

**BOARD OF EDUCATION MEETING**  
**Bill Brod Community Center, Room 127**  
**Thursday, January 26, 2017**

(Reschedule of the meeting originally scheduled for January 11)

**5:00 pm BUFFET DINNER (Community Center, Room 126)**

**5:00 pm EXECUTIVE SESSION (Community Center, Room 126)**

The Clackamas Community College Board of Education will meet in Executive Session under ORS 192.660(2)

- To conduct deliberations with persons designated by the governing body to negotiate real property transactions. ORS 192.660(2)(e)

**5:30 pm WORK SESSION (Community Center, Room 127)**

1. Legislative Workshop / Oregon Community College Association Report
2. Core Themes/Strategic Priorities – David Plotkin

p 5

**RECESS**

**7:00 pm REGULAR SESSION (Community Center, Room 127)**

**I CALL TO ORDER** – Chair Richard Oathes

**II ROLL CALL**

**III COMMENTS FROM CITIZENS**

*All speakers must sign-in on the “Comments from the Audience, Speaker Sign-In Sheet” provided on the table at the entry-way to CC 127. Everyone signing in is asked to print legibly, note their address so informational material can be mailed to them, note whether they are a student, staff, or community member, and briefly describe the topic of testimony. Comments are limited to three minutes. This is an opportunity for testimony. Respectful consideration is expected for all comments. Individual personnel issues/concerns must not be discussed in a general public meeting.*

**IV CONSENT AGENDA**

*The Consent Agenda is designed to expedite the handling of routine and miscellaneous business of the Clackamas Community College Board of Education. By request of any Board member, an item may be removed from the Consent Agenda for discussion.*

1. Approval of:
  - a. Minutes (Work, Regular, and Executive Sessions) 12.20.16 R16/17-24a p 21
  - b. Monthly Financial Report – Director Chris Robuck R16/17-24b p 25
  - c. Capital Projects (Bond) Financial Report – Director Chris Robuck R16/17-24c p 27

<b>V</b>	<b>COLLEGE REPORTS</b>		
	2. President’s Business Report – President Joanne Truesdell		
	- Industrial Technical Center Contractor Introduction		
	- New Staff Introductions		
	- Board Recognition		
	- Bond Report		
	- Safety Report		
	3. President’s Intent to Continue – President Joanne Truesdell		
<b>VI</b>	<b>NEW BUSINESS – FIRST READ</b>		
	4. Policy IBB: Academic Freedom and Responsibility – President Joanne Truesdell		p 29
<b>VII</b>	<b>NEW BUSINESS – ACTION</b>		
	5. Ground Lease Negotiations with Clackamas Fire District – Vice President Alissa Mahar	R16/17-25	p 33
	6. Budget Principles for 2017/18 Budget Development – Vice President Alissa Mahar	R16/17-26	p 35
	7. 2016/17 Budget Amendment – Vice President Alissa Mahar	R16/17-27	p 39
<b>VIII</b>	<b>BOARD OPERATIONS</b>		
	8. Personnel Report – Dean Patricia Anderson Wieck		p 41
	9. Future Board Agenda Items – Board Chair (Refer to Board Planning Calendar)		
	10. Board Chair Business Report		
	11. Clackamas Community College Education Foundation – Jean Bidstrup, Board Liaison		
	12. Oregon Community College Association – Ron Adams, Board Liaison		
	13. Oregon School Boards Association Legislative Policy Committee – Ron Adams, Committee Member		
	14. Bond Project Citizen Oversight Committee – Jane Reid, Co-Chair		
	15. Board of Education Community Reports		
<b>IX</b>	<b>ASSOCIATION REPRESENTATIVE REPORTS AND COMMENTS</b>		
	16. Associated Student Government (ASG) – Jairo Rodriguez, President		
	17. Full-Time Faculty – Nora Brodnicki, President		
	18. Part-Time Faculty – Leslie Ormandy, President		
	19. Classified – Enrique Farrera, President		
<b>X</b>	<b>ADJOURNMENT</b>		

<p><i>Note: CCC Board of Education meetings are held in accordance with open meeting laws and accessibility requirements. Individuals requiring assistance or accommodations due to a disability should contact the Disability Resource Center at 503-594-3181 at least 48 hours in advance of this meeting.</i></p>
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## DATES TO REMEMBER

### 2016-17

Friday, January 2

**Wednesday, January 11**

Monday, January 16

**Wednesday, February 8**

Friday, February 10

Monday-Friday, February 13-17

Monday, February 20

Thursday, February 23

**Wednesday, March 8**

TENTATIVE - March 12

Monday-Friday, March 27-31

**Wednesday, April 12**

**Friday, April 21**

April TBA

**Wednesday, May 3**

Wednesday, May 10

**Wednesday, May 10**

Thursday, May 18

Monday, May 29

Thursday, June 15

Friday, June 16

**Wednesday, June 21**

New Year's Day, College closed

**Board of Education Meeting, 5:00 p.m., CC 127**

Martin Luther King, Jr. Day, College closed

**Board of Education Meeting, 5:00 p.m., CC 127**

Winter Inservice, 1:00-4:00 p.m.

ACCT National Legislative Summit, Washington D.C.

Presidents' Day, College Closed

Skills Contest

**Board of Education Meeting, 5:00 p.m., CC 127**

Scholarship Reception, 2:00 pm, Randall Gym

Spring Break

**Board of Education Meeting, 5:00 p.m., CC 127**

**Board of Education Retreat 1:00-5:00, TBA**

OCCA All Oregon Academic Team Brunch

**Budget Committee Meeting, 5:00 p.m., Gregory Forum**

Spring Retiree Event, 2:00, Gregory Forum

**Budget Committee/Board of Education Meeting, 5:00 p.m., CC 127**

ELC Groundbreaking, details TBA

Memorial Day, College closed

GED & Adult High School Diploma Graduation Ceremony, 7:00 p.m.

College Certificate & Degree Graduation Ceremony, 7:00 p.m.

**Board of Education Meeting, 5:00 p.m., CC 127**



<b>CCC Board of Education – Topic Summary</b>	
Topic:	Core Themes and Strategic Priorities
Date:	January 11, 2017
Presenter:	David Plotkin
Division/Department:	Instruction and Student Services
<b>RECOMMENDATION:</b>	<b>First review of changes to language describing core themes and informational review of 2016-17 work plan regarding 2016-19 Strategic Priorities.</b>

**REASON FOR BOARD CONSIDERATION:**

The Board should be apprised of issues pertaining to accreditation, mission fulfillment and strategic priorities. Changes to Core Themes will be on future agendas, and input on current direction is needed from the Board.

**EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:**

Feedback on basic direction provided regarding Core Themes and clarification, if needed, of 2016-17 Strategic Priority actions.

**BACKGROUND:**

The Board usually receives reports on progress towards mission fulfillment via Core Themes. Because of the NWCCU recommendations, we will review briefly and selectively our progress on Core Theme indicators, but focus our presentation on revisions to language describing Core Themes, discuss potential changes to Core Theme Objectives and Indicators, and review 2016-17 Strategic Priorities actions in direct alignment with Core Themes and Mission Fulfillment.

**BUDGET IMPACT/SOURCE OF FUNDS:**

N/A

**ATTACHMENTS:**

2016-17 Strategic Priorities: Objectives and Actions

**FUTURE REPORT:**

February 8, 2017



## 2016-17 Strategic Priorities: Objectives and Actions

*Clackamas Community College's (CCC) working document for the 2016-17 Academic year, documenting objectives, milestones, and progress to date.*

*For 2016-17, CCC will focus on specific objectives and milestones towards success for the 2016-19 Strategic Priorities. In 2017-18, we will have new objectives and indicators for Core Themes and Mission Fulfillment, and will adopt clear indicators of success for strategic priorities that are aligned with mission fulfillment indicators.*

### Guided Pathways

**Strategic Priority:** Increase students' success in reaching their goals in the most efficient and cost-effective way possible.

### College Readiness

**Strategic Priority:** Prepare all incoming students for success through academic and non-academic support services and strengthen curricular, instructional, and student services partnerships with high schools in our College's district to improve readiness for Clackamas Community College.

