

BOARD OF EDUCATION MEETING
Bill Brod Community Center, Room 127
Wednesday, December 9, 2015

5:00 pm **BUFFET DINNER** (Community Center, Room 127)

5:15 pm **WORK SESSION** (Community Center, Room 127)

1. Choir Concert – Kathleen Hollingsworth (in commons)
2. Core Theme Report: Essential Skills – Dean Phillip King p 5
3. Core Theme Report: Career and Technical Education – Dean Cynthia Risan p 7

RECESS

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

I **CALL TO ORDER – Chair Jean Bidstrup**

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 and Regular Sessions) 11.18.15 R15/16-28a p 9
 - b. Monthly Financial Report – Director Chris Robuck R15/16-28b p 17
 - c. Capital Projects (Bond) Report – Director Chris Robuck R15/16-28c p 19
 - d. Budget Amendment/Resolution Transfer – Director Chris Robuck R15/16-28d p 21
 - e. Personnel Report – Dean Patricia Anderson Wieck R15/16-28e p 23

V **COLLEGE REPORTS**

2. President’s Business Report – President Joanne Truesdell
3. Social Web Action Group / CougarConnects – Associate Vice President Shelly Parini p 25

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|-------------|---|-----------|------|
| | 4. Course Approval Process – Vice President David Plotkin | | p 29 |
| | 5. Instruction & Student Services Master Blueprint – Vice President David Plotkin | | p 31 |
| VI | NEW BUSINESS – FIRST READ | | |
| | 6. 2016-19 Draft Strategic Priorities – Vice Presidents Jim Huckestein & David Plotkin | | p 33 |
| | 7. 2016-17 Budget Principles – President Joanne Truesdell & Vice President Jim Huckestein | | p 39 |
| VII | NEW BUSINESS – ACTION | | |
| | 8. Contract Award: Industrial Technical Center Phase I Architect – Bob Cochran | R15/16-29 | p 45 |
| | 9. President’s Evaluation Process/Evaluation Questions – Chair Jean Bidstrup | R15/16-30 | p 49 |
| VIII | BOARD OPERATIONS | | |
| | 10. Future Board Agenda Items – Board Chair (Refer to Board Planning Calendar) | | |
| | <u>Operations Reports:</u> | | |
| | 11. Board Chair Business Report | | |
| | 12. Clackamas Community College Education Foundation – Jean Bidstrup, Board Liaison | | |
| | 13. Oregon Community College Association – Ron Adams, Board Liaison | | |
| | 14. Bond Project Citizen Oversight Committee – Jane Reid, Co-Chair | | |
| | 15. Board of Education Community Reports | | |
| IX | EX OFFICIO REPORTS AND COMMENTS | | |
| | 16. Associated Student Government (ASG) – Brent Finkbeiner, President | | |
| | 17. Full-Time Faculty – Bruce Nelson, President | | |
| | 18. Part-Time Faculty – Lauren Zavrel, President | | |
| | 19. Classified – Enrique Farrera, President | | |
| X | ADJOURNMENT | | |

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| <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

2015-16

Wednesday, December 9

Thursday, December 10

Thursday-Friday, December 24-25

Friday, January 1

Wednesday, January 13

Monday, January 18

Friday, January 22

Friday, February 5

Monday-Thursday, February 8-11

Tuesday, February 9

Wednesday, February 10

Monday, February 15

Thursday, February 25

Wednesday, March 9

Sunday, March 13

Monday-Friday, March 21-25

Wednesday, April 13

Mon-Wed, May 2-4

Wednesday, May 4

Wednesday, May 11

Wednesday, May 11

Saturday, May 21

Monday, May 30

Thursday, June 9

Friday, June 10

Wednesday, June 22

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

All Staff Recognition, 12:00 p.m. and 8:30 p.m.

Winter break, College closed

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 Retreat, 1:00 p.m.

Military Family Scholarship Endowment event, Camp Withycombe

ACCT National Legislative Summit, Washington D.C.

Winter Inservice, 3:00 p.m.

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

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

NWCCU Accreditation Visit

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

50th Anniversary Birthday Party (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

| CCC Board of Education – Topic Summary | |
|---|--------------------------------------|
| Topic: | Core Theme Report: Essential Skills |
| Date: | December 9, 2015 |
| Presenter: | Phillip King, Dean |
| Division/Department: | Academic Foundations and Connections |
| RECOMMENDATION: | This item is for information only |

REASON FOR BOARD CONSIDERATION:

Informational presentation on Essential Skills Core Theme.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:

Board members will be informed about how Clackamas Community College is performing in terms of the Essential Skills Core Theme mission fulfillment and continuous improvement indicators as well strategies that are in place to strengthen this core theme.

BACKGROUND:

The Essential Skills Core Theme Team implemented a first generation of mission fulfillment and continuous improvement targets for the 2014-15 academic year. Our first presentation was made to the CCC Board of Education during November of 2014 highlighting the core theme objectives, targets, initiatives, and recommendations. The team has since captured and analyzed the 2014-15 performance data in terms of strengths, challenges, and current college initiatives that support essential skills. The team has also identified next steps for their ongoing work during the current academic year.

BUDGET IMPACT/SOURCE OF FUNDS:

N/A

ATTACHMENTS:

Presentation PowerPoint slides.

FUTURE REPORT:

There will be an annual Essential Skills Core Theme Team update during 2016-17.

| CCC Board of Education – Topic Summary | |
|---|---|
| Topic: | Core Theme Report: Career and Technical Education |
| Date: | November 20, 2015 |
| Presenter: | Cynthia Risan, Dean |
| Division/Department: | Technology, Health Occupations, and Workforce |
| RECOMMENDATION: | This item is for information only |

REASON FOR BOARD CONSIDERATION:

Annual update on Career and Technical Education (CTE) core theme indicators, performance of prior year indicators, and next steps and recommendations for the current year.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:

Board members will be informed of Clackamas Community College’s performance relevant to CTE Core Theme mission fulfillment and continuous improvement indicators. The board will be informed of the strategies in place to strengthen and improve the core theme results, which support the College’s strategic priorities.

BACKGROUND:

The CTE Core Theme Team identified and presented mission fulfillment indicators to board members in 2014. Objectives and targets were identified along with challenges and recommendations to improve. The team has since worked to identify and analyze performance data to continuously work toward improvement goals.

BUDGET IMPACT/SOURCE OF FUNDS:

There is no budget impact.

ATTACHMENTS:

None.

FUTURE REPORT:

The team will update the board members annually on outcomes, challenges, and continuous improvement goals.

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|---|---|
| CCC BOARD OF EDUCATION – TOPIC SUMMARY | |
| Topic: | Minutes of the Work and Regular Sessions from November 18, 2015 |
| Date: | December 9, 2015 |
| Division/Department: | President’s Office |
| RECOMMENDATION: | Approval of the Minutes for November 18, 2015 |



**BOARD OF EDUCATION MEETING
MINUTES
November 18, 2015**

WORK SESSION

Chair Jean Bidstrup called the work session of the Clackamas Community College Board of Education to order at 5:30 p.m. on Wednesday, November 18, 2015, in the Bill Brod Community Center at Clackamas Community College.

Core Theme Report: Academic Transfer

Dean Sue Goff, Associate Dean Matthew Altman, and student Candice Stauffer reported on the Academic Transfer core theme. Sue and Matthew shared the objectives for academic transfer, indicators of those objectives, and performance on the indicators. CCC did very well on the majority of the indicators, but there is still a gap between full time and part time students. Graduate follow-up indicators were at 100%.

Candice reported on her experience as a STEM student under the EXITO grant. She appreciated the STEM club, the math lab, and her instructors. She said the club has been able to tour local businesses such as Intel and PGE.

Sue said we are setting targets for the next two years, which will include more of the CTE transfer students and use the student intent data for the indicators.

Classified President Enrique Farrera asked if EXITO would be implemented college-wide. Matthew said it is a grant from PSU and explained the components of the grant. We have four students in the grant right now. Enrique suggested reaching out to the minority students for inclusion in this grant. Chair Jean Bidstrup asked how many students applied. Matthew said 18 applied, four accepted. Candice said the cohort will be together when transferring to PSU.

Core Theme Report: Lifelong Learning

Associate Dean Larry Cheyne and Director Jil Freeman presented information on the Lifelong Learning core theme. Larry shared the objectives, indicators for those objectives, and performance on the indicators. He reported we are at the critical level in the community education department headcount. The board reviewed which partners stopped participating in community education.

Full-time Faculty President Bruce asked what kind of tracking will be done for on-campus events. Larry responded we will track how many people attend professional development, theatre events, and other events. There was discussion about non-credit professional development.

Chair Jean Bidstrup asked about the process for curriculum development, because she read about a trip to Ireland in the *Clackamas Print*. Our community has asked the Board to find student experiences in the local area and when they see something like that, there may be some negative comments about taxpayer's money being used to go overseas instead of concentrating on more academic classes. Vice President David Plotkin said the course itself is on campus. The education tour is optional and the students pay for it themselves. The trip is educational in nature but is open to community members as well. David will have more information about the trip at the next Board meeting.

Larry reported on the recent Small Business Expo, held in partnership with the North Clackamas Chamber of Commerce. There were 58 exhibitors and it was a very positive event.

Jil reported on professional development for faculty. She shared the indicators and strategies being used to meet the indicators and reviewed some of the topics being offered this year. There have been 257 participants so far this year, compared to roughly 55 total last year.

