



**TACTC Board of Directors and Legislative Steering Committee
Joint Meeting Minutes
April 4, 2008, 9:00 a.m. to Noon – Olympia and Statewide via ITV**

Call to order: TACTC President Gene Chase (Everett) called the meeting to order at 9:00 a.m.

In Attendance:

Karen Seinfeld, Bates
Jim Cunningham, Bellingham
Felix Ramon, Big Bend
Roy Wilkinson, Cascadia
Judy Guenther, Centralia
Sherry Parker, Clark
Bob Lenigan, Clover Park
Wayne Martin, Columbia Basin
Mauri Moore, Edmonds
Gene Chase, Everett
Larry Brown, Green River
Karen Vander Ark, Highline
Lyle Lovingfoss, Lower Columbia
Pete Crane, Olympic
Jim Robinson, Olympic
Doug Sayan, Olympic
Alice Tawresey, Olympic
John Miller, Peninsula
Don Meyer, Pierce
Ronnie Behnke, Renton
Rich Zwicker, Renton

Roger Olstad, Shoreline
Don Piercy, Skagit
Barbara Clarkson, South Puget Sound
Don Cox, Spokane
Carol Landa-McVicker, Spokane
Dave Edwards, Tacoma
Jerry Hendrickson, Walla Walla
Kris Klaveano, Walla Walla
Jon McFarland, Walla Walla
Miguel Sanchez, Walla Walla
Mary Grant Tompkins, Walla Walla
Kris Pomianek, Wenatchee Valley
Sue Cole, Whatcom
Jim Carvo, Yakima Valley

SBCTC Staff:

Cable Green
Chris Reykdal
Cindy Hough, SBCTC
Candace Robbecke, SBCTC
Denise Graham

Welcome and introductions: *Gene Chase*

Gene Chase welcomed participants and explained the purpose of the joint meeting of the Board of Directors and Legislative Steering Committee.

Minutes of November 16, 2007: *Mauri Moore*

TACTC Secretary Mauri Moore presented the minutes from the November 16, 2007, Joint Board of Directors and Legislative Steering Committee meeting and asked for any changes or suggestions. Barbara Clarkson moved to accept the minutes as presented. Ronnie Behnke seconded the motion.

Motion Passed.

WACTC Report: *Chris Reykdal*

Chris Reykdal, lead staff to the Washington Association of Community and Technical Colleges (WACTC), presented the report because many of the presidents were en route to an American Association of Community Colleges conference and, therefore, unavailable.

Common course numbering: Trustees and WACTC have had a long history of advocacy for common course numbering, each having taken formal action to recommend it in the past. The State Board initially chose not to take formal action, asking the system to resolve it. That appeared to have

happened for 29 of the 34 colleges. The other five had either experienced technical issues, chose not to implement fully or chose not to implement in a timely way. That caused the State Board to take formal action to create an official policy for common course numbering. WACTC asked State Board for Community and Technical Colleges (SBCTC) Executive Director Charlie Earl to reconfirm the policy with the five remaining colleges and to ask them to get on a timeline that meets the board's interests. It's unclear whether the State Board will be required to take action every time the system collectively decides to go in a new direction. That is not the preference of the State Board or WACTC.

Gene Chase had participated in the State Board meetings and supported these recent actions. Don Cox said his college delayed action in order to give the system a chance to work it out. He also noted that the Legislature would have required action had the State Board not done so.

Center for Information Services (CIS) - <http://www.cis.ctc.edu/>: CIS is a computer system consortium that helps coordinate computer application programs among colleges. The current challenge is for the system to ultimately be moved from its narrow and inflexible program language to a web-based format. Several years ago, the vendor, Hewlett-Packard, said they will no longer support the servers for the current system, setting off a scramble to re-host. While nearing completion, it is clear the new system will operate with older technology because of technological improvements in recent years. While addressing this challenge, a question arose about whether this was function of technology and delays or a function of governance and the inability to make quick enough decisions. CIS is currently governed by the board of directors of the presidents. The WACTC membership requested the State Board office assume the authority for CIS. The State Board had not yet weighed in on the topic. There were, then, two separate issues up for discussion: governance and technology.

Don Meyer expressed the importance of working with people who are accountable and said the deliverables must be within reasonable parameters, both financial and outcome expectations. Others expressed a desire to move forward with something tried and true rather than taking the risks that go with state-of-the-art equipment. Chris said the accountability issue is being raised in the governance part of this discussion. Under the proposal, WACTC would have a dedicated Technology and Information Committee, with council and commission representatives from the system serving on the committee.