### Academic Relevance and Innovation

**Strategic Priority:** Continue to create an overall portfolio of high-quality, relevant, innovative and evidence-based instructional methods, programs, environments and models in order to better serve our students and community.

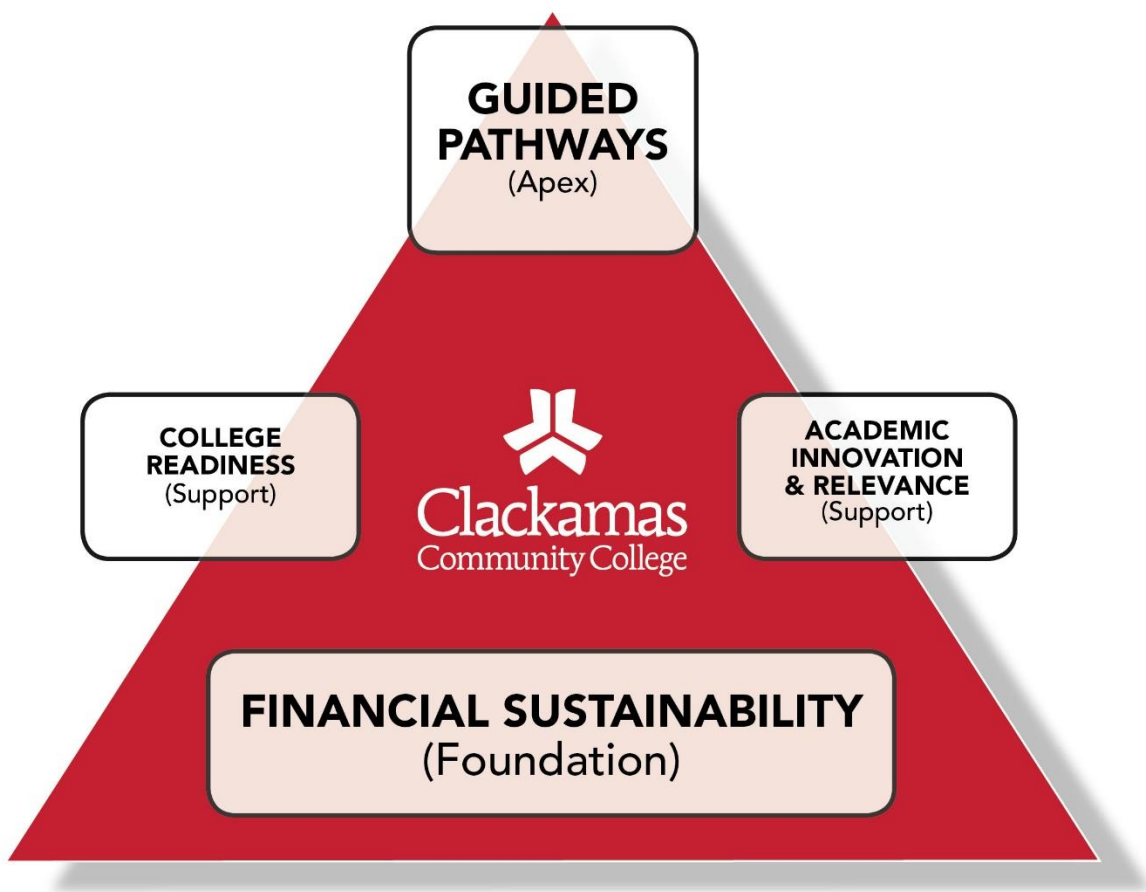
### Financial Sustainability

**Strategic Priority:** Increase institutional resources and capacity in order to better fulfill our mission through: 1) obtaining more grants and donations; 2) using existing resources more effectively; 3) creating sustainable programs, services, and partnerships; 4) preserving public trust through responsible and transparent fiscal operations.

# STRATEGIC PRIORITIES 2016-2019

## Relationships

*(Outcome: Improve Student Success)*





## Guided Pathways

**Strategic Priority:** Increase students' success in reaching their goals in the most efficient and cost-effective way possible.

Objective: Degree- and certificate-seeking students will have clearly articulated guided educational and career pathways based on each student's stated intent.

**Action:** Ensure that **assessment** of student learning outcomes is fully integrated at the program and degree level and is used to document student achievement and inform academic planning and improvement. *(Applies to more than one Strategic Priority)*

Strategic Priority rationale: Guided Pathways - the creation of default pathways through curriculum depends on assessment work, including clear curriculum maps. See also Academic Innovation and Relevance.

*On point: Bill Waters*

2016-17	2017-18	2018-19
X	X	

**Action:** Develop identifiable and assessable learning outcomes for the general education and related instruction components of applied degree and certificate programs. *(Applies to more than one Strategic Priority)*

Strategic Priority rationale: Guided Pathways - the creation of default pathways through curriculum depends on assessment work, beginning with learning outcomes, in order to understand whether existing curriculum is meeting intended needs of students. See also Academic Innovation and Relevance.

*On point: Cynthia Risan*

2016-17	2017-18	2018-19
X		

**Action:** Implement Student Planning software for targeted programs in winter of 2017, all programs in summer of 2018.

Strategic Priority rationale: Guided Pathways - students need support and guidance to understand where they are in their degree path – Student Planning software provides such a navigation system to students and advisors.

*On point: Tara Sprehe*

2016-17	2017-18	2018-19
X	X	

**Action:** Support Student Planning implementation team by dedicating appropriate Information and Technology Services (ITS) resources to support project through each of its phases (completed by fall

2017). Help remove barriers to success when identified (e.g. reducing staff time on other projects to focus on college strategic priorities).

Strategic Priority rationale: Guided Pathways - ITS focused support is critical for Student Planning implementation.

*On point: Dion Baird*

2016-17	2017-18	2018-19
X		

**Action:** Strengthen staff and faculty advising through the collaborative advising model.

- Tools and training for faculty are developed
- Practicing intrusive advising with students
- Continue to develop advising model and integrate with emerging collaborative advising project outcomes.

Strategic Priority rationale: Guided Pathways - Collaboration between faculty advisors and staff advisors allows for a seamless transition from on-ramp into a program, and allows for communication and problem solving for at-risk students.

*On point: Tara Sprehe*

2016-17	2017-18	2018-19
X	X	X

**Action:** Collaborate to create workshops and other trainings for faculty and staff focusing on the needs of students related to collaborative advising and customer service.

Strategic Priority rationale: Guided Pathways - In addition to training that ensures compliance, alignment across professional development programs in support of the principles of guided pathways will further student success.

*On point: Patricia Anderson Wieck*

2016-17	2017-18	2018-19
X	X	X

**Action:** Implement changes in curriculum to support creating guided pathways for transfer and Career Technical Education (CTE) students.

- Develop meta-majors or communities of interest for incoming students.

Strategic Priority rationale: Guided Pathways - Creating meta-majors provides a clearer entry into curriculum and helps students identify goals early in their academic career.

*On point: Sue Goff*

2016-17	2017-18	2018-19
X	X	X

**Action:** Implement an orientation program based on the parameters of the Data Quality Grant. *(Applies to more than one Strategic Priority)*

Strategic Priority rationale: Guided Pathways - Students are more likely to be prepared and motivated for college if they receive clear initial guidance. *(Applies to more than one Strategic Priority)*

*On point: Tara Sprehe*

2016-17	2017-18	2018-19
X	X	

**Action:** Assign key ITS personnel to orientation program project implementation team. Support implementation team by removing any identified barriers to success, ensuring key personnel understand orientation product (third party), reduce support to non-college priorities to better support institutional priority. Create system to ensure prompt response to items related to project (e.g. possible changes to admission application process).

Strategic Priority rationale: Guided Pathways - ITS focused support is critical for implementing a mandatory online orientation program.

*On point: Dion Baird*

2016-17	2017-18	2018-19
X	X	

**Action:** Support and implement the Facility Upgrade Request (FUR) process in a timely manner so that Guided Pathway projects can be ranked and budgeted. Complete Guided Pathways Facility Work Orders (FWOs) in a timely manner such that facilities are available for success. Investigate FWO software to determine if a Strategic Priority can be “tagged”. *(Applies to more than one Strategic Priority)*

Strategic Priority: Guided Pathways and College Readiness - Prioritize guided pathway projects that require facilities support.