Director Dave Hunt said the percentage of staff who say they have adequate opportunity and are encouraged to participate in professional development activities is low. He felt the number of employees who are being encouraged to participate in the offerings should be closer to 100%. Dave suggested drilling down into the details to see if there is a subset of employees that are not feeling able to participate. Jean said opportunity for continued learning is one of the Board goals and President Joanne Truesdell's goals also include professional development.

The work session recessed at 6:42 p.m. Chair Jean Bidstrup announced regular session will convene at 6:52 p.m.

REGULAR SESSION

CALL TO ORDER

Chair Jean Bidstrup called the regular meeting of the Clackamas Community College Board of Education to order at 6:52 p.m. on Wednesday, November 18, 2015, in the Bill Brod Community Center at Clackamas Community College, Room 127.

ROLL CALL

Declaration of a quorum. Board members present were: Jane Reid, Jean Bidstrup, Richard Oathes, Dave Hunt, and Chris Groener. Greg Chaimov was excused. Ron Adams arrived at 6:59 p.m.

Ex-Officios in attendance: President Joanne Truesdell, Vice President Jim Huckestein, Vice President David Plotkin, ASG President Brent Finkbeiner, Full-time Faculty Association President Bruce Nelson, ,

and Classified President Enrique Farrera.

Others in attendance: Dean Bob Cochran, Dean Phillip King, Associate Dean Matthew Altman, Director Chris Robuck, Dean Dion Baird, Director BJ Nicoletti, Public Information Officer Lori Hall, Dean Sue Goff, Dean Bill Waters, Dean Patricia Anderson Wieck, Associate Dean Larry Cheyne, Associate Dean Tara Sprehe, Dean Cynthia Risan, Associate Dean Darlene Geiger, Director Jil Freeman, Board Secretary Denice Bailey (Recorder), and other staff and community members.

COMMENTS FROM CITIZENS

Chair Jean Bidstrup reviewed the guidelines for speaking before the Board. No one signed up to speak.

CONSENT AGENDA

The Board considered the approval of the following:

- a. Minutes (Work and Regular Sessions) 10.21.15
- b. Monthly Financial Report – Director Robuck
- c. Personnel Report – Dean Anderson Wieck

R15/16-24 Jane Reid moved, Richard Oathes seconded the motion, to approve consent agenda items a, b, and c. Motion passed unanimously.

COLLEGE REPORTS

President's Business Report

President Joanne Truesdell reported CCC received a Microsoft grant of \$100,000. Also, CCC was named one of the best colleges in the west in servicing veterans and returning service personnel. Joanne expressed her appreciation for Eboni Frederick-Pettway and RB Green in the Veteran's Services office. We have built up our offerings to veterans over a long period of time and all that work has resulted in this award.

CCC won the NWC?? Presidents' Cup, which will be on display next month. This award is only given to one community college in the west, and is based on athletes' GPA and transfer rates, among other things. She appreciates the academic supports that are in place thanks to Dean Phillip King and his team.

Joanne has just returned from a meeting on campus safety and security with the governor and representatives from private and public universities and all the community colleges. They heard a report from the UCC president about what they have learned since the shooting incident. The governor will provide priority funding to UCC to recover, for up to 18 months. At that meeting, they discussed having a workgroup come together to develop teams that are made up of people from different institutions in the same geographic regions that can be of support to each other. She will determine who from CCC will be participating on these groups, as well as our internal trainings. Work groups will include faculty and classified personnel. Chair Jean Bidstrup asked if there was financial support available for implementing new security measures. Joanne said not at this time but it could be part of the next legislative session.

Jean shared that the safety open houses held on CCC campuses were successful and asked PIO Lori Hall to report. Lori reported close to 100 people participate in total. The two top priorities that came out of the open houses are ongoing emergency preparation and more security personnel on campus. She will provide a detailed report to the board in the future. Joanne said the information collected will be shared with Presidents' Council for review and next steps.

Audit Report

Director Chris Robuck introduced auditor Ken Kuhns. She reported there is a change in the audit report due to the implementation of GASB 68. We are now required to report our share of the unfunded PERS actuarial liability in the college-wide statement. This makes our records comparable to other educational organizations in the country. We are responsible for the debt, but it overwhelms the college-wide statement. The report still contains the fund reports with which the board is familiar.

Ken reported GASB 68 is the most significant thing this year, requiring any governmental unit in the United States to implement it. This shows most municipalities in a very unfavorable situation. Unfunded liabilities have always been shown somewhere in the audit report, but never as a liability on the balance sheet. Now the unfunded pension liability will be reflected in the financial statement as an expense. He is not sure what this will do to our bond rating. Some bond rating agencies are taking this into account, but others are less flexible. Ken reported one other significant highlight from the audit. The college's net position increased by over \$10M, due to revenue from tuition, taxes, state support, etc., exceeding the expenses for the year.

Ken said the college received a clean opinion. The records were well maintained. The financial statements are fairly presented. The auditors looked at overall internal controls and have found no deficiencies; looked at compliance with laws and found no exceptions. CCC is in compliance with federal rules and regulations.

Full-time Faculty President Bruce Nelson asked if GASB 68 implementation would affect the college's minimum required reserve. Vice President Jim Huckestein said no, the policy is related to the general fund and the financial statement in the back of the audit report. It does not affect the 10% minimum reserve requirement. We will be impacted by these liabilities and have always been, but now they are on the books.

Director Dave Hunt asked for clarity on the bond rating. Jim said we disclose all the information from the audit report to the bond rating agencies, including pension liabilities. Oregon has one of the highest funded pension systems in the US. This accounting change may require us to shop around more for rating agencies. Jim said he will be watching, but doesn't think it will affect our bond sales. Chair Jean Bidstrup asked if our liability will increase next year. Ken said CCC has a PERS side account, so we have a net pension asset right now. That number will be reduced significantly in next year's report, possibility into a liability.

The Secretary of State creates the rules that the auditors have to follow. They must make sure we do not expend more than we receive. Chris said she did not ask for enough money in certain funds in the June 2015 budget amendment. There were small issues within the local budget law requirements which are explained in the report. Chris said the plan for the future is we will change the way we appropriate funds to by type and by fund group rather than individual fund.

Ken reiterated that CCC received a clean opinion and everything is in order. The college should be proud of the results that it has received through the efforts of staff.

Financial Forecast

Vice President Jim Huckestein said it is a good practice to periodically look at a multi-year forecast to see how our decisions affect us financially in the long term. He reviewed the information from the forecast. This year, CCC received more state funding than was budgeted and we ended 2014/15 with a greater

fund balance than anticipated. Since we received more funding, we added two positions. The forecast also added FTE to administration for succession planning and transition. That FTE will be removed in 2017/18. Enrollments are down statewide, but we are doing better than average. New legislation requires employers to provide sick leave for qualified part time employees and goes into effect in January 2016, which will impact our costs. He reviewed our past PERS strategy and how the court's decision to overturn some aspects of PERS reform will affect our rates. Jim responded to the Board's questions about PERS. The forecast keeps state support at \$550M and projects enrollment to be stable in future years. Jim mentioned that all employee agreements will be negotiated this year.

President Joanne Truesdell said this is a conservative forecast. With a five year plan, there is time to make corrections without employee layoffs. Next month, the Board will receive the budget principles which will guide the budget process.

NEW BUSINESS – ACTION

Oregon School Boards Association Elections

Chair Jean Bidstrup reviewed the ballot from OSBA.

R15/16-25 Dave Hunt moved, Chris Groener seconded the motion, to vote to elect Ron Adams to Legislative Policy Committee Position 7, Betty Reynolds to OSBA Board Position 8, and Liz Hartman to Legislative Policy Committee Position 8. Motion passed unanimously.

President's Evaluation Process Calendar/Timeline

Chair Jean Bidstrup asked if there were any questions about the proposed timeline.

R15/16-26 Dave Hunt moved, Jane Reid seconded the motion, to approve the calendar/timeline for the 2015/16 president's evaluation with the date correction to 2015. Motion passed unanimously.

Contract Approval: Phase II of the ELC/Newell Creek Project

President Joanne Truesdell pointed out the Board should have received a written bond report. Dean Bob Cochran reviewed the ELC/ Newell Creek Project work so far. Permits are in review right now. Phase II will take us to detailed construction drawings. Brent asked when the groundbreaking will be on this project. Joanne said at the college's 50th birthday party in May 2016.

R15/16-27 Ron Adams moved, Chris Groener seconded the motion, to approve the contract with Yost Grube Hall Architecture for Phase II of the design of the ELC/Newell Creek Headwaters Project in an amount not to exceed \$191,108. Motion passed unanimously.

BOARD OPERATIONS

President's intent to Continue

President Joanne Truesdell presented her letter of intent to continue and asked the Board to accept it. She will have completed her 9th year in December. There has been a lot of changes at the college in that time. She appreciates the opportunity to be at CCC and is blessed to work with a great team. She reviewed her goals for this year and continuing into 16/17.

Future Board Agenda Items

Refer to the Board planning calendar. A presentation by Clackamas Academy of Industry and Science was added to the February agenda.

Board Chair Business Report

Chair Jean Bidstrup reported she attended the ACCT convention in San Diego. Four board members attended OCCA at Salishan. She attended the classified appreciation event, and the PNWDC anniversary celebration. Chris Groener commented that he enjoyed the workshops at OCCA. Jane Reid said OCCA was wonderful and she left feeling well informed. Dave Hunt said he got a new perspective by looking at all 17 schools statewide. He appreciates the high caliber programs that CCC is able to offer. Jean appreciated the time invested by the Board, administration, and faculty to attend sessions.