Chris said there will have to be an analysis of how future actions interface with Washington Online (www.waol.org), which is housed at the State Board. The purpose of re-hosting was envisioned to be the ability to use teaching and learning tools, both locally and systemically. Once the new platform is in place, innovations, new technologies and e-learning opportunities will be considered.

2007-08 budget report: Cindy Hough

Cindy Hough presented the 2007-08 budget report. She reviewed the current budget expenditures, stating that the current budget will not be entirely spent out for the following reasons:

- The budget has two line items for Creating Opportunities: one that sets aside funds each year for an opinion poll that is conducted every fourth year. The second line item is for ongoing operations of Creating Opportunities. This committee had been staffed by Suzy Ames, who recently moved to Pierce College. These funds, therefore, will spend out. The responsibilities for this will move to staff hired into that position.
- Legislative activity - \$1,000: This line item is budgeted to pay for ACCT meeting expenses (room rental and food) in February each year. A few years ago, ACCT picked up the costs in appreciation for work Cindy had done and has not thereafter resumed charging for the expenses each year.
- New Trustee Orientation: The second of two planned orientations was delayed into the next fiscal year. The unspent funds were to be used for a Board Chair Workshop on May 15.

Treasurer's report:

Cindy Hough presented the current TACTC treasurer's report, stating we are on track and fiscally solid.

Finance and Budget Committee report: Felix Ramon

Felix Ramon reviewed the proposed 2008-09 budget, noting the following recommended adjustments from the prior year's budget:

- All WA Academic ad: Increase from \$3,800 to \$4,000;
- Legislative Steering Committee: Reduce from \$1,700 to \$1,000 (due to increased use of technology for meetings);
- Fall Conference: Increase from \$3,000 to \$3,500;
- Spring Conference: Increase from \$6,500 to \$7,500;
- Winter Conference: Increase from \$3,500 to \$4,000;
- TACTC directory: Increase from \$3,500 to \$4,000;
- Printing and postage: Reduce from \$5,500 to \$3,500 (due to increased use of email);
- Professional development for the administrative assistant: These funds were not used because of a vacancy in the position during the year. It was recommended the amount remain the same;
- Travel – ad hoc and standing committees: Increase from \$3,000 to \$4,000;
- Travel – president: Increase from \$11,000 to \$12,000.

Felix stated that an increase to the credit card limitation will be requested at the annual meeting, from \$1,000 to \$5,000. (*Note: The actual current limitation is \$2,000.*) Felix stated the Finance and Budget Committee proposed the dues for 2008-09 remain at \$.70 per FTE.

Other adjustments to the proposed budget included:

- Unspent 2007-08 Creating Opportunities funds, in the amount of \$14,938, were carried over to the proposed 2008-09 budget. The one-time set-aside intends to help get these activities caught up. The \$122,298 proposed budget includes \$14,938 in carry-over.
- Board Chair Training: A line item was added to plan for yearly board chair training - \$1,500.
- Presidential Search Workshop: A line item was added for a yearly Presidential Search Workshop - \$1,000.
- Contingency: The amount to be listed for the contingency line-item will depend on the amount of the year-end carryover.

The total budget request was \$122,298, including the \$14,938 carryover from the unspent Creating Opportunities line item. Committee members had discussed the possibility of a lower FTE charge and decided to leave it at the current level. Committee members felt having about a year of operating funds in contingency was appropriate. Decisions on the budget would be voted on at the May 15 annual business meeting.

Cindy noted, for the current budget cycle, spending was about to hit a spike with spring convention expenses, which would spend out much of the remaining year's funds. A report was requested, with cash flow projects by month for the next six months, provided prior to convention.

<p>Action: A budget report will be produced prior to convention that reports on cash flow projections by month for the next six months.</p>
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Nominating Committee report: *Cindy Hough*

Shauna Weatherby (Clover Park) chaired this committee and served alongside Tom Malone (Seattle) and Jon McFarland (Walla Walla). Wayne Martin (Columbia Basin) had been a committee member; he stepped down when he accepted a nomination for office, moving Jon from alternate to member. The slate of candidates, to be presented at the May 15 annual business meeting, is:

President-elect:	Ronnie Behnke (Renton) Debra Lisser (Skagit Valley)
Secretary:	Mauri Moore (Edmonds)
Treasurer:	Wayne Martin (Columbia Basin)

Gene said the proxy vote process would be utilized again for elections at the annual business meeting.