*On point: Bob Cochran*

2016-17	2017-18	2018-19
X	X	X

→Milestones for success in meeting Strategic Priority objectives in 2016-17 for **Guided Pathways**. We will be successful by June 2017:

- when we have begun analyzing assessment data for educational programs in order to understand how well students are meeting our learning outcomes and how well those learning outcomes contribute to their stated intent;
- when we have initiated curricular pathways to ensure students successfully meet their goals;
- when we have initiated an online orientation for students and tested and implemented Student Planning Services software and the Collaborative Advising model to assist students in meeting their educational goals;
- when all instruction, student service, and college service partners are collaborating to remove project barriers.

## College Readiness

**Strategic Priority:** Prepare all incoming students for success through academic and non-academic support services and strengthen curricular, instructional, and student services partnerships with high schools in our College’s district to improve readiness for CCC.

Objectives:

- Streamlined advising and support processes for high school and pre-secondary students that result in their arrival at CCC ready for the coursework in their planned program of studies.
- Preparatory work with incoming students that results in day one readiness for success in academics and their program of study; provide support and advising about financial, transportation, or other non-academic needs.

**Action:** Implement holistic academic placement practices to inform students’ educational planning, including integrated support services and appropriate course options. Continue participation in statewide efforts to improve placement processes.

Strategic Priorities rationale: College Readiness - Holistic academic placement practices ensure that, before students fully enter a program, they are appropriately placed in coursework using multiple measures, and they are provided support leading to more successful persistence, college transition, and completion.

*On point: Tara Sprehe*

2016-17	2017-18	2018-19
X	X	X

**Action:** Continue providing technological support to the Placement Advising for Student Success (PASS) and assessment data team (implementing the input of assessment scores such ACT, ACCUPLACER, PASS, etc.) as they identify efficiencies and process for utilizing colleague.

Strategic Priority rationale: Guided Pathways - Information Technology Systems focused support is critical for continued success of placement practices.

*On point: Dion Baird*

2016-17	2017-18	2018-19
X	X	X

**Action:** Create workshop and other trainings for faculty and staff focusing on the needs of students related to collaborative advising and customer service. *(Applies to more than one Strategic Priority)*

Strategic Priority rationale: Guided Pathways - In addition to training that ensures compliance, alignment across professional development programs in support of the principles of college readiness will further student success.

*On point: On point: Patricia Anderson Wieck*

2016-17	2017-18	2018-19
X	X	X

**Action:** Continued work and support for Developmental Education Redesign and Accelerations including First Year Experience, College Success Programs, and integration of WorkSource Operational standards in order to increase pre-college learner transitions to college coursework.

Strategic Priorities rationale: College Readiness - Classes and services that prepare students for college-level work should not unduly slow them down or take them off their pathway.

*On point: Tara Sprehe*

2016-17	2017-18	2018-19
X	X	X

**Action:** Better align Adult Basic Skills, Developmental Education, and Workforce Innovation and Opportunity Act (WIOA) students with appropriate academic support such as placement, orientation, and educational planning through enhanced internal and external partnerships.

Strategic Priorities rationale: College Readiness - Classes and services that prepare students for college-level work should not unduly slow them down or take them off their pathway.

*On point: Lisa Davidson*

2016-17	2017-18	2018-19
X	X	X

**Action:** Support new technologies like the third party, real-time, online advising tool for our high school partners (Cranium Café). Ensure understanding of technology and support processes. Support integration of technical platforms and databases for our federal and state programs, such as Workforce Innovation and Opportunity Act (WIOA).

Strategic Priority rationale: Guided Pathways - ITS focused support is critical for the tools which help successful transition to college.

*On point: Dion Baird*

2016-17	2017-18	2018-19
X	X	X

**Action:** Implement an orientation program based on the parameters of the Data Quality Grant. *(Applies to more than one Strategic Priority)*

Strategic Priority: College Readiness - Students are more likely to be prepared and motivated for college if they receive clear initial guidance. *(Applies to more than one Strategic Priority)*

*On point: Tara Sprehe*

2016-17	2017-18	2018-19
X	X	

**Action:** Assign key Information and Technology Services personnel to orientation program project implementation team. Support implementation team by removing any identified barriers to success, ensuring key personnel understand orientation product (third party), reduce support to non-college priorities to better support institutional priority. Create system to ensure prompt response to items related to project (e.g. possible changes to admission application process).

Strategic Priority rationale: Guided Pathways - ITS focused support is critical for implementing a mandatory online orientation program.

*On point: Dion Baird*

2016-17	2017-18	2018-19
X	X	

**Action:** Support and implement the Facility Upgrade Request (FUR) process in a timely manner so that Guided Pathway projects can be ranked and budgeted. Complete Guided Pathways/College Readiness Facility Work Orders (FWO's) in a timely manner such that facilities are available for success. Investigate FWO software to determine if a Strategic Priority can be "tagged". (*Applies to more than one Strategic Priority*)

Strategic Priority rationale: Guided Pathways and College Readiness - Prioritize guided pathway projects that require facilities support.

*On point: Bob Cochran*

2016-17	2017-18	2018-19
X	X	X

→Milestones for success in meeting Strategic Priority objectives in 2016-17 for **College Readiness**. We will be successful by June 2017:

- when we have defined academic and non-academic readiness for high school students entering CCC In collaboration with key CCC and high school faculty and staff;
- when we have begun mapping advising and support services for high school and pre-secondary students;
- when we have hired new placement coordinator, trained faculty and staff with an updated PASS process, and continued participation in statewide efforts to improve placement processes;
- when we have adjusted, supported and marketed the new MTH 98 pathway, produced initial analysis of effectiveness of WRD sequence and identified needed test changes in STEM MTH curriculum for development in 2017-18

## Academic Relevance and Innovation

**Strategic Priority:** Continue to create an overall portfolio of high-quality, relevant, innovative and evidence-based instructional methods, programs, environments and models in order to better serve our students and community.

Objectives:

- For **Academic Transfer:** Ensure that educational offerings and services prepare students for successful transfer to four-year post-secondary institutions.
- For **Career and Technical Education:** Review and update educational offerings and services in ways that are consistent with stakeholder business and industry expectations for a prepared workforce.
- For **Essential Skills:** Educational offerings and services use recognized best practices in skills development for adults, English as a second Language (ESL) students and students developing quantitative and literacy skills.
- For **Lifelong Learning:** Training and community education meet the needs and expectations of the community.

**Action:** Ensure that **assessment** of student learning outcomes is fully integrated at the program and degree level and is used to document student achievement and inform academic planning and improvement. *(Applies to more than one Strategic Priority)*

Strategic Priority rationale: Academic Innovation and Relevance - In order for programs to be relevant we need to assess how effectively their outcomes lead students to pertinent learning for transfer and/or employment. *(Applies to more than one Strategic Priority)*

*On point: Bill Waters*

2016-17	2017-18	2018-19
X	X	

**Action:** Develop identifiable and assessable learning outcomes for the general education and related instruction components of applied degree and certificate programs. *(Applies to more than one Strategic Priority)*

Strategic Priority rationale: Academic Innovation and Relevance - In order for programs to be relevant we need to assess how effectively their outcomes lead students to pertinent learning for transfer and/or employment. See also Guided Pathways.

*On point: Cynthia Risan*

2016-17	2017-18	2018-19
X		

**Action:** Collaborate with Facilities to ensure strong integration of academic program needs in bond-funded projects.

Strategic Priority rationale: Academic Innovation and Relevance - For many programs (science, technology, health and nursing) updated facilities and space are necessary to maintain their relevance and to innovate.

*On point: Cynthia Risan*

2016-17	2017-18	2018-19
X	X	X

**Action:** Collaborate with Instruction and Student Services to ensure strong integration between academic programs and instructional needs in bond-funded projects and other facility renovations.