Clackamas Community College Education Foundation Report

Chair Jean Bidstrup reported Viva Clackamas was an amazing event. The rain didn't dampen anyone's spirits and \$316,000 was raised for scholarships. She thanked all the people responsible for making the event such a success.

The Foundation's Staff Drive concluded with a participation rate of 63%, raising \$60,000. The next fundraising opportunity is at the February 5 Gold Rush event to benefit military family scholarships. The event is \$125/person, which includes dinner and 2 drinks.

OCCA Report

Director Ron Adams had nothing to report, but asked about the meeting with legislators earlier this week. Dave Hunt, Greg Chaimov, and Joanne Truesdell went to Salem for legislative day and met with legislators. Because of the shooting at UCC, there is a lot of desire to focus on safety needs for the community college. Many community colleges have that same structure, so we would like to see the legislature allocate capital funding that address high priority security needs at all community colleges, not just UCC. This should be considered an emergency and addressed this session. The legislators seemed receptive. Dave said OCCA did not articulate this well as a legislative priority.

Bond Project Citizen Oversight Committee Report

COC Committee Chair Jane Reid reported they will set the agenda for the next meeting next week.

Board of Education Community Reports

Dave Hunt said the bond update presentation to Gladstone School District and Oak Lodge was well put together and helps our community see the bond dollars translated into actual projects. There were lots of questions and enthusiasm. Dave encouraged everyone to take advantage of the opportunity to present.

Jane Reid had no report.

Chris Groener reported he attended the OCCA conference, Viva Clackamas, the classified appreciation event, and policy committee meeting.

Richard Oathes attended the policy committee meeting today. Next month, he meets with the Canby School Board, The Canby City Council, and one bond presentation.

Ron Adams reported he made a bond presentation at the West Linn / Wilsonville School Board and it was a good presentation. There is space on CCC's Wilsonville campus and there is an opportunity to move a high tech industry to that space. He said Associate Vice President Shelly Parini deserved a lot of credit for this and he is very excited about the potential. President Joanne Truesdell clarified this would

support the Oregon Media Institute and our DMC program. Shelly and Vice President Jim Huckestein will be meeting to discuss this further.

EX OFFICIO REPORTS AND COMMENTS

Associated Student Government President Brent Finkbeiner reported:

ASG had a pumpkin carving event; the blood drive with the Red Cross exceeded the goal and collected 100 units of blood; the student forum today had lots of booths with information for the 120 students who attended. Right now, they are sponsoring a giving tree project and Brent explained how it will work. There is a Students Against Campus Hunger event coming up, with SNAP, Gleaners, and the Dept. of Human Services on campus to provide information. The food drive will be starting soon.

He was elected board chair for the OCCA Student Association and led his first meeting recently. They are surveying students for their top issues to take to the legislature in February. UCC is represented on the OCCA student association board, and Brent reported they are still experiencing a lot of pain related to the tragedy on campus. On behalf of the students of Oregon, ASG will prepare a letter on safety requests to the governor and would like to align with administration on these requests.

Full-Time Faculty Association President Bruce Nelson reported:

There are lots of choir concerts and performances coming up in December including a performance for the Board. Carrie Keyser, math instructor, will present at national math conference in New Orleans about CCC's PASS program. The English department had a pizza gathering to talk about transfer options. Jackie Flowers is teaching an Introduction to Oral History and the History department will offer a course on the History of Terrorism. There are two more weeks and then finals.

Classified Association President Enrique Farrera reported:

He is reporting on behalf of Part-time Faculty President Lauren Zavrel regarding SB 1556, which is the Adjunct Loan Forgiveness Act. President Joanne Truesdell reported that PIO Lori Hall and Part-time Faculty Representative MaryJean Williams are working to draft a message to go out encouraging college staff to support this bill. Chair Jean Bidstrup will review and send out under her name.

Enrique said classified employees appreciated the recent classified appreciation event. He met with Joanne today and thanked her for providing support on the concerns expressed by the classified association on safety. They are getting ready for registration week and finals week and will be very busy with students both weeks.

The meeting was adjourned at 9:10 p.m.

December 9, 2015
Date

Denice Bailey, Recorder

Jean Bidstrup, Board Chair

Joanne Truesdell, Clerk

| | |
|------------------------|---|
| Topic: | Monthly financial report -- All funds |
| Date: | December 8, 2015 |
| Presenter | Jim Huckestein, 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
2015-16 at October 31, 2015

| | <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 | \$ 15,710,997 | \$ 13,636,596 | \$ 13,957,259 | \$ (320,663) | \$ 15,390,334 |
| Fee | 1,352,895 | 1,271,227 | 848,154 | 423,074 | 1,775,969 |
| Innovation | 205,202 | 470,000 | 250,837 | 219,163 | 424,365 |
| Debt Service | 2,602,461 | 1,611,943 | - | 1,611,943 | 4,214,405 |
| Capital Projects (Bond) | 33,581,430 | 39,060 | 5,811,127 | (5,772,067) | 27,809,363 |
| Equipment Replacement | 1,538,129 | 250,000 | 95,853 | 154,147 | 1,692,276 |
| Lottery Bond Improvemts | 44,691 | - | 44,691 | (44,691) | - |
| Major Maintenance | 3,181,598 | 521,311 | 189,999 | 331,312 | 3,512,910 |
| Student Technology | 270,833 | 305,594 | 88,902 | 216,691 | 487,525 |
| Internal Service | 564,706 | 72,294 | 54,178 | 18,116 | 582,822 |
| Bookstore | 1,277,494 | 795,528 | 699,549 | 95,979 | 1,373,473 |
| Customized Training | 417,442 | 157,251 | 153,592 | 3,659 | 421,101 |
| Intramurals and Athletics | 10,580 | 160,053 | 118,168 | 41,885 | 52,464 |
| Student Life & Leadership | 169,251 | 40,438 | 50,540 | (10,102) | 159,149 |
| Computer Lab | 115,874 | 20,019 | 9,108 | 10,912 | 126,786 |
| Retirement | 1,676,869 | 1,000,000 | 286,791 | 713,209 | 2,390,078 |
| Student Financial Aid | 18,210 | 5,481,936 | 7,270,304 | (1,788,368) | (1,770,158) |
| CASE Grant | - | - | 178,003 | (178,003) | (178,003) |
| Grants and Contracts | 604,091 | 524,819 | 796,117 | (271,298) | 332,793 |
| WIA Grant | (1) | 434,181 | 600,146 | (165,965) | (165,966) |
| Insurance Reserve | 215,042 | 100,000 | - | 100,000 | 315,042 |
| PERS Reserve | 1,000,000 | - | - | - | 1,000,000 |
| Total | <u><u>\$ 64,557,795</u></u> | <u><u>\$ 26,892,251</u></u> | <u><u>\$ 31,503,318</u></u> | <u><u>\$ (4,611,067)</u></u> | <u><u>\$ 59,946,728</u></u> |

Notes

Lottery Bond Improvements, Student Financial Aid, and grant funds (CASE, Grants & Contracts, and WIA): 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
R15/16-28b**

| | |
|------------------------|---|
| Topic: | Monthly financial report -- General Fund |
| Date: | December 9, 2015 |
| Prepared by: | Jim Huckestein - VP of College Services Chris Robuck - Director of Fiscal Services |
| Division/Department: | College Services/Business Services |
| Recommendation: | Approval of monthly financial report - General Fund |

Property taxes for October had not been recorded when this report was run November 16

| GENERAL FUND | October 2015 | | Year to Date 2015-16 | | Year to Date 2014-15 | | Fiscal Year 2015-16 | | Projected is Better (Worse) than Budget |
|-------------------------------|------------------|-------------|----------------------|-------------|----------------------|-------------|---------------------|---------------------|---|
| | Actual | % of Budget | Actual | % of Budget | Actual | % of Budget | Budget | Projected | |
| | REVENUE | | | | | | | | |
| State comm college support | \$ 3,601,839 | 28% | \$ 7,108,786 | 55% | \$ 6,776,637 | 51% | \$12,844,886 | \$14,787,185 | \$ 1,942,299 |
| Property taxes | - | 0% | 185,799 | 1% | 268,323 | 2% | 16,795,698 | 17,009,988 | 214,290 |
| Tuition, net of waivers | (220,543) | -2% | 5,757,641 | 41% | 5,862,186 | 41% | 14,162,536 | 13,752,512 | (410,024) |
| Other revenue | 115,856 | 7% | 514,370 | 29% | 774,852 | 45% | 1,768,241 | 1,717,618 | (50,623) |
| Transfers in | - | 0% | 70,000 | 100% | 436,200 | 98% | 70,000 | 70,000 | - |
| Total revenue | <u>3,497,151</u> | <u>8%</u> | <u>13,636,596</u> | <u>30%</u> | <u>14,118,198</u> | <u>31%</u> | <u>45,641,361</u> | <u>47,337,303</u> | <u>1,695,942</u> |
| EXPENDITURES | | | | | | | | | |
| Personnel services | 3,025,770 | 8% | 8,985,086 | 25% | 8,680,157 | 25% | 36,312,056 | 35,483,362 | 828,694 |
| Materials and services | 423,001 | 7% | 2,561,045 | 41% | 2,484,543 | 41% | 6,274,467 | 6,113,727 | 160,740 |
| Capital outlay | 510 | 0% | 49,294 | 17% | 104,333 | 42% | 295,500 | 280,725 | 14,775 |
| Transfers out | - | 0% | 2,361,833 | 100% | 1,721,427 | 100% | 2,361,833 | 2,461,833 | (100,000) |
| Total expenditures | <u>3,449,281</u> | <u>8%</u> | <u>13,957,259</u> | <u>31%</u> | <u>12,990,460</u> | <u>30%</u> | <u>45,243,856</u> | <u>44,339,647</u> | <u>904,209</u> |
| Net revenue (expenditures) | <u>\$ 47,870</u> | | (320,663) | | 1,127,737 | | 397,505 | 2,997,656 | 2,600,151 |
| Fund balance at start of year | | | 15,710,997 | | 12,180,027 | | 15,117,000 | 15,710,997 | 593,997 |
| Fund balance at report date | | | <u>\$15,390,334</u> | | <u>\$13,307,764</u> | | <u>\$15,514,505</u> | <u>\$18,708,653</u> | <u>\$ 3,194,148</u> |

