Norouzi seconded, and the motion carried.

5. Discussion/Reports

A. President's Report

Dr. Harden thanked Executive Cabinet for stepping in while she was away attending to family matters and noted that she expects that all campus members be supported when they need to step away from their roles.

The mid-cycle accreditation report was submitted, and will be sent to campus later this week. Thank you to all the staff and faculty who participated, specifically Dr. Stephanie Delaney (Vice President of Instruction), Lia Homeister (Director of Institutional Research and Effectiveness), Andrea Samuels (Associate Dean of Instruction), and Dr. Sarah Wakefield (Dean for General Education and Transfer) for their support of this process.

We hosted Dante King under the leadership of the Office of Diversity, Equity, and Inclusion (DEI). Earlier this week, there was a Renton Promise Launch meeting to support Renton Promise after monies have expired. We are seeking ways to sustain the program, which has been very successful in its first year.

We spent the bulk of the day on the SEP. Thank you to everyone who has participated in the SEP process. The RTC Employee Awards are next Wednesday. The final All-College Meeting will be on June 10.

B. Financial/Budget Status

VP Jackson briefed the group on financials for month ending in March of 2024. Tuition and fees continue to be ahead of schedule. RTC has collected about \$1M more for youth high school completion than expected. There was some money borrowed in variance. Enterprise is a little behind schedule, which was anticipated. Some monies from the Innovation Fund and Scott dollars were borrowed. The majority increase in expenditures was in salaries—about \$2M more than last year but only about \$300k more than what was expected. RTC has a purchasing cut off to ensure financial compliance. We are at about \$1M more than expected with expenditures given that that cost is almost entirely in salaries and benefits. We just ran out of our state allocation and will be spending local dollars for the last two pay periods, which will decrease our cash and revenue balances and put us approximately where we were last year.

Spring enrollment was strong thanks to Outreach, Marketing, and everyone else involved. We are about 9% over our tuition-paying students compared to last year. Overall, enrollment will continue to go up as more apprentices enroll. We are still well behind where we were pre-COVID. Budget Development is under way with upcoming Budget forums. Executive Cabinet will begin to have discussions about budget development, and the budget will be ready to present at the next Board meeting. RTC is not required to hold budget forums, but does so that the campus community is informed. Trustee Entenman asked about interdepartmental collaboration on budget forums. Executive Cabinet works closely to provide collaborative information. Trustee Entenman suggested that it would be a good idea to have a budget forum specifically for advisory committees. VP Jackson stated that in the future he would work with Dr. Delaney to provide an update to the advisory committees. Trustee Entenman suggested that advisory committee members be given information on the upcoming Budget forums. Chair Takamura shared appreciation for the messaging.

Finally, VP Jackson shared an abbreviated list of construction updates, including projects that have needed work for multiple decades. Work will continue through summer. Some work is pending new Job Order Contracts (JOCs), which will be forthcoming in the next academic year. Trustee Zappone asked about the electric vehicle charging stations. VP Jackson responded that RTC is waiting on the Department of Enterprise Services (DES).

C. Strategic Monitoring Report

Director Homeister shared a presentation on the Strategic Monitoring Report. 16 indicators were scored and 13 of the indicators met goals or were in the progress of meeting goals. The percentage of students of color continues to increase. Transition rates declined overall, but the gap between students of color and white students has narrowed, which met the benchmark. Retention rates

were high. Persistence rates (completion of four quarters or completing a program with a duration of less than four quarters to completion) went down a bit, but some attrition is expected as time goes on. Both retention and persistence have gaps of less than 5% for students of color and white students. Program effectiveness covers placements and wages. Looking at completers versus non-completers, the placement gap is narrowing. There is practically no difference in wages for completers versus non-completers. There is still a difference in lifetime wages between those who have certificates and those who do not. Part of program viability involves making it easier for students who leave to come back and continue.