Strategic Priority rationale: Academic Innovation and Relevance - For many programs (science, technology, health and nursing) updated facilities and space are necessary to maintain their relevance and to innovate.

*On point: Bob Cochran*

2016-17	2017-18	2018-19
X	X	X

**Action:** Review and update educational offerings and services in ways that are consistent with stakeholder business and industry expectations for a prepared workforce.

- Identify certificate pathway programs for developing concurrent enrollment options (e.g., Integrated Basic Education Skills Training) that align with workforce demand.
- Know labor market needs; compare occupational needs to our current programs and services (strengths, gaps); know our competition in the labor market area.

Strategic Priority rationale: Academic Innovation and Relevance - Innovation and relevance require a clear understanding of market demand and existing / competing programs.

*On point: Lisa Davidson*

2016-17	2017-18	2018-19
X	X	X

→ **Milestones for success in meeting Strategic Priority objectives in 2016-17 for Academic Innovation and Relevance. We will be successful by June 2017:**

- when we can demonstrate that all academic transfer and CTE programs (including general education / related instruction) have assessment plans that are being implemented to determine 1) how those programs can be improved to contribute to student success and 2) meet business, community, and transfer partner expectations.
- when we are satisfied that new building projects and/or renovations will lead to student's success, because of 1) the level of collaboration in implementing bond projects; 2) the clarity of the implementation process.
- when we have a complete environmental scan of the labor market and a comparative study of CC offerings that are intended to lead directly to employment.



## Financial Sustainability

**Strategic Priority:** Increase institutional resources and capacity in order to better fulfill our mission through: 1) obtaining more grants and donations; 2) using existing resources more effectively; 3) creating sustainable programs, services, and partnerships; 4) preserving public trust through responsible and transparent fiscal operations.

Objectives:

- A fiscal plan that both tracks revenue and expenses over the next five years and demonstrates our commitment to maintaining the board’s minimum ending fund balance throughout the five year planning period.
- Tools and timelines that communicate and implement an integrated system of assessment, strategic planning, and mission fulfillment measurement – particularly that link resource allocations to assessment and planning.

**Action:** Clarified and efficient planning and budgeting integration (Simplified planning process.)

*On point: Bill Waters*

2016-17	2017-18	2018-19
X		

**Action:** Update the five year budget plan with known changes in revenues and expenses and recommend changes to improve sustainability and maintain Board fund balance targets. Provide a vetted five year forecast to Board and College for budget development.

*On point: Alissa Mahar*

2016-17	2017-18	2018-19
X	X	X

**Action:** Develop grant seeking and grant writing capacity. Obtain capital and program grants that support mission fulfillment and engender sustainable service and partnerships.

*On point: Chris Robuck*

2016-17	2017-18	2018-19
X	X	X

**Action:** Develop partnerships with business and industry to provide customized training, small business training and services, and workforce support. Obtain contracts to create sustainable programs and support services and deliver additional revenue to the general fund.

*On point: Lisa Davidson*

2016-17	2017-18	2018-19
X	X	X

**Action:** Partner with the Business Office to determine additional efficiency within processes for cost and time savings (e.g. duplication process).

*On point: Alissa Mahar*

2016-17	2017-18	2018-19
X		

**Action:** Develop accounting structure and procedures that would enable departments to capture selected expenditures by academic program.

*On point: Chris Robuck*

2016-17	2017-18	2018-19
X	X	

**Action:** Develop and document Foundation policies and procedures, to provide guidance to donors, the Foundation Board, and staff. Develop processes to ensure the maintenance of the economic value of endowments to support scholarship and Funds for Excellence awards in perpetuity.

*On point: Paul Moredock*

2016-17	2017-18	2018-19
X	X	

**Action:** Partner with divisions to ensure appropriate and effective onboarding and reduce employee turnover costs.

*On point: Patricia Anderson Wieck*

2016-17	2017-18	2018-19
X	X	X

**Action:** Develop/facilitate risk management training for 1) supervisors and 2) all employees in order to reduce liability costs and time spent in behavioral intervention of employees and in management of disputes which lead to grievances.

*On point: Patricia Anderson Wieck*

2016-17	2017-18	2018-19
X	X	X

→Milestones for success in meeting Strategic Priority objectives in 2016-17 for **Financial Sustainability**. We will be successful by June 2017:

- when requests for resources are initiated with clear understanding of intended impact on measures of mission fulfillment, and are evaluated after implementation.
- when we have a budget for 17-18 and a budget model through 2020-21 that reflects an ending fund balance equal to or greater than the Board of Education mandated minimum.
- when we have outlined and are ready to implement planning and budgeting processes that are integrated, i.e. the assessment and planning calendar leads to conclusions that will guide budget allocation and decision-making at all levels.
- when we increase revenues from grants and contracted services.
- when we have in place a variety of new practices that improve efficiencies and/or reduce cost or risk.

Current Core Themes	Recommended Revisions
<p><b>Academic Transfer:</b> We provide education that results in successful academic transfer to a four-year institution.</p>	<p><b>Academic Transfer:</b> We prepare learners to transition to a four-year institution and attain their goals for further education.</p>
<p><b>Career and Technical Education:</b> We provide education and training that reflect the economic needs of the community and region and lead to successfully attaining employment.</p>	<p><b>Career and Technical Education:</b> We prepare learners to attain their education and training goals for career entry and advancement through programs and services that reflect regional labor market needs.</p>
<p><b>Essential Skills:</b> We provide education that supports high school completion and learning English, and develops essential skills such as mathematics, reading, and writing.</p>	<p><b>Essential Skills:</b> We prepare learners for high school completion, English language proficiency, and foundational skills in mathematics, reading, and writing.</p>
<p><b>Lifelong Learning:</b> We provide diverse special events, enrichment programs, and continuing education opportunities and develop strong partnerships with our community agencies.</p>	<p><b>Lifelong Learning:</b> We provide events, services, and training for professional, cultural, and personal development and the enrichment of our community.</p>



<b>CCC BOARD OF EDUCATION – TOPIC SUMMARY</b>	
Topic:	Minutes of the Work, Regular, and Executive Sessions from December 20, 2016
Date:	January 11, 2017
Division/Department:	President’s Office
<b>RECOMMENDATION:</b>	Approval of the Minutes for December 20, 2016



**BOARD OF EDUCATION MEETING  
MINUTES**

**December 20, 2016**

**(Rescheduled from December 14, 2016, meeting which was cancelled due to inclement weather)**

**EXECUTIVE SESSION**

Board Chair Richard Oathes Convened Executive Session under ORS 192.660(2)(d) and 192.660(2)(e) on Tuesday, December 20, 2016, in Barlow Hall Room 221 at 9:32 a.m. with the following Board members participating in person: Richard Oathes and Chris Groener. Members participating via phone were: Jean Bidstrup, Jane Reid, Greg Chaimov, and Ron Adams. Also present were HR Dean Patricia Anderson Wieck; Vice President David Plotkin; President Joanne Truesdell; and Recorder Denice Bailey.

Labor Negotiations

Staff discussed labor negotiations with the Board.

Real Property

Staff discussed a real estate issue with the Board.

Executive Session adjourned at 10:07 a.m.

**REGULAR SESSION**

**CALL TO ORDER**

Chair Richard Oathes called the regular meeting of the Clackamas Community College Board of Education to order at 10:10 p.m. on Tuesday, December 20, 2016, in Barlow Hall Room 221.

**ROLL CALL**

Declaration of a quorum. Board members participating in person were: Richard Oathes, Chris Groener. Members participating via phone were: Jean Bidstrup, Jane Reid, Greg Chaimov, and Ron Adams. Member Dave Hunt was excused

College Representatives in attendance: President Joanne Truesdell, Vice President David Plotkin, Full-time Faculty President Nora Brodnicki, Part-time Faculty President Leslie Ormandy, Classified President Enrique Farrera, and Board Secretary Denice Bailey (Recorder).

Others in attendance: Director Chris Robuck, Dean Patricia Anderson Wieck, Dean Cynthia Risan, Dean Bob Cochran, Executive Director Jack Hardy, and Executive Director Lisa Davidson.