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

9,381,303

AMOUNTS USED FOR BUDGET AND PROJECTIONS

| | | |
|---|--------|--------|
| State comm college support: CCSF for 2015-17 (in millions) | \$ 500 | \$ 550 |
| Property taxes: Increase over prior year | 4.5% | 4.5% |
| Tuition, net of waivers: Change in revenue from prior year | -2.0% | -5.0% |
| Personnel services: Projected wages are 2% less than budget to account for turnover and vacancies | | |
| PERS rate as % of actual General Fund wages | 19.6% | 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
R15/16-28c**

| | |
|----------------------|---|
| Topic: | Monthly financial report -- Capital Projects (Bond) Fund |
| Date: | December 9, 2015 |
| Prepared by: | Jim Huckestein - VP of College Services Chris Robuck - Director of Fiscal Services |
| Division/Department: | College Services/Business Services |
| Recommendation: | Approval of monthly financial report - Capital Projects (Bond) Fund |

| | | REVENUE AND EXPENDITURES, inception to October 31, 2015 | | | | | | |
|--|---------------------|---|-------------------|------------------|---------------------|-------------------|------------------|-------------------|
| | Expected Completion | Budget | All Projects | Harmony Phase II | Industrial Tech Ctr | Major Maintenance | Project Related | Total |
| NET REVENUE | | | | | | | | |
| Proceeds/premium of debt issue | | | 46,948,269 | | | | | |
| Bond sale costs | | | (386,747) | | | | | |
| Refunding of long-term debt | | | (14,717,927) | | | | | |
| Bond \$s available for projects | | | <u>31,843,594</u> | | | | | 31,843,594 |
| Interest earned on bond proceeds | | | 52,480 | | | | | 52,480 |
| State grants for construction | | | | - | - | | | - |
| Foundation contributions | | | | | | | | - |
| Unrestricted General Fund transfer | | | | | | | 2,000,000 | 2,000,000 |
| Net revenue available for projects | | | <u>31,896,074</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>2,000,000</u> | <u>33,896,074</u> |
| EXPENDITURES | | | | | | | | |
| Planning, to be allocated to projects | | | | | | | | |
| Project management (inici) | | 275,000 | 55,072 | | | | | |
| OR City land use application | | TBD | 4,411 | | | | | |
| Oregon City master planning | | TBD | 101,362 | | | | | |
| Harmony phase II | | | | | | | | |
| Purchase land and OIT building | fall 2017 | TBD | | 4,208,741 | | | | |
| Project management | | | | 16,653 | | | | |
| Architect and engineering | | | | 238,255 | | | | |
| Land use and permit fees | | | | 36,835 | | | | |
| Construction | | | | - | | | | |
| Industrial Technical Center | | | | | | | | |
| Project management | fall 2018 | TBD | | | | 7,232 | | |

| | Expected Completion | Budget | REVENUE AND EXPENDITURES, inception to October 31, 2015 | | | | | Total |
|--|------------------------|--------|---|---------------------|------------------------|----------------------|--------------------|-------------------|
| | | | All Projects | Harmony Phase II | Industrial Tech Ctr | Major Maintenance | Project Related | |
| Major maintenance | | | | | | | | |
| IT network infrastructure | | TBD | | | | 1,414,111 | | |
| Meyers Road extension | | TBD | | | | 25,540 | | |
| Project management | | TBD | | | | 30,593 | | |
| Elevator and ADA upgrades | | TBD | | | | 2,042 | | |
| Title IX | | TBD | | | | 4,032 | | |
| Costs paid from unrestricted \$ | | | | | | | 166 | |
| Total expenditures | | | <u>160,845</u> | <u>4,500,484</u> | <u>7,232</u> | <u>1,476,318</u> | <u>166</u> | 6,145,045 |
| COMMITTED: contracts minus expenditures to date | | | | | | | | <u>1,139,828</u> |
| AVAILABLE: not yet spent or committed | | | | | | | | <u>26,611,202</u> |

| CCC Board of Education - Topic Summary | |
|--|--|
| Topic: | Budget amendment - resolution transfer |
| Date: | December 9, 2015 |
| Presenter: | Jim Huckestein, Vice President Chris Robuck, Director |
| Division/Department: | College Services/Business Services |
| RECOMMENDATION: | Amend the 2015-16 budget - resolution transfer |

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 include the following:

- 1 Personnel: Add three temporary positions, for 2015-16, in the President's office; the Curriculum, Planning and Research division; and Student and Academic Support Services. Add one permanent position in SASS for a career coach. Move the budget for First Year Faculty Experience from General Fund to Innovation Fund.
- 2 Materials and Services: Increase shuttle services.
- 3 Transfers: Increase the transfer into the Staff Computer Replacement Fund to update equipment.

BUDGET IMPACT

| | RESOURCES | REQUIREMENTS | | | |
|-------------------------|----------------------|--------------------|----------------------|-------------------|---------------------|
| | | Personnel Services | Materials & Services | Transfers Out | Contingency |
| General Fund | \$ - | \$ 345,065 | \$ 17,000 | \$ 100,000 | \$ (462,065) |
| Special Revenue Funds | | | | | |
| Unrestricted operations | - | 69,324 | 1,500 | - | (70,824) |
| Capital Projects Funds | | | | | |
| Unrestricted operations | Transfers In 100,000 | - | 100,000 | - | - |
| Total appropriations | <u>\$ 100,000</u> | <u>\$ 414,389</u> | <u>\$ 118,500</u> | <u>\$ 100,000</u> | <u>\$ (532,889)</u> |



Personnel Report

From 10/20/2015 - 11/19/2015

| NAME | TITLE | EMPLOYEE GROUP | EFFECTIVE DATE |
|--------------------|---|----------------|----------------|
| NEW HIRES | | | |
| John Ginsburg | Director, Student Leadership & Engagement | Administrator | 10/21/2015 |
| Eric McBride | CS Hardware/Network Lab Coordinator | Classified | 11/16/2015 |
| Brian Spring | Network Anaylst/Service Desk Technician | Classified | 11/16/2015 |
| SEPARATIONS | | | |
| Jessica Madison | Instructor, Nursing | Faculty | 10/23/2015 |
| RETIRED | | | |
| None | | | |

| CCC Board of Education – Topic Summary | |
|---|--|
| Topic: | Social Web Action Group (SWAG) /CougarConnect Report |
| Date: | December 9, 2015 |
| Presenter: | Shelly Parini, Associate Vice President Jessie Kirk, Web and New Media Marketing Specialist |
| Division/Department: | College Relations and Marketing |
| RECOMMENDATION: | This item is for information only. |

REASON FOR BOARD CONSIDERATION:

Our presentation is intended to inform the Board of Education of the efforts of CCC's Social Web Action Group (SWAG). This cross-campus committee was created to more efficiently and effectively market the college using the latest in digital technology. SWAG aligned its four major campaigns with CCC's 2013/16 strategic priorities. The campaign categories include: financial aid and scholarships; high school outreach; career technical education; and retention. The focus of the presentation will be on our most recent campaign initiative "CougarConnect and CommunityConnect," an innovative and cutting edge retention strategy.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:

CougarConnect relates to Strategic Priority 1 and CommunityConnect relates to both Strategic Priority 1: Increase Retention and Persistence and Strategic Priority 4: Improving Community Connections.

BACKGROUND:

SWAG is a dedicated interdepartmental team brought together to develop a more integrated online presence with coordinated communication across a variety of platforms. In addition to the major SWAG initiatives, a "mini SWAG" now meets once a month to cross-promote events and news. The goals of SWAG: Support CCC strategic priorities through coordinated communication; Think more strategically about content to broaden awareness and improve message longevity; Ensure CCC's online presence is fresh and updated effectively to optimize user experience; and Ensure cross-promotion of content, activities and information for optimal awareness.

BUDGET IMPACT/SOURCE OF FUNDS:

The retention campaign has cost the college approximately \$7,000. That figure includes:

- Web design and development
- Implementation of Google Analytics tracking codes
- Creation of four videos featuring student success tips to promote the web landing page
- Banners, business-sized cards, posters and fliers

ATTACHMENTS:

CougarConnect Flyer

FUTURE REPORT:

N/A



Cougar

Connect

Help is here



Help is here!