RTC has 49% employees of color, and that number continues to increase. The State Board system is at 27% employees of color. Occupational supplemental financials are being transferred to Continuing Education, which is why there is a downturn in occupational supplemental financials. About a third of enrollment comes from College and Career Pathways (CCP). RTC has reduced its footprint for CCP because of a lack of state funding. RTC's CCP faculty have been recognized by the state for how large the program is.

Revenue was slightly underestimated, and expenditures were slightly overestimated. The overestimated expenditure includes transferred Scott dollars. RTC is at 18% of high-demand programs, which is defined as a skills gap. The list for the skills gap is nearly two decades old and will be updated by the state this year. This was a big year for DEI, with a new DEI Office, continued work on the Multicultural Center, and more. This was also a big year for College Technology Services (CTS) with new software and hardware rollouts. Recommendations include institutional effectiveness (centralized, systematic framework; active participation in college planning; active college governance), programmatic assessment (broad engagement, revised program review process, and student learning outcome assessment for academic and non-academic areas), professional development (more continuous training), keeping students on the path (such as shortening programs, creating part-time options, reviewing credential options, and use of Guided Pathways Navigators), and enrollment (continue strategic equity enrollment plan, review areas of enhanced FTEs, new programming, and diversifying revenue sources).

Accreditation

Dr. Delaney and Dr. Wakefield discussed the mid-cycle accreditation visit. The main purpose of this visit was to see how RTC is doing with recommendations and make sure that RTC is on track. Dr. Delaney noted that the team gave kudos to Dr. Wakefield and the report she wrote, Director Homeister's data, the diversity of employees, and the high quality of faculty and instruction. The team

suggested that documentation was insufficient. The VPI Best Practices Showcase is occurring on May 23 VIP.

6. Board of Trustees

A. Strategic Equity Plan Steering Committee (SEP SC)

ED Martinez gave an update on the SEP SC. In the last meeting, the group discussed the accreditation visit as well as the drafts of the Vision, Mission, and DEI statements. Next week, the campus will receive the listening session report. The final SEP SC meeting will be June 3, 2024.

Vice Chair Norouzi thanked everyone for allowing her to participate in these meetings and envision where the community will be going. She acknowledged that change is difficult and expressed gratitude for being bold and willing to lean into change. One thing that was eye opening for Vice Chair Norouzi was hearing about low participation rates in the campus climate listening sessions. Vice Chair Norouzi asked the campus to please submit feedback on how to better engage campus to get their voices heard.

B. Foundation Liaison Report

Carrie Shaw, Executive Director of the Foundation, reported that this has been a record rewarding year. The Foundation is working with Financial Aid to mitigate difficulties with the new FASFA form.

C. Legislative Action Liaison Report

Trustee Entenman noted that there are two initiatives that voters should pay close attention to. If the initiatives pass, they will negatively impact every budget in every state agency. It is important to look at initiatives and make an informed decision based on what is best for the state of Washington.

D. Association of College Trustees (ACT) Conference

Trustees Entenman and Zappone attended the ACT Spring Conference. One of the most interesting discussions at this event was that there will no longer be a Transforming Lives banquet. This does not mean that there won't be scholarships available for students in need. Trustee Zappone noted that he attended the conference late so that he could attend the Industry Dinner. He noted that this is the second ACT Conference he's been to, and there was a lot of inside baseball. There was good information about pathways, as well as a good talk from college presidents.

Trustee Zappone also attended the ANEW Diversity and Inclusion Summit. The energy there was terrific. The State Building Trades Council put together a Diversity Committee that is very committed. The reality is that the construction industry is changing a lot.

7. Meetings

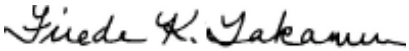
A. Special and Regular Board Meeting – June 12, 2024

The next regular Board meeting is scheduled for June 12, 2024 at 3:00 P.M.

8. Adjournment

There being no further business, Trustee Zappone motioned to adjourn the Board of Trustees meeting at 5:03 P.M. Vice Chair Norouzi seconded, and the motion carried.

FRIEDA TAKAMURA, Board Chair
Board of Trustees



YOSHIKO HARDEN, President
Renton Technical College