### **CONSENT AGENDA**

The Board considered the approval of the following:

- a. Minutes (Work, Regular, and Executive Sessions) 11.09.16
- b. Monthly Financial Report
- c. Capital Projects (Bond) Report
- d. Non-Credit Training Certificate

**R16/17-15** Chris Groener moved, Jean Bidstrup seconded the motion, to approve consent agenda items a through d. Motion passed unanimously by roll call vote.

### **NEW BUSINESS – ACTION**

#### Part-Time Faculty Contract

Vice President David Plotkin reviewed the contract changes for Part-Time Faculty and asked the Board to approve the contract

**R16/17-17** Ron Adams moved, Chris Groener seconded the motion to approve the contract between the Part-Time Faculty Association and the CCC Board of Education, effective July 1, 2016, through June 30, 2019. Motion passed unanimously by roll call vote.

#### Contract Award: CMCG Selection for Industrial Technical Center (ITC)

The Board agreed to move this item up on the agenda at staff request. Dean Bob Cochran reviewed the process followed for selection of a contract for the ITC. He will return in January for an introduction to the contractor.

**R16/17-22** Jean Bidstrup moved, Ron Adams seconded the motion to award a contract to Lease Crutcher Lewis, LLC, for Construction Manager/General Contractor services for the pre-construction and construction of the Industrial Technical Center, in the amount of \$50,000. Motion passed unanimously by roll call vote.

#### Program Suspensions

Vice President David Plotkin reviewed the background on the recommendation to suspend the programs listed, including lack of enrollment and changes in the way utilities hire and train. Board Member Chris Groener asked how the loss of these programs affects the Wilsonville campus. David said we continue to offer general education classes there and apprenticeship programs have been moved to that campus. Director Shelly Tracy is currently in the process of creating a strategic plan for the campus. The building is being used at about 65% capacity and we are looking at ways to increase activity in the building. PGE still pays 1/3 of the cost to operate the building and continues to offer training there. David will bring the strategic plan for Wilsonville to the Board when complete.

**R16/17-18** Jane Reid moved, Chris Groener seconded the motion to approve the following Program Suspensions: Energy and Resource Management Associate of Science Degree Program, Energy and Resource Management Certificate of Completion, Occupational Health and Safety Career Pathway

Certificate, Utility Trade Preparation: Lineworker Career Pathway Certificate, Utility Workforce Readiness Career Pathway Certificate, and the Utility Field Technician Career Pathway Certificate, effective Spring Term, 2017. Motion passed unanimously by roll call vote.

Program Approval: AAS Industrial Maintenance Technology Degree

Vice President David Plotkin presented information on this new AAS degree. There is a high demand, high wage job market for this set of skills.

**R16/17-19** Jean Bidstrup moved, Chris Groener seconded the motion to approve a new Associate of Applied Science Degree in Industrial Maintenance Technology, effective Fall Term, 2017. Motion passed unanimously by roll call vote.

Program Approval: Industrial Maintenance Technology Certificate of Completion

Vice President David Plotkin reported this Certificate of Completion is aligned with the new AAS degree, and asked for Board approval.

**R16/17-20** Ron Adams moved, Chris Groener seconded the motion to approve a new Certificate of Completion in Industrial Maintenance Technology, effective Fall Term, 2017. Motion passed unanimously by roll call vote.

Program Approval: Industrial Maintenance Technology –Mechanical Maintenance Certificate of Completion

Vice President David Plotkin said this is Certificate of Completion is also aligned with the new AAS degree, but is for mechanical maintenance.

**R16/17-21** Jane Reid moved, Chris Groener seconded the motion to approve a new Certificate of Completion in IMT Mechanical Maintenance, effective Fall Term, 2017. Motion passed unanimously by roll call vote.

**BOARD OPERATIONS**

Resolution on Right to Learn

President Joanne Truesdell reported this resolution is in response to the need for clarification for undocumented students and the staff that serve those students. This is a resolution that directs the President to create an Administrative Regulation to ensure student information is protected. Board Member Ron Adams asked about the declaration of being a sanctuary university made by PSU. Joanne said the term “sanctuary” has no legal standing and could mislead students into believing we can protect them and their families from law enforcement. Ron and Board Member Chris Groener would like to publicize this resolution. Classified President Enrique Farrera spoke to the Higher Education Coordinating Commission (HECC) and is proposing a state-wide resolution on this subject.

**R16/17-23** Ron Adams moved, Greg Chaimov seconded the motion to adopt resolution R16/17-23 regarding Right to Learn, which implements Board Policy BBA: Board Powers and Duties. Motion passed unanimously by roll call vote.

As there was no other business to come before the Board, the meeting was adjourned at 10:41 p.m.

January 11, 2017  
Date

\_\_\_\_\_  
Denice Bailey, Recorder

\_\_\_\_\_  
Richard Oathes, Board Chair

\_\_\_\_\_  
Joanne Truesdell, Clerk



Topic:	Monthly financial report -- All funds
Date:	January 11, 2017
Presenter	Alissa Mahar, Vice President of College Services Chris Robuck, Director of Fiscal Services
Division/Department:	College Services/Business Services
Recommendation:	Approval of monthly financial report- All Funds

**ALL FUNDS**  
**Statement of Revenue, Expenditures and Changes in Fund Balance**  
2016-17 at November 30, 2016

	<u>Fund Balance at Start of Year</u>	<u>Revenue and Other Sources</u>	<u>Expenditures and Other Uses</u>	<u>Net Revenue (Expenditures)</u>	<u>Fund Balance at Report Date</u>
General	\$ 18,670,489	\$ 37,404,033	\$ 20,784,480	\$ 16,619,553	\$ 35,290,042
Fee	2,000,970	1,407,048	1,223,604	183,445	2,184,415
Innovation	-	630,930	142,846	488,083	488,083
Debt Service	2,444,082	3,096,927	357,225	2,739,702	5,183,784
Capital Projects (Bond)	25,120,777	-	5,446,936	(5,446,936)	19,673,840
Staff Computer Replacemt	-	150,000	-	150,000	150,000
Equipment Replacement	1,551,798	609,516	156,257	453,259	2,005,057
Major Maintenance	2,912,459	490,918	96,837	394,081	3,306,540
Student Technology	471,185	493,814	167,035	326,779	797,964
Internal Service	311,250	91,919	129,479	(37,560)	273,691
Bookstore	1,237,580	788,625	848,717	(60,092)	1,177,488
Customized Training	557,608	181,889	177,784	4,105	561,713
Intramurals and Athletics	35,782	221,648	155,978	65,670	101,452
Student Life & Leadership	138,738	61,485	21,869	39,616	178,354
Computer Lab	113,143	32,352	14,660	17,691	130,835
Retirement	1,832,617	750,000	322,894	427,106	2,259,723
Student Financial Aid	49,964	6,989,726	7,907,360	(917,635)	(867,670)
Grants and Contracts	666,045	586,751	1,169,495	(582,744)	83,301
WIOA Grant	(1)	617,469	864,306	(246,837)	(246,838)
Insurance Reserve	291,520	100,000	34,447	65,553	357,074
PERS Reserve	1,000,000	2,000,000	-	2,000,000	3,000,000
<b>Total</b>	<u><u>\$ 59,406,006</u></u>	<u><u>\$ 56,705,051</u></u>	<u><u>\$ 40,022,209</u></u>	<u><u>\$ 16,682,842</u></u>	<u><u>\$ 76,088,848</u></u>

**NOTES**

**Student Financial Aid, Grants and Contracts, and WIOA:**

Expenditures for these funds normally occur prior to billing or drawdown of funds. Revenue for reimbursements from grantors are normally billed and recorded in the month subsequent to when the expenditures were incurred, causing a negative fund balance at month end. Final billings and draws at year end will offset any expenditures for the year.