If you need help to succeed academically or personally, CCC has resources to support you.

- Tutoring
- Food & clothing pantry
- Financial aid & scholarships
- Moodle help
- Career Coaching

www.clackamas.edu/CougarConnect

| CCC Board of Education – Topic Summary | |
|--|----------------------------------|
| Topic: | Course Approval Process |
| Date: | December 9, 2015 |
| Presenter: | David Plotkin, Vice President |
| Division/Department: | Instruction and Student Services |
| RECOMMENDATION: | Information only |

REASON FOR BOARD CONSIDERATION:

Board members expressed curiosity about the process of curriculum approval. Understanding of and confidence in that process are important for overall mission fulfillment.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:

The process for curriculum development and approval relates to all of the core themes and strategic priorities, particularly core themes related to academic transfer and career and technical education and strategic priorities related to completion and retention.

FUTURE REPORT:

Possible future report in spring, as the review of curriculum development and approval is in progress.

| CCC Board of Education – Topic Summary | |
|--|--|
| Topic: | Instruction and Student Services Master Blueprint draft |
| Date: | December 9, 2015 |
| Presenter: | David Plotkin, Vice President |
| Division/Department: | Instruction and Student Services |
| RECOMMENDATION: | No action needed, for information only. Board feedback and counsel sought. |

REASON FOR BOARD CONSIDERATION:

Provides information to board about the direction of instruction and student services. This document is one of the key inputs used to develop college strategic priorities, so provides context for the agenda item concerning the first reading of 2016-19 Draft Strategic priorities.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:

This document reflects the priorities of the Vice President of Instruction and Student Services and Instruction and Student Services Divisional Deans in their efforts to address all of the core themes and strategic priorities.

BACKGROUND:

Builds on the practice of department and division blueprints developed in 2009 and is the first “academic master plan” for many years, if ever.

BUDGET IMPACT/SOURCE OF FUNDS:

There is no direct budget impact. It is expected that this plan will be aligned with institutional priorities, focused on specific goals, and adapted over time to changing needs and circumstances. Therefore, it should allow the college to use its resources efficiently and effectively to further the mission.

ATTACHMENTS:

Instruction and Student Services Master Blueprint 2016-19 ~~draft~~

FUTURE REPORT:

N/A

| CCC Board of Education – Topic Summary | |
|--|---|
| Topic: | Draft Strategic Priorities 2016-2019 |
| Date: | December 9, 2015 |
| Presenter: | David Plotkin, Vice President Jim Huckestein, Vice President |
| Division/Department: | Instruction and Student Services College Services |
| RECOMMENDATION: | This is the first reading for the 2016/19 Strategic Priorities |

REASON FOR BOARD CONSIDERATION:

This item to update, inform, and get feedback from the Board on the Draft Strategic Priorities for 2016-2019.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:

Establishment of 2016-2019 Strategic priorities will guide the College in planning, inform budget development for 2016-2017 through 2018-2019 and the resulting resource allocation decisions impacting future efforts towards mission fulfillment.

BACKGROUND:

The Board has been integral in shaping the Strategic Priorities which provide guidance in planning for the most critical elements of our Core Themes leading to mission fulfillment. The Strategic Priorities are integrated with the other elements of planning at the college including the Academic Master Blueprint, Departmental Blueprints, IT strategic Plan, Facilities Master plan.

BUDGET IMPACT/SOURCE OF FUNDS:

The Strategic Priorities will guide the most critical resource allocation decisions over the next 3 years.

ATTACHMENTS:

The Draft 2016-2019 Strategic Priorities

FUTURE REPORT:

Results of actions relating to Strategic Priorities are reported at least annually.



Draft Strategic Priorities 2016-19

College Readiness

Strategic Priority: Strengthen curricular, instructional, and student services partnerships with high schools in Clackamas Community College's district to improve college readiness.

Outcome: Increased percentage of college-ready students coming directly from high schools in our district.

Indicators:

- Developmental education placement
- 100 level enrollment, particularly in gateway courses in math, writing
- Course completion rates (A-C / pass)
- Time to degree or certificate completion

Core Theme:

Lifelong Learning - We provide diverse special events, enrichment programs, and continuing education opportunities and develop strong partnerships with our community agencies.

Financial Sustainability

Strategic Priority: Increase institutional resources and capacity in order to better fulfill our mission through: 1) obtaining more grants and donations; 2) stewarding existing resources more effectively; 3) creating sustainable programs, services and partnerships; 4) securing the confidence of major constituents in our district.

Outcome: 1) Increased revenue devoted to the support of instructional and non-instructional programs and services; 2) and improved efficiency of instructional and non-instructional programs and services.

Indicators:

- Percentage of revenue from grants and donations
- Overall margins of instructional programs
- Efficiency of all instructional and non-instructional departments and services

Core Theme: Supports all core themes.

Academic Innovation and Relevance

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

Outcome: Programs and services aligned and prioritized to have the highest impact and value to those we serve.

Indicators:

- Education provided at times, places, and using methods based upon student learning and learning support need
- Variety of modes of instructional delivery that provide education at the times and places and in the modes that work for students
- Completion and transfer data
- Employment and labor market data
- Employer surveys
- Business and industry training/professional development certificates/licensure attained
- Business and industry utilization of learning methods provided

Core Theme:

Academic Transfer - We provide education that results in successful academic transfer to a four-year institution.

Career and Technical Education - We provide education and training that reflect the economic needs of the community and region and lead to successfully attaining employment.

Essential Skills - We provide education that supports high school completion and learning English, and develops essential skills such as mathematics, reading, and writing.

Guided Pathways

Strategic Priority: Degree- and certificate-seeking students will have clearly articulated guided pathways based on their intent.

Outcome: Increased percentage of degree- and certificate-seeking students who achieve their stated intent.

Indicators:

- Percentage of degree- and certificate-seeking students with career, educational, and financial plans
- Completions, time to completion, number of credits earned toward certificate and degree completion, and transfers
- Employment data
- Transfer data

Core Theme:

Academic Transfer - We provide education that results in successful academic transfer to a four-year institution.

Career and Technical Education - We provide education and training that reflect the economic needs of the community and region and lead to successfully attaining employment.

| CCC Board of Education– Topic Summary | |
|--|---|
| Topic: | Budget Planning Principles |
| Date: | December 09, 2015 |
| Prepared By: | Joanne Truesdell, President Jim Huckestein, Vice President of College Services |
| Division/Department: | President’s Office |
| RECOMMENDATION: | First Read of Budget Principles and Assumptions for 2016-17 |

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 and the budget assumptions which provide the parameters for the development of the 2016-17 budget. Lastly, the indicators associated with the college’s fiscal health are identified and the past year status and projected 2015-2016 status are provided in a side-by-side comparison in the context of the 2013-2016 Strategic Priorities. Through discussions with the Budget Advisor Group and incorporating feedback we are recommending a more comprehensive set of fiscal indicators for the future. These indicators 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 2016-17. 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

2016-17 Budget Development Assumptions

2016-2017 is the first year of a five year forecast model for 2016-2021

Revenues

- 2015-2017 State support at \$550 million in the Community College Support Fund
- Property taxes: 2016-17 Statewide assessed values will likely increase by 4.5%
- Enrollment: Reimbursable FTEs reflects no increase over current year
- Tuition increase \$3 per credit hour in 2016-17; \$3 per credit hour annually thereafter

Expenditures

- Material & Supplies Increase – 2.0% across the board
- Personnel Increase:
 - Salaries –3.6% placed in Personnel Services Contingency for open contracts.
 - FTE above current budget: 2 full-time faculty and up to 5 new classified/exempt positions
 - Includes 2.5 FTE Part-time Admin. for transitional stability and succession for 16-17 & 17-18 only.
- PERS rate stable for 2015-17. Beginning 2017 model assumes PERS collared rates increase for next 3 biennia.

Reserves

- Instructional Equipment Replacement Schedule – maintain at \$250,000 for 2016-17
- Staff Computer Replacement – maintain at \$150,000 through VDI deployment for 2016-17
- Capital Maintenance Fund – inflationary increase of \$14,298 (3.0%) to a total of \$490,918 for 2016-17
- Transfer to PERS reserve of \$2,000,000 to capture overturned rate savings to mitigate future rate increases.
- Transfer To Innovation Fund –
 - Rebranding acceleration for 2016-2017 (\$150,000 less expected FY16 expense)
- Early Retirement Fund – Decrease in transfers due to actuarial valuation from \$1.0M to \$750,000.

General Fund - Ending Fund Balance

Maintain Target General Fund Ending Fund balance of 10%.

Risk factors that colleges should consider when setting the minimum reserve are revenue source stability, expenditure volatility, liquidity, fluctuation in student population, vulnerability to extreme and unexpected events, leverage (such as debt or other liabilities), other funds' dependency, and capital projects (non-bond funded).