Report on the 2008 legislative session: *Chris Reykdal*

Chris Reykdal reviewed a document from the packet called *Bills Passed*, cautioning that some may have been impacted by full or partial vetoes. He said the legislative session was very much about fiscal restraint and the February revenue forecast had come in less than expected. The result was a cut-back of some larger policy ambitions that legislators may have had for the colleges and others. System priorities had been: Running Start, child care, Opportunity Grant money and campus security. It was a typical short session in that very little money was spent and what was spent was on narrow legislative interests. CTCs ended up with a budget that added \$16 million; however, the governor made some vetoes, 9 percent of which were made to the college system, although colleges make up just 4.5 percent of whole system. Included in the reduction was funding for a digital library and the addition of \$500,000 for child care support (currently at \$50,000). The total of these two items was \$1.25 million. The governor was concerned about adding items that might just have to be cut next year.

Running Start: There was discussion about why colleges cannot count part of the students to make up for the difference between what colleges receive for Running Start students and what those students cost colleges. Chris explained legislative concern that increasing those counts, while having no fiscal impact on their own, might help colleges meet targets that trigger enrollment growth money.

Chris said we have not yet effectively answered the question: If no additional enrollment is required with the “free” money, what will CTCs do with the money for students already being serving? The question had been posed to presidents and will need to be answered in the next session. It was suggested CTCs take a look at information from the University of Washington and Washington State University a few years ago when they made a compelling and successful case for “quality monies”.

Technology Transformation Task Force and Technology Plan: *Cable Green, Dir. of E-Learning*

A technology plan from the work of this task force was under development. The task force is assigned to look at how technology is used by colleges in three main areas:

1. Administrative systems;
2. Teaching and learning systems; and
3. Online student services.

The current focus is on re-hosting. A report was expected within four weeks to clarify whether to continue re-hosting or do something else. The other context for this is that in the past five or six years, there has been an explosion of change in how technology is being used. Globalization and the rates

people are hooked up to broadband connections have increased dramatically. On the user end, there has been a shift to providing user- and student-centered services. Unfortunately, higher education is about 10-15 years behind most businesses.

Cable reviewed the task force's 2009-2011 technology plan outline's goals:

1. *Goal One: Teaching and learning – Increase educational capacity and effectiveness with shared resources.* This goal is designed to provide everyone in the system with an entire suite of teaching and learning technology. It is also about developing a culture of sharing and receiving, including content, courses and textbooks.
2. *Goal Two: 24/7 Online Student Services – Expand access and increase student success.* By way of example, Cable said we would be unlikely to use a bank that did not allow us to check our balance online. Students understand what businesses have done with technology to center services around the individual.
3. *Goal Three: Innovation – Develop a culture of rapid, constant change and continuous improvement.*
4. *Goal Four: Professional Development – Lifelong learning for faculty, staff, students and college leadership.* All actions being rolled out will have a professional development component.
5. *Goal Five: Enterprise Infrastructure – Establish modern administrative solutions.* This goal works to clarify whether the system should standardize purchasing systems, course management at colleges, etc., and where colleges should go their own way.
6. *Goal Six: College Technology – Improve physical network and computing infrastructure.* The colleges are not yet 100 percent wireless. This goal would work to enable students to hook up to the Internet and access their cell phones, for example, wherever they are on campus. Also, not all of the colleges have purchased enough pipe to access the state's K-20 network (<http://k12.wa.us/K-20/default.aspx>).

There was discussion about the governance of CIS. Continuity of leadership is lost as the presidents' chair position rotates yearly. One of the options that came out of a small governance group that spun off of the task force was to move CIS to the State Board. WACTC voted to recommend the governance of CIS pass to the State Board. The proposal would add a division director position and CIS would come under that position.

Strong concern was expressed about this issue and it was suggested the trustees take a position to request accountability steps and a timetable for resolution of the situation.

It was clarified that the system to be created is for software – creating a common system – and would not include vendors (purchasing goods and services). That is something that would be addressed down the road. A request was made for the cost of each of the actions in the technology plan.

Update on the Student Achievement Task Force: Wayne Martin, Jim Cunningham

Wayne said the task force had come up with a value per-point proposal, based on a small-school model. Other accomplishments included crafting a good measuring approach, an evaluation process for auditing the data system and a performance evaluation process to be made through an independent institution.

A vote taken was taken and it was a unanimous yes, with one abstention. Committee members felt they had crafted a good initiative with which to go forth.

Jim Cunningham said a minimum amount of funding would be needed to build critical mass, with the goal of at least \$200,000 per college for 2007-12. If this funding is achieved, the average amount available per college would be \$300,000 by the fifth year. That will vary greatly depending on the college size, the number of students and the number of points achieved for student success. All of the seed money and points achieved would become part of the base in following years. In the event more points are gained than can be funded, points could be banked. The cost of this program over the next five years would be around \$11 million. It was noted the State Board is very committed to this.