**CONSENT AGENDA**

**AGENDA ITEM 1b  
R16/17-24b**

Topic:	Monthly financial report -- General Fund
Date:	January 11, 2017
Prepared by:	Alissa Mahar - VP of College Services Chris Robuck - Director of Fiscal Services
Division/Department:	College Services/Business Services
Recommendation:	<b>Approval of monthly financial report - General Fund</b>

GENERAL FUND	November 2016		Year to Date 2016-17		Year to Date 2015-16		Fiscal Year 2016-17		Projected is Better (Worse) than Budget
	Actual	% of Budget	Actual	% of Budget	Actual	% of Budget	Budget	Projected	
<b>REVENUE</b>									
State comm college support	\$ -	0%	\$ 7,006,282	50%	\$ 7,134,997	56%	\$ 14,022,081	\$ 14,398,893	\$ 376,812
Property taxes	18,782,018	106%	18,960,910	107%	11,280,249	67%	17,775,438	17,869,331	93,893
Tuition, net of waivers	3,555,494	24%	9,736,940	67%	9,062,546	64%	14,581,349	14,655,560	74,211
Other revenue	601,165	27%	1,443,648	66%	764,860	43%	2,189,076	1,829,567	(359,509)
Transfers in	-	0%	256,254	111%	70,000	100%	230,000	70,000	(160,000)
Total revenue	<u>22,938,678</u>	<u>47%</u>	<u>37,404,033</u>	<u>77%</u>	<u>28,312,651</u>	<u>62%</u>	<u>48,797,944</u>	<u>48,823,351</u>	<u>25,407</u>
<b>EXPENDITURES</b>									
Personnel services	3,521,137	9%	13,050,423	34%	12,028,503	33%	38,377,350	38,941,895	(564,545)
Materials and services	356,653	5%	3,115,247	45%	3,017,606	48%	6,974,414	6,772,909	201,505
Capital outlay	38,976	31%	52,202	41%	92,216	31%	126,273	119,959	6,314
Transfers out	-	0%	4,566,607	104%	2,361,833	96%	4,406,587	4,546,587	(140,000)
Total expenditures	<u>3,916,766</u>	<u>8%</u>	<u>20,784,480</u>	<u>42%</u>	<u>17,500,157</u>	<u>38%</u>	<u>49,884,624</u>	<u>50,381,350</u>	<u>(496,726)</u>
Net revenue (expenditures)	<u>\$19,021,912</u>		16,619,553		10,812,494		(1,086,680)	(1,557,999)	(471,319)
Fund balance at start of year			18,670,487		15,710,997		18,613,498	18,670,487	56,989
Fund balance at report date			<u>\$35,290,040</u>		<u>\$26,523,491</u>		<u>\$17,526,818</u>	<u>\$17,112,488</u>	<u>\$ (414,330)</u>
								8,478,489	

*Fund balance in excess of minimum 10% of revenue, excluding July state appropriation payment*

**AMOUNTS USED FOR BUDGET AND PROJECTIONS**

State comm college support: CCSF for 2015-17 (in millions)	\$ 550	\$ 550
Property taxes: Increase over prior year	4.5%	4.5%
Tuition, net of waivers: Change in student FTEs from prior year	1.0%	3.0%
Personnel services:		
PERS rate as % of actual General Fund wages	19.1%	19.6%

Materials and services: Except where actual is known, projected is 5% less than budget for underutilization

Fund balance in excess of minimum 10% of revenue, excluding July state appropriation payment

In odd numbered years the last quarterly payment for the biennium from the Community College Support Fund is delayed until July of the subsequent biennium. The college records the payment as accrued revenue for budget purposes, but for planning purposes subtracts the accrued payment in the calculation of fund balance in excess of minimum.

**CONSENT AGENDA**

**AGENDA ITEM 1c  
R16/17-24c**

Topic:	Monthly financial report -- Capital Projects (Bond) Fund
Date:	January 11, 2017
Prepared by:	Alissa Mahar - VP of College Services Chris Robuck - Director of Fiscal Services
Division/Department:	College Services/Business Services
<b>Recommendation:</b>	<b>Approval of monthly financial report - Capital Projects (Bond) Fund</b>

	<u>Actual, inception to November 30, 2016</u>							
	<u>Budget</u>	<u>All Projects</u>	<u>Harmony West</u>	<u>Industrial Technical Ctr &amp; Barlow Lot</u>	<u>DeJardin Science Complex</u>	<u>Major Maintenance</u>	<u>Unrestricted \$s for Project Related Costs</u>	<u>Total</u>
<b>NET REVENUE</b>								
Proceeds/premium of debt issue		46,948,269						
Bond sale costs		(386,747)						
Refunding of long-term debt	14,717,927	<u>(14,717,927)</u>						
Net bond proceeds		31,843,594						31,843,594
Interest earned on bond proceeds		181,751						181,751
State grants for construction								-
Other grants								-
Unrestricted General Fund transfer							2,000,000	2,000,000
Net revenue		<u>32,025,345</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000,000</u>	<u>34,025,345</u>
<b>EXPENDITURES</b>								
<b>Planning</b>								
Project management (inici)		242,810						
OR City land use application		10,748						
Oregon City master planning		103,797						
<b>Harmony West</b>								
Purchase land & OIT building	20,000,000							
OIT building demolition			4,208,741					
Project management (inici)			552,949					
Architect, engineering & permits			166,187					
Construction			1,464,070					
Furniture and equipment			1,468,207					
Other (modulars, legal, etc.)			124,362					

	Actual, inception to November 30, 2016							
	<u>Budget</u>	<u>All Projects</u>	<u>Harmony West</u>	<u>Industrial Technical Ctr &amp; Barlow Lot</u>	<u>DeJardin Science Complex</u>	<u>Major Maintenance</u>	<u>Unrestricted \$s for Project Related Costs</u>	<u>Total</u>
<b>Industrial Technical Center</b>	12,000,000							
Project management (inici)				87,225				
Architect, engineering & permits				1,101,035				
Furniture and equipment				45,000				
Other				14,351				
<b>Barlow parking lot</b>	6,000,000			201,807				
<b>Barlow automotive remodel</b>	10,000,000							
<b>DeJardin addition</b>	10,000,000							
Project management (inici)					876			
<b>Pauling remodel</b>								
<b>Major maintenance</b>	26,000,000							
Project management (inici)						67,977		
IT network infrastructure	2,000,000					1,492,355		
IT wireless upgrade						461,704		
Meyers Road extension	4,000,000					25,540		
Elevator and ADA upgrades						66,374		
Title IX (Randall locker rooms)						2,199,796		
North tunnel remodel (Randall)						2,840		
Clairmont electrical service						17,621		
Roofing						675,607		
Safety and security upgrades						-		
<b>Costs paid from unrestricted \$</b>							299,242	
Total expenditures	<u>108,917,927</u>	<u>357,356</u>	<u>7,984,516</u>	<u>1,449,418</u>	<u>876</u>	<u>5,009,814</u>	<u>299,242</u>	15,101,221
<b>COMMITTED: contracts minus expenditures to date</b>								<u>13,822,605</u>
<b>AVAILABLE: not yet spent or committed</b>								<u>5,101,519</u>

**NEW BUSINESS – FIRST READ****AGENDA ITEM**

<b>CCC Board of Education – Topic Summary</b>	
Topic:	Policy IBB: Academic Freedom
Date:	January 11, 2017
Presenter:	Joanne Truesdell, President
Division/Department:	Executive Offices
<b>RECOMMENDATION:</b>	<b>First read on revisions to Policy IBB: Academic Freedom</b>

**REASON FOR BOARD CONSIDERATION:**

Changes to this policy were recommended by the Northwest Commission on Colleges and Universities (NWCCU).

**EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:**

Clarification of this policy will assist the college in our mission:

*To serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.*

**BACKGROUND:**

NWCCU visited CCC in spring of 2016 for the Year Seven accreditation report. After the visit, NWCCU provided commendations and recommendations for CCC. One of the recommendations was to expand and clarify the Board policy on academic freedom and responsibility.

While CCC has an existing Board policy (IBB: Academic Freedom), the Commission felt it was too broad and did not mention the responsibility aspect of academic freedom.

A task force of CCC administrators and faculty developed the attached draft policy. This document will go to Presidents' Council and College Council in January for feedback and will return for Board action on February 8.