2013-2016 STRATEGIC PRIORITY #3 STABILIZE COLLEGE'S FISCAL HEALTH

Recommended by the President’s Budget Advisory Group (BAG) and adopted by the board beginning in the July 2013 fiscal year identifies the indicators used to determine the fiscal performance of the college. The colors associated with progress include Green = Met; Yellow = Under Development; Red = Critical Action Required.

| Fiscal Health Indicators | Prior Year | 2015-2016 |
|---|--------------------|-------------------------|
| 1. Keep college tuition and fees relatively affordable measured by how we compare to our sister institutions. | | |
| 2. Maintain college credit rating measured by our underlying bond rating with Standard and Poors ratings agency | | |
| 3. Maintain adequate general fund reserves measured by our general fund reserves exclusive of other fund set asides | Board Policy 6% | Board Policy 10% |
| 4. Reduce levels of unfunded liabilities that do or ultimately will require cash outlays and compete with core-college offerings. These include: | | |
| a. Harmony outstanding debt - Debt Service Reserve funds payments through 2017-2018. Outstanding loan balance that paid from college’s general fund. | | Bond |
| b. Facility deferred maintenance - Combination of Bond and Capital Maintenance Fund Required Measured by the college’s facility assessment database | | Bond |
| c. Early retirement plan unfunded liability as measured by bi-annual actuarial valuation | | |
| d. PERS unfunded liability as measured by bi-annual actuarial valuation | | |
| e. Instructional equipment replacement needs as measured by replacement schedule | | Bond and Reserve |

Draft Fiscal Indicators 2016+

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 | 6-30-13 | 6-30-14 | 6-30-15 | Forecast 6-30-16 | Forecast 6-30-17 | | |
| General Fund Balance (in Excess of Mnum) | reserves | 3,007,458 | 4,504,743 | 8,259,187 | 11,234,616 | 12,646,884 | | |
| % change in General Fund balance in excess of minimum | reserves | 15% | 50% | 83% | 36% | 13% | | |
| Total unrestricted fund balance (GAAP) | reserves | \$ 6,267,663 | \$ 6,359,380 | \$ 9,169,736 | | | | |
| Percentage change in unrestricted fund balance (GAAP) | reserves | -5% | 1% | 44% | | | | |
| Change in major General Fund revenue sources | operations | | | | | | | |
| State appropriation | | -10% | 28% | 1% | 13% | -5% | | |
| Property taxes | | 0% | 6% | 7% | 6% | 5% | | |
| Tuition, before waivers | | 0% | -2% | -4% | -1% | 3% | | |
| General Fund operating surplus (deficit) as % of revenue | operations | 7% | 20% | 11% | 11% | 7% | | |
| Percentage of operating expenditures funded by grants | operations | 11% | 13% | 12% | | | | |
| Change in General Fund expenditures per student FTE | operations | 5% | 9% | 7% | 10% | 6% | | |
| Condition of Capital Assets | assets | | | | | | | |
| Buildings and building improvements | | 28% | 30% | 32% | | | | |
| Equipment | | 72% | 69% | 67% | | | | |
| Debt service paid from operations as a % of General Fund revenue | debt | 9% | 8% | 9% | 5% | 5% | | |

Discussion for the Board

The principles in 2016-2017 budget development process include:

- Ensure budget supports 2016-2019 Strategic Priorities and the intended improvements supporting our students and communities.
- Use affordability in relation to community income, in addition to being comparable with metro area community college total student costs.
- Infuse one-time expenditures to upgrade learning and learning support.
- Redirect resources to meet learning and learning support outcomes.
- Forecast proposed 2016-2017 investments and the resulting effects through 2020-2021. Ensure reaction time, to accommodate additional resources or declines in resources, in subsequent years.
- Maintain board required 10% minimum ending fund balance

The forecast assumptions will be updated after each State revenue forecast and presented to the Board.

| CCC Board of Education – Topic Summary | |
|---|--|
| Topic: | Phase 1 Contract Approval – OPSIS Architects |
| Date: | December 9, 2015 |
| Prepared By: | Bob Cochran, Dean |
| Division/Department: | Campus Services |
| RECOMMENDATION: | Approval of the Phase I contract with OPSIS Architects in an amount not to exceed \$46,000 for the programming phase of the Industrial Technical Center. |

REASON FOR BOARD CONSIDERATION:

Approval needed for Phase I Contract/Scope of work with OPSIS Architects for the Programming Services for the Industrial Technical Center.

BACKGROUND:

The 2014 Bond projects began with the Harmony Community Campus Phase II and will now move to the Oregon City Campus with the design and construction of the Industrial Technical Center (ITC). In preparation for the bond campaign, the college commissioned a Strategic Facility Assessment (SFA) to assess the needs of the college. The SFA listed the Industrial Technical Center as one of the three facilities needed to complete the mission and goals of the college at the Oregon City Campus. In concept, the SFA estimates the ITC to be two floors with high bays over the manufacturing equipment with a total square footage of 53,580 and an estimated total cost of approximately \$16 million. Of note is that this project will receive \$8 million dollars in state matching funds.

To select the most qualified architect for this project the college staff followed the required *“Oregon Administrative Rules, Division 48, Models Rules for Consultant Selection; Architectural, Engineering and Land Surveying and Related Services Contracts”* process.

To that end, we performed the following required steps:

1. On August 10th the College advertised Request for Qualifications (RFQs) from firms interested in providing architectural services for the ITC. This included a pre-proposal meeting and tours at the Oregon City Campus with interested firms.
2. Qualifications were due September 10th. Seven firms submitted qualifications and seven of those firms’ qualifications were deemed complete.
3. The Industrial Technical Center selection committee scored and ranked the seven firms’ qualifications resulting in a short list of three firms to interview.
4. On October 28th the three short-listed firms were interviewed by the selection committee, manufacturing faculty and the Dean of THOW.
5. The interview team’s results were tallied and two firms were selected for a site visit (facilities similar to the ITC which they had designed and provided construction services). On October 28th and 30th CCC staff visited these sites and talked with staff involved with the design and construction process. Additional references were called.

At the conclusion of this process OPSIS Architects was chosen as the most qualified firm to provide the architectural services for the ITC. OPSIS staff have a rich history in providing professional architecture services to higher education facilities not only to Clackamas Community College but also to Gonzaga University, Portland Community College, the North Idaho College, the College of Southern Idaho and , Pacific University to name a few.

The Programming Phase is an amount of not to exceed \$46,000. This approval will allow OPSIS to begin work completing the programming design phase of the ITC and determine the larger scope of work necessary to complete the project design and construction administration. Staff will bring an additional contract to the board when the scope and fee is complete.

BUDGET IMPACT/SOURCE OF FUNDS:

The Phase I work will be paid for with Bond Funds.

ATTACHMENTS:

OPIS Architecture Proposal, dated November 25, 2015.

FUTURE REPORT:

Staff will return to the Board of Education with the scope of work, fee and contract for the Schematic Design, Detailed Design and Construction Administration fee and contract.

November 25, 2015

Bob Cochran, Dean of Campus Services
Clackamas Community College
19600 Molalla Avenue
Oregon City, Oregon 97045

RE: Opsis Project No. 4646-01, Clackamas Community College Industrial Technology Center (ITC)
Proposal for Programming Services

Dear Bob:

We are pleased to submit this proposal to provide programming services for the Clackamas Community College Industrial Technology Center. This is an exciting time for the College and the entire Clackamas Community and we are honored and excited to be assisting with the transformational impact that this building is sure to have. As requested in our meeting last week, this proposal is isolated to the initial programming phase which is expected to be followed immediately by the remainder of the design services thru construction and close out. Consistent with the recent Master Plan Update work, we propose an open and collaborative process that will engage the building users in developing a comprehensive program and related diagrams to inform the forthcoming design process.

SCOPE OF WORK

The scope of work is understood to include efforts as deemed necessary to review and confirm the building program, area and adjacency relationships necessary to prepare for the Schematic Design Phase to follow.

Meeting #1

Kick-off with building user groups. This meeting will involve a workshop process to gather information and expectations related to various program uses, space requirements and support needs for the facility. This session will also include an overview of observations and lessons learned from recent site visits.

Meeting #2

This meeting will involve a review of preliminary program, room data sheets and adjacency diagrams.

Meeting #3

Review and approval of final program, room data sheets and adjacency diagrams.

DELIVERABLES

1. Final Building Program
2. Room Data Sheets for the major spaces in the building.
3. Adjacency Diagrams
4. Material Flow Diagrams as necessary

OWNER PROVIDED MATERIALS

CCC to provide preliminary list of all existing equipment intended to be moved to the new building including cut sheets or specifications for all equipment. This information will be shared with the design team for tracking, design and coordination in design phases to follow.

PROJECT SCHEDULE

We anticipate this phase will require approximately four weeks to complete the above described scope of work including generation of the necessary deliverables. Our understanding is that this work will begin in January 2016.

FEE

We do not anticipate the need for consultants beyond Opsis for this effort but would be happy to add them as necessary should the need arise. The lump sum fee proposed for these services is as follows:

| | |
|--------------------|----------|
| Opsis Architecture | \$38,000 |
|--------------------|----------|

At the discretion of Clackamas Community College, we can add site work programming by the landscape architect and civil engineer to include loading, service and outdoor work courts.

| | |
|---------------------|---------------------|
| Landscape Architect | \$3,500 (allowance) |
| Civil Engineer | \$3,500 (allowance) |

REIMBURSABLES

Reimbursable expenses are additional and include expenses incurred by Opsis directly related to the project including transportation, printing, deliveries, and other similar project-related costs.

| | |
|---------------------------------|---------|
| Estimated Reimbursable Expenses | \$1,000 |
|---------------------------------|---------|

INVOICING

Invoices will be rendered once a month based on percent complete and reimbursable expenses incurred. Payments are due and payable upon presentation.

We look forward to working with you and the building users on the Clackamas Community College Industrial Technology Center. Your signature below will serve to authorize Opsis Architecture to render these services based on the attached schedule and timeline. Please feel free to call me if you have any questions.