Update on the Compensation Task Force: *Chris Reykdal, Jim Carvo, Fred Whang*

Chris Reykdal reported that funding had been sought 18 months prior for an administrator and faculty salary study. The Legislature did not come up with funding, but the State Board did put forth funds to complete the study. Work to date included a look at what CTCs had done over time, what they are doing relative to inflation, what they are doing with respect to causing turn-over rates, the kind of mobility these folks are exercising between campuses, progress of part-time versus full-time, etc. Future activities include a review of the findings and consideration of policy options to address the findings.

Chris said turnover of presidents and vice presidents is twice that of faculty. Other findings included:

- The system is not losing staff to out-of-state hiring.
- It is believed administrators and faculty are being lost to the private sector.
- While overall pay has kept pace with inflation, part-time faculty pay has exceeded inflation because of legislative equity funding.
- Diversity is a major issue.
- Committee members will work to ensure the data supports conclusions.
- Presidential pay is becoming an issue again.
- Part-time faculty pay varies greatly between campuses.

Jim Carvo said the greatest challenge will be ensuring consistency between institutions, due to the variety of models used to deliver services at the colleges.

Setting the context for the 2009 legislative session: *Chris Reykdal, Denise Graham*

Chris Reykdal introduced SBCTC Operating Budget Director Denise Graham and said a new process was being pursued to coordinate budget discussions and involve stakeholders earlier in the process. Budget discussions had begun, including the State Board and representatives of trustees, presidents and labor representatives. Additional discussion was set to occur for trustees at the Spring Convention in May. The State Board will take action in June, so the system's major priorities will be identified much earlier. Chris indicated a majority of the budget request will likely be centered on work that has been underway for the past year around student achievement, information technology, enrollment funding and compensation.

Chris cautioned that the system could face a significant short-fall next year. At least one estimate had the short-fall at between \$2 billion and \$2.5 billion, although the actual number is impossible to know.

Denise Graham said the April/May meeting was important for providing direction to staff. Chris said one of the tasks would be to inventory the needs of the system and craft the method for delivering the message of the request, which is even more difficult than usual in deficit situations. A strategy will be

needed regarding the number of issues to seek funding for, such as whether to seek specific, narrow asks or fewer “big buckets” in order to complete statewide goals.

Trustees involved in the budget discussions were Debra Lisser (Skagit Valley), Pete Crane (Olympic) and Wayne Martin (Columbia Basin). Gene Chase asked other trustees to support them in this process.

Discussion on budget priorities: *Rich Zwicker, Wayne Martin and Pete Crane*

It was noted that the three task forces (Technology, Student Achievement and Compensation) flow out of the State Board’s *System Direction* (http://www.sbctc.ctc.edu/docs/sbctc_system_direction_final.pdf). Also, past requests that were put forth resulted in around 40 percent funding; therefore, it is probable that any request will be much higher than what is actually received.

Trustees were asked to identify what is needed from the Legislature at their colleges to achieve better student success. Responses included:

- Holding down tuition, including for students in the Guaranteed Education Tuition plan, which is increasing at about 7 percent per year;
- Equipment, which is expensive and must be kept current;
- Running Start, including specificity into the request;
- Faculty recruitment and retention, including compensation;
- Adult Basic Education and English as a Second Language;
- Campus security, with spending flexibility at the local level;
- Student retention;
- Presidents’ salaries;
- Closing the gap in the areas of math and science.

Strategic suggestions included:

- The request should be less global and more specific. The Legislature really likes data so we need to find some way to measure our needs numerically.
- Prioritize the highest needs across the system and identify what is being requested and to what degree it is needed.
- If system-wide goals are identified, specific local targets should be provided to legislators.
- Promote quality, particularly with Running Start, which community colleges are subsidizing to a degree that threatens to dilute the quality of what is being offered.

Attendees indicated the system cannot keep making do and taking internal cuts. One suggestion was to define quality and what is needed to offer high-quality services, then stand firm, with consequences identified for less funding.

TACTC timeline for budget request development: *Gene Chase*

Gene Chase encouraged trustees to meet with their presidents to seek input on budget request issues.

Promoting the 2008 May Continuing Education Conference: *Don Meyer, Karen Seinfeld, Dave Edwards and Carol Landa-McVicker*

The May 2008 Spring Convention draft agenda was presented and trustees were encouraged to attend. A new offering was planned for a Board Chair Workshop. Current chairs and others interested in leadership were encouraged to attend the May 15 morning workshop.

Adjourn: Seeing no further business, the meeting was adjourned at 11:45 a.m.