**BUDGET IMPACT/SOURCE OF FUNDS:**

N/A

**ATTACHMENTS:**

Draft Policy IBB: Academic Freedom and Responsibility

**FUTURE REPORT:**

February 8, 2017



## **Academic Freedom and Responsibility**

~~As a public institution, the College does not promote any particular political or religious point of view, but rather encourages exploration of many points of view.~~

**The purpose of this policy is to promote public understanding and support of academic freedom and professional responsibility to the students, to the community, and to College staff.**

**Clackamas Community College is operated for the common good and not to further the interest of either individuals working at the College or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and is applied to teaching and other College-related activities. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the instructor in teaching and of the student in learning. It carries with it duties correlative with rights.**

- 1. Faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but paid research should be based upon an understanding with the authorities of the institution.**
- 2. Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.**
- 3. College and university teachers are members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.**

END OF POLICY

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**Legal Reference(s):**

[ORS 341.290\(2\)](#)  
[ORS 336.477](#)

[OAR 589-008-0100\(1\)\(f\)](#)

U.S. CONST. amend. I; U.S. CONST. amend. XIV.  
OR. CONST., art. I, § 8.





<b>CCC Board of Education – Topic Summary</b>	
Topic:	Ground Lease Negotiations with Clackamas Fire District #1 (CCFD)
Date:	January 11, 2017
Presenter:	Alissa Mahar, Vice President
Division/Department:	College Services
<b>RECOMMENDATION:</b>	Authorize staff to enter ground lease negotiations with Clackamas County Fire District on the Harmony Community Campus.

**REASON FOR BOARD CONSIDERATION:**

CCC would like to advance ground lease negotiations with Clackamas Fire District #1 (CCFD), in order for CCFD to construct their new administrative offices on the Harmony Community Campus. The ground lease will address the location of the building, lease term, lease payments, as well as other commitments/requirements.

**EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:**

This new development will help to activate the Harmony Campus area in Clackamas County, and will support expand the exposure of students in the Health Sciences and Public Services programs to career observations, internships, work experiences and hiring. In addition, CCFD employees will have strengthened access to professional development opportunities. An example of this strengthened partnership includes co-sponsored events such as the Community Health and Safety Fair. This event brought community members and students onto campus for a collaborative event that allowed Health Science programs the opportunity to do outreach and practice their learned skills alongside professionals in the field.

Overall, CCFD and CCC will work together and participate in each other's efforts as related to emergency response, student training, outreach and stakeholder engagement. CCC is already working with the Clackamas County Sheriff's Office, so this partnership will advance additional Clackamas County engagement with CCC. Having CCFD's presence at the Harmony campus will reduce campus isolation and create a safer atmosphere for employees and students. CCFD and CCC will share community spaces in all Harmony campus buildings, which will visibly demonstrate collaboration and partnership.

## Strategic Priorities Relevance:

- Financial Sustainability – Leased ground space creates an ongoing revenue stream flowing to CCC. In addition, partnering with CCFD brings in-kind resources to the table on joint initiatives to benefit students and/or CCC. CCC will leverage this partnership in developing college-wide response strategies to major events, threat assessment, and trauma recovery efforts, which will include CCFD's as a responder.
- Academic Innovation and Relevance – Having CCFD as a closer partner will prompt and reinforce opportunities to share ideas and advance innovation around integrated mobile health, emergency preparedness, response recovery, criminal justice, threat assessment, and continuity of operations planning, which benefits the entire college and students. CCFD will be able to

advise CCC on academic programs, as related to their areas of expertise. For example, EMT students participate in ride-a-longs and use CCFD training facilities for extrication experience.

Core Theme Relevance:

- Career and Technical Education – CCFD will be able to provide valuable insights to CCC about programs to address industry needs in the areas of emergency medical response, trauma response and firefighting. CCFD will be a resource for students who are wanting additional training and exposure to emergency response skills, since they will have a presence on campus.
- Lifelong Learning – The CCFD partnership will allow for a unique opportunity to leverage the skills of CCFD staff to provide students and CCC staff exposure to the basics of emergency preparedness, first aid, and CPR, which prepare them for real world situations. CCC and CCFD will be able to customize enrichment opportunities and swing into action quickly, given a closer proximity.

**BACKGROUND:**

The CCFD approached the College approximately 18 months ago regarding the potential site. The Board expressed a desire to learn more and the most recent information was regarding the possibility of a ground lease with CCFD was November of 2016. CCC staff have met informally with CCFD to discuss this opportunity.

Follow up responses to board member questions since November 9, 2016.

Parking Requirements. Staff conducted additional research regarding future parking requirements should CCC want to expand at the Harmony Community Campus in the future. CCC would be able to build another 40,000 square foot building (in addition to the CCFD building) on the Harmony Campus property, and utilize the existing parking plan and space capacity included in the site improvements being made during the Harmony West build.

Alternate Proposed Use of proposed CCFD site. CCC does not have an alternate proposed use for the land being proposed for CCFD use. The next opportunity for additional site development at the Harmony Community Campus is anticipated to be explored with the local community in approximately twelve to fifteen years (2028-2030). This initiative would provide a revenue stream for land not already obligated or planned for use.

Benefit to the community. In addition to community involvement partnerships and student opportunities addressed earlier in this document, the partnership between two publically funded entities allows for a leveraging of funds for constituent taxpayers. Since the land is already publically owned by CCC the total cost to taxpayers to support CCC and CCFG site location at the Harmony Community Campus is reduced.

**BUDGET IMPACT/SOURCE OF FUNDS:**

The costs of the building and future ground lease will be borne by CCFD. CCC anticipates an ongoing revenue stream for the ground lease; however, this will be addressed during lease negotiations. CCC further plans to establish lease language that would preserve the CCFD building on the Harmony Campus as a CCC building, should CCFD decide to relocate their operations.

**FUTURE REPORT:**

Staff will present a status update and/or a potential ground lease to the Board, once negotiated and near final form. This is anticipated to occur at the February Board meeting.

<b>CCC Board of Education– Topic Summary</b>	
Topic:	Budget Planning Principles
Date:	January 11, 2017
Prepared By:	Alissa Mahar, Vice President
Division/Department:	College Services
<b>RECOMMENDATION:</b>	<b>Approval of Budget Principles and Assumptions for 2017/18 Budget Development</b>

**BACKGROUND**

The Board of Education annually reviews budget guidelines as part of the budget development cycle. As described in the Government Finance Officer Association’s (GFOA) *Best Practices in Community College Budgeting*:

Budget principles are general guidelines that a college intends to honor through its budget process. Principles are not technical and can be understood and appreciated by all members of the organization and the public. By adopting budget principles, a college’s decision makers can create overarching values to help frame and guide budget deliberations. A college should collaboratively develop budgeting principles and policies with those who have executive authority to propose a budget and those who have legislative authority to approve it, as well as the strategic planning and the finance departments.

Budget principles create overarching values for prioritization and resource allocation. Key principles to consider include defining goals for student achievement, using data to drive decision making, allocating dollars optimally to create the most benefit given the cost, reviewing past spending decisions, developing and adhering to a multi-year funding plan, and accounting for and reporting the true cost of serving students and the resulting outcome.

Budget policies help a college to identify its financial action and provide a standard against which its fiscal performance can be judged. These policies could address establishing a general fund reserve, long-term forecasting, capital asset maintenance and replacement, monitoring of revenues and expenditures, diversification of revenue, pension and other post-employment benefits, and grant funding.

**REPORT**

This report articulates the budget principles which provide the parameters for the development of the 2017-18 budget. In addition, the indicators associated with the college’s fiscal health are provided with projected results based on the long term forecast.

*Budget Principles*

The college’s measures by which we are able to gauge our success in achieving all aspects of our mission in statute, accreditation and board policy are reflected in our four Core Themes. Each core theme and their respective indicators are ultimately tied to the success of each of our students, communities, and the businesses CCC serves. These indicators were adopted by the Board in 2013-2014 and at the November and December 2015 board meetings the indicators have been articulated and baseline and actual data provided. The Core Themes serve as Clackamas Community College’s primary mission elements.