Sincerely,



Alec Holser, Partner, AIA, LEED AP BD+C
Opsis Architecture, LLP

Enclosures as stated

APPROVED BY:

Bob Cochran
Clackamas Community College

Date

| CCC Board of Education – Topic Summary | |
|---|--|
| Topic: | President’s Evaluation Process Calendar/Timeline |
| Date: | December 9, 2015 |
| Presenter: | Jean Bidstrup, Chair |
| Division/Department: | Board of Education |
| RECOMMENDATION: | Approve the Questions for the President’s 2016 Evaluation Survey |

REASON FOR BOARD CONSIDERATION:

The Board of Education is required under Policy CBG: Evaluation of the President to perform a formal annual evaluation on the President’s job performance. On November 18, 2015, the Board approved the evaluation calendar/timeline below. The Board is now asked to approve the questions for the evaluation survey.

**Clackamas Community College
President’s Evaluation Process Calendar**

Evaluation Subcommittee meet to review Evaluation Calendar, process, and forms (including President’s, Presidents’ Council, and Foundation

- Executive Committee forms) November 9, 2015
- President notifies Board of written intent to continue November 18, 2016
- Action Item: President’s Evaluation Calendar/Timeline November 18, 2015
- Action Item: Evaluation process and forms December 9, 2015
- List of participants (with mailing addresses, email, and phone #s) and draft survey forms sent to Oregon School Boards Association (OSBA) December 31, 2015
- President provides self-evaluation to the Board December 31, 2015
- Distribution of surveys for feedback. OSBA mails or emails surveys out to groups January 4, 2016
- Participants respond back to OSBA no later than February 1, 2016
- Evaluation Subcommittee receives responses from Board members and OSBA March 9, 2016
- Board talks together about president’s performance at executive session March 9, 2016
- Board discusses evaluation with President in executive session;
- Board chairperson reports evaluation results in regular session April 13, 2016
- Mid-Year Evaluation: Board-only discussion with the President in executive session September 2016

President's Evaluation by Board of Education

The Board of Education appreciates your time in completing this evaluation.
 If there is a question asked with which you have no experience, please answer DK.
 Thank you for your thoughtful responses

Please rate the President in the following key functional areas using the following scale:
 1 = does not meet expectations 2 = meets some expectations 3 = meets expectations
 4 = exceeds expectations 5 = significantly exceeds expectations DK = don't know

Please provide comments to improve the performance of the President in specific functions of the job.

All responses will be anonymous, but for our tabulating purposes, with which of the following categories do you most identify?

| | | | |
|---------------------|-----------------------|------------------|-----------|
| Presidents' Council | CCC Foundation Member | CCC Board Member | President |
|---------------------|-----------------------|------------------|-----------|

| Institutional Performance | 1 | 2 | 3 | 4 | 5 | DK |
|---|----------|----------|----------|----------|----------|-----------|
| 1. Provides effective leadership in establishing and maintaining excellent student services. | | | | | | |
| 2. Programs are relevant and accountability measures are presented to ensure excellence and quality. | | | | | | |
| 3. Stays current with trends, information, legislation, and other movements pertinent to the College's future. | | | | | | |
| 4. Handles public and media relations appropriately and constructively. | | | | | | |
| 5. Access to higher education for underserved and minority populations is evident, and programs to ensure their success are in place. | | | | | | |
| 6. Provides effective leadership for maintenance and upgrade of the physical plant. | | | | | | |

Comments:

President's Evaluation by Board of Education

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| Institutional Leadership | 1 | 2 | 3 | 4 | 5 | DK |
|---|----------|----------|----------|----------|----------|-----------|
| 7. Is informed about developments in education and particularly community colleges. | | | | | | |
| 8. Implements College operations pursuant to policy, statutes, regulations, and policy governance. | | | | | | |
| 9. Possesses a vision, assists the Board in establishing goals, and provides leadership for others to progress toward vision and goals. | | | | | | |
| 10. Provides leadership for/assures that there is an effective system for monitoring institutional effectiveness in promoting student success. | | | | | | |
| 11. Identifies and analyzes issues confronting the institution and provides direction in their resolution. | | | | | | |
| 12. Establishes a vision of the future needs of learners so that the college is at the forefront of change. | | | | | | |
| 13. Establishes written strategic plans that provide measurable results and predictable outcomes. | | | | | | |
| 14. Promotes and protects the welfare and safety of students and staff. | | | | | | |
| 15. Develops and maintains a climate of accountability, upward evaluation and continuous improvement throughout every level of the College community. | | | | | | |
| 16. Provides opportunities, encouragement, and resources for the professional growth and development of staff. | | | | | | |
| 17. Seeks and respects the opinion and recommendation of staff when considering a decision and ensures that committee and other work groups receive the proper authority and resources to complete their assignments. | | | | | | |

President's Evaluation by Board of Education

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| | | | | | | | |
|---|--|--|--|--|--|--|--|
| 18. Implements the philosophy of a comprehensive community college by supporting all educational divisions. | | | | | | | |
| 19. Delegates appropriate authority to qualified staff members. | | | | | | | |
| 20. Treats all personnel fairly, without discrimination, while insisting on excellence in the performance of duties. | | | | | | | |
| 21. Encourages participation of staff groups in college planning, procedures and policy development and implementation. | | | | | | | |

Comments:

DRAFT

President's Evaluation by Board of Education

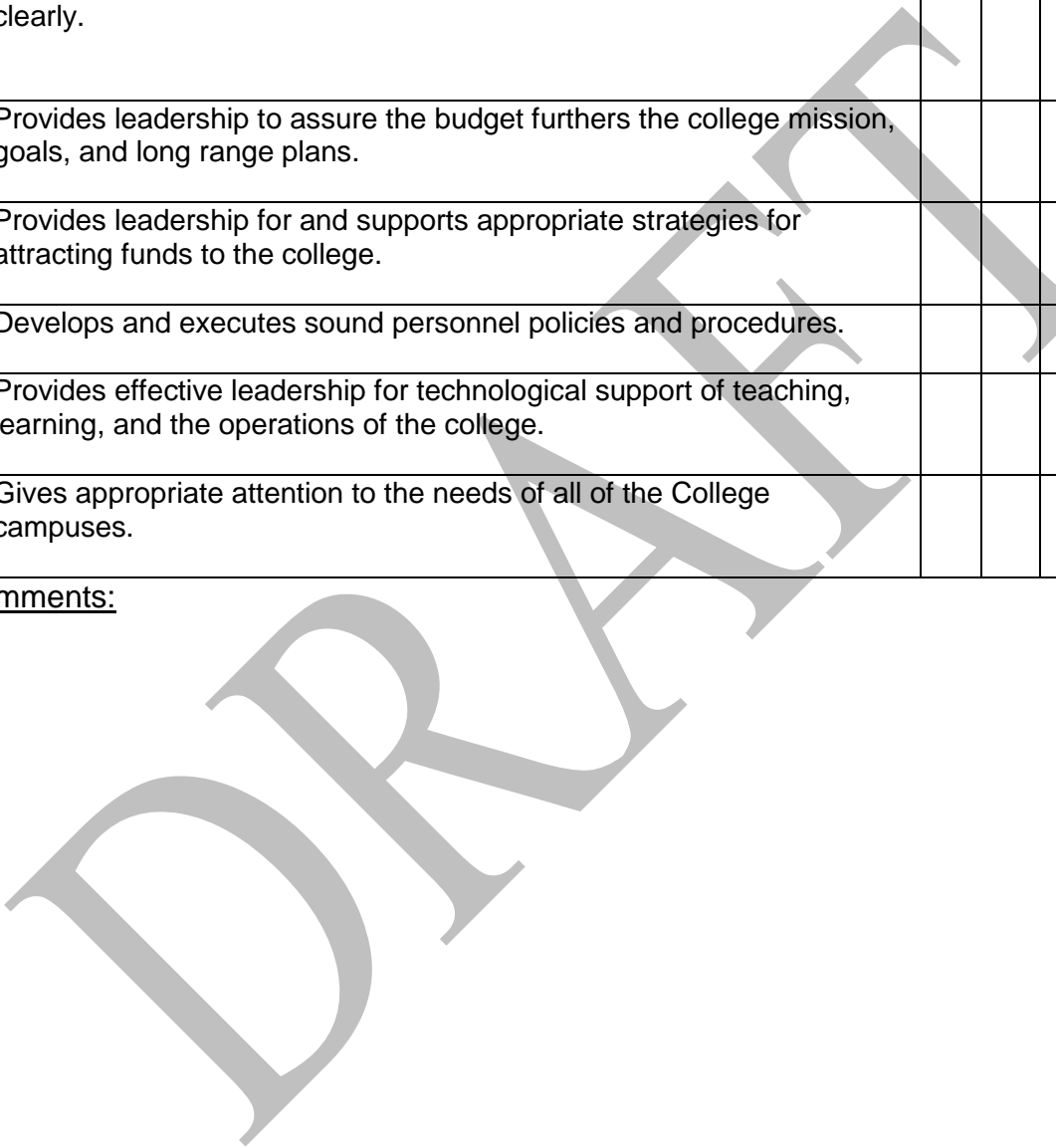
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| Use of Resources | 1 | 2 | 3 | 4 | 5 | DK |
|---|----------|----------|----------|----------|----------|-----------|
| 22. Understands the institution's financial needs and communicates them clearly. | | | | | | |
| 23. Provides leadership to assure the budget furthers the college mission, goals, and long range plans. | | | | | | |
| 24. Provides leadership for and supports appropriate strategies for attracting funds to the college. | | | | | | |
| 25. Develops and executes sound personnel policies and procedures. | | | | | | |
| 26. Provides effective leadership for technological support of teaching, learning, and the operations of the college. | | | | | | |
| 27. Gives appropriate attention to the needs of all of the College campuses. | | | | | | |

Comments:



President's Evaluation by Board of Education

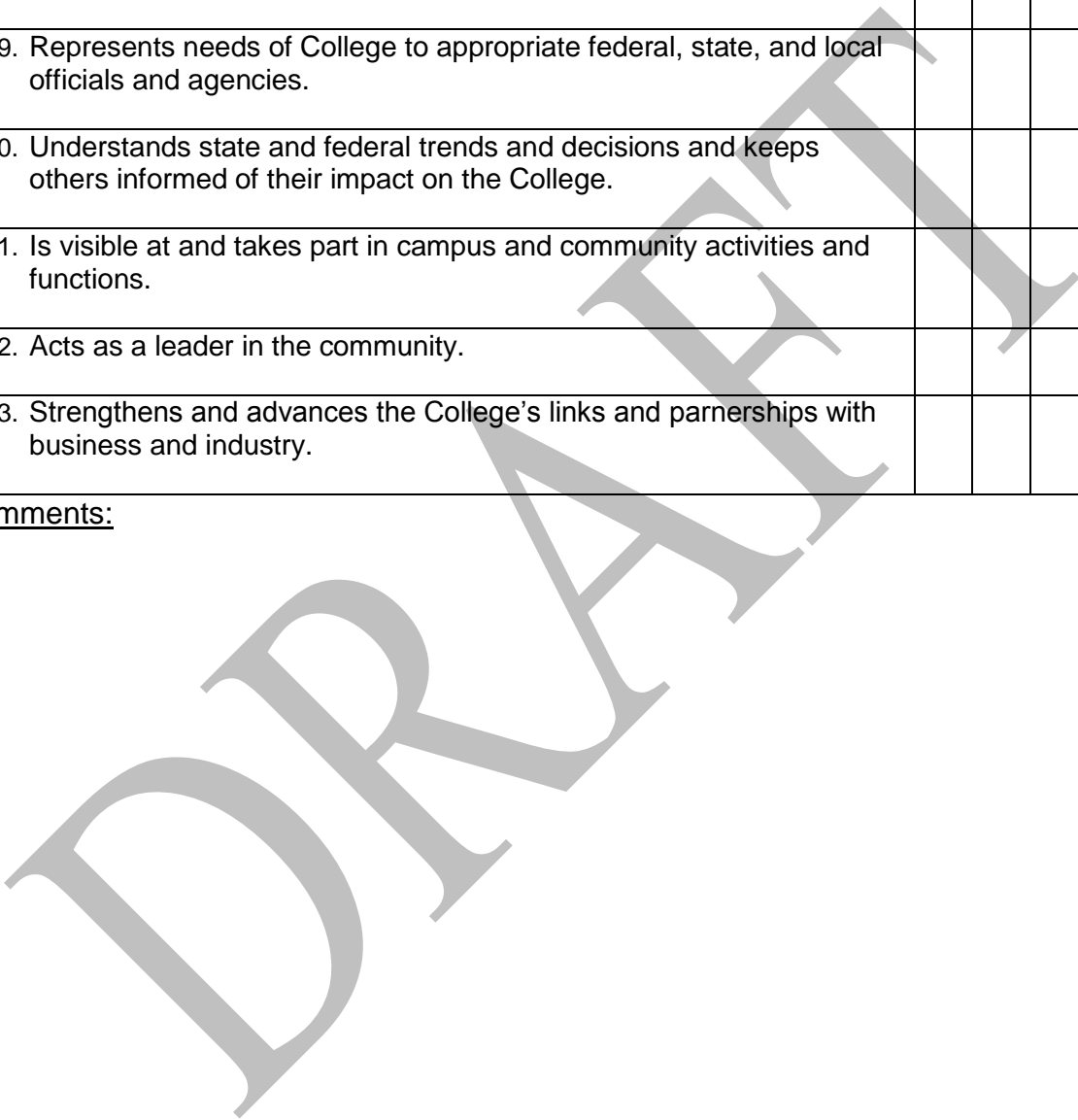
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| External Relations | 1 | 2 | 3 | 4 | 5 | DK |
|---|----------|----------|----------|----------|----------|-----------|
| 28. Works to develop positive relationships with the news media and other public relations vehicles within the community. | | | | | | |
| 29. Represents needs of College to appropriate federal, state, and local officials and agencies. | | | | | | |
| 30. Understands state and federal trends and decisions and keeps others informed of their impact on the College. | | | | | | |
| 31. Is visible at and takes part in campus and community activities and functions. | | | | | | |
| 32. Acts as a leader in the community. | | | | | | |
| 33. Strengthens and advances the College's links and partnerships with business and industry. | | | | | | |

Comments:



President's Evaluation by Board of Education

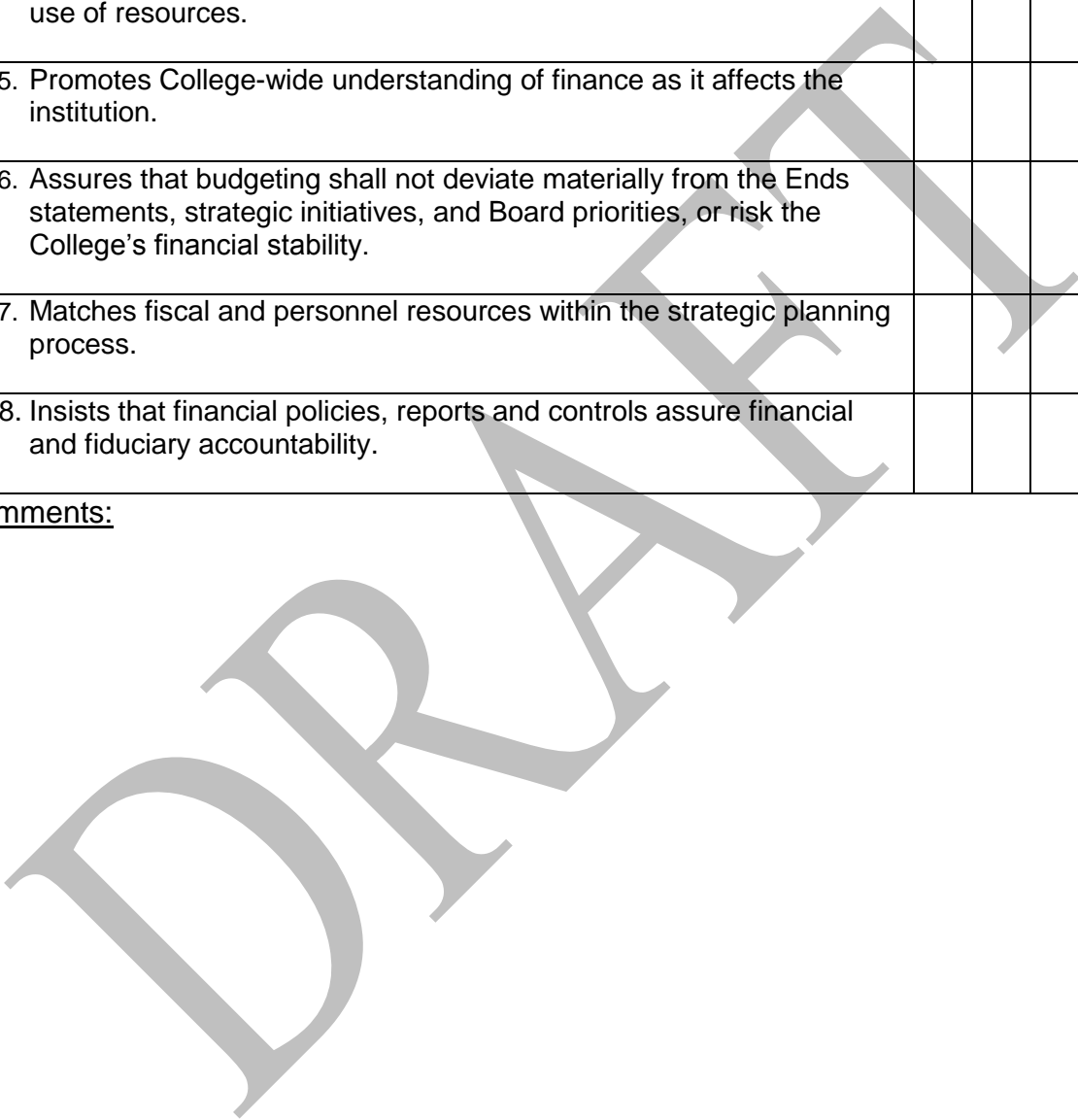
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| Budgetary and Fiscal Management | 1 | 2 | 3 | 4 | 5 | DK |
|---|----------|----------|----------|----------|----------|-----------|
| 34. Provides sound fiscal management, including the ability to address budgetary matters in a way that achieves more efficient and effective use of resources. | | | | | | |
| 35. Promotes College-wide understanding of finance as it affects the institution. | | | | | | |
| 36. Assures that budgeting shall not deviate materially