## Core Themes

1. **Academic Transfer** education that results in successful academic transfer to a four-year institution.  
Students' ability to access the college to achieve their goals.  
Learning experiences that support students in achieving their goals.  
Student success when they transition to the next step beyond CCC.
2. **Career & Technical Education** that reflects the economic needs of the community and region and lead to successfully attaining employment.  
Students' ability to access the college to achieve their goals.  
Learning experiences that support students in achieving their goals.  
Student success when they transition to the next step beyond CCC.
3. **Essential skills** that supports high school completion and learning English, and develops skills such as math, reading and writing.  
Students' ability to access the college to achieve their goals.  
Learning experiences that support students in achieving their goals.  
Student success when they transition to the next step beyond CCC.
4. **Lifelong Learning** events, enrichment programs and continuing education opportunities and develop strong partnerships with our community agencies.  
Partner with education, business, industry and community organizations to provide education and enrichment programs.  
Provide the community with meaningful, informal continuing education opportunities.  
Engage the community in diverse special events that enhance educational programs and support community interests.

In developing the indicators that measure our goals and progress the college used a comprehensive data informed process. The data reviewed included student success, achievement and completion data. This process identified gaps in our data collection and gaps in our desired outcomes for our students. The gaps direct our strategic planning and influence where funds are directed. Through this gap analysis, we have identified six important internal and external drivers that will inform our budget development process for 2017-18. These drivers include CCC core themes, CCC 2016-2019 strategic priorities, grant and contract requirements, community engagement results, and the state outcomes based funding direction. Examples of these drivers, each with a representative metric follows.

- CCC Core Theme 3: Essential Skills – Number of students enrolled in developmental math who complete college level course
- CCC Strategic Priority 2: Increase Completion – Number of Degrees/Certificates/Oregon transfer modules earned
- CCC State Achievement Compact –Number of students dual enrolled in Oregon high schools
- Credential Acceleration and Support for Employment (CASE) Grant - Post-completion employment and wage statistics
- Community Engagement Results – Improved Transportation options and shuttle ridership statistics
- State Outcomes Based Funding direction – Students who earn 15 college credits in the year

### Fiscal Indicators

Discussed by the President’s Budget Advisory Group (BAG). This set of indicators is meant to provide a quick comprehensive look at the financial status of the College and therefore are meant to be examined together to provide a meaningful assessment of the current and projected conditions based on our best estimates. The colors associated with indicators are **Green = Positive**; **Yellow = Negative**; **Red = Critical**. Trends are examined to inform the yearly status.

FISCAL INDICATORS	Type	6-30-16	Forecast 6-30-17	Forecast 6-30-18	Forecast 6-30-19	Forecast 6-30-20	Forecast 6-30-21
General Fund balance in excess of minimum	reserves	\$ 11,151,381	\$ 8,478,489	\$ 8,819,187	\$ 8,984,006	\$ 8,471,496	\$ 7,178,446
Change in General Fund balance in excess of minimum	reserves	35%	-24%	4%	2%	-6%	-15%
Unrestricted fund balance - other operating funds	reserves	\$ 9,589,364					
Change in unrestricted fund balance	reserves	5%					
Change in major General Fund revenue sources	operations						
State appropriation		30%	5%	4%	4%	4%	5%
Property taxes		6%	5%	4%	4%	4%	5%
Tuition, before waivers		-1%	6%	3%	3%	3%	3%
General Fund operating surplus (deficit) as % of revenue	operations	6%	1%	0%	0%	-3%	-4%
Percentage of operating expenditures funded by grants	operations	9%					
Change in General Fund expenditures per student FTE	operations	14%	6%	4%	4%	5%	3%
Accumulated depreciation as a % of asset cost	assets						
Buildings and building improvements		34%					
Equipment		49%					
Debt svc paid from operations as a % of Gen Fund reven	debt	5%	5%	5%	5%	5%	5%

### Discussion for the Board

The principles in 2017-18 budget development process include:

1. Ensure budget supports improvements in Mission Fulfillment by integrating Strategic Priorities and assessment and core theme indicator results with budget planning decisions.
2. Consider CCC’s affordability, district median income and comparability with other metro-area community colleges when establishing total student costs, including tuition rates.
3. Infuse one-time expenditures to upgrade learning resources and support.
4. Redirect and document resources to meet learning and learning support outcomes.
5. Forecast actual 2016-2017 investments and the resulting effects through 2021-2022. Forecast proposed 2017-2018 investments/reallocations and the resulting effects through 2021-2022.
6. Bring revenues and expenditures (including PERS cost escalation) substantially in balance over the five-year planning horizon.
7. Maintain Board required 10-percent minimum ending fund balance throughout the five-year forecast.



**NEW BUSINESS - ACTION**

**AGENDA ITEM  
R16/17-27**

<b>CCC Board of Education - Topic Summary</b>	
Topic:	Budget Amendment - Appropriation Transfer
Date:	January 11, 2017
Presenter:	Alissa Mahar, VP of College Services Chris Robuck - Director of Fiscal Services
Division/Department:	College Services/Business Services
<b>RECOMMENDATION:</b>	<b>Amend the 2016-17 budget by approving the requested changes in appropriations.</b>

**REASON FOR BOARD CONSIDERATION**

Board policy DB states that the budget will be prepared in compliance with local budget law. Oregon budget law allows the governing body to amend the budget after adoption when conditions have occurred that were not known at the time the budget was prepared which require a change in financial planning.

**BACKGROUND**

The requested changes in appropriations are needed for the following purposes.

- \* Personnel Services - all funds: The changes reflect the bargaining agreements, retroactive to July 1, 2016, which were approved at the October, November and December Board meetings.
- \* Materials and Services - General Fund: The amount of student accounts receivable that will ultimately prove uncollectible is an ongoing estimate; this amendment adds \$158,000. An additional \$50,000 is requested for IT software, hardware and consultants as part of PCI (payment card industry) requirements for the processing of credit and debit card transactions.
- \* Materials and Services - Special Revenue Funds: 1) \$210,000 is requested for additional Innovation Fund projects, including redesign of the College website. 2) Accounting for the Instructional Support and Professional Development department has changed; this amendment transfers the Fee Fund balance of \$120,930 at June 30, 2016 to the Innovation Fund, and appropriates it for use. 3) Accounting for Full-time Faculty individual professional development will change to the Grants and Contracts Fund, requiring appropriations of \$115,600.
- \* Transfers out: Transfers include the items mentioned above as well as several small residual amounts finalized as part of the 2016-17 audit process.

**BUDGET IMPACT**

	RESOURCES	REQUIREMENTS			
		Personnel Services	Materials & Services	Transfers Out	Contingency
General Fund	Transfers In \$ 29,562	\$ 1,639,470	\$ 222,382	\$ 415,600	\$ (2,247,890)
Special Revenue Funds					
Unrestricted operations	Transfers In 420,930	35,602	330,930	177,524	(123,126)
Dedicated student fees	-	-	-	-	-
Externally restricted	Transfers In 115,600	-	115,600	15,627	(15,627)
Reserve funds	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Capital Projects Funds					
Externally restricted	-	-	-	-	-
Unrestricted operations	Transfers In 42,659	-	-	-	42,659
Proprietary Funds					
Enterprise funds	-	11,562	-	-	(11,562)
Internal service fund	-	4,491	-	-	(4,491)
Total appropriations	<u>\$ 608,751</u>	<u>\$ 1,691,125</u>	<u>\$ 668,912</u>	<u>\$ 608,751</u>	<u>\$ (2,360,037)</u>







## Full-Time Personnel Report

From 11/20/2016 - 12/19/2016

NAME	TITLE	EMPLOYEE GROUP	EFFECTIVE DATE
<b>NEW HIRES</b>			
Ryan Smith	Network Analyst / Service Desk Technician	Classified	11/21/2016
Claire Calhoun	Workforce Advisor	Classified	11/28/2016
Jody Carter	Workforce Advisor	Classified	12/5/2016
Lindsay Pierce	Enrollment Services Coordinator	Classified	12/5/2016
<b>SEPARATIONS</b>			
Jim Huckestein	Vice President College Services	Administrative	12/7/2016
<b>RETIRED</b>			
<b>PROMOTION</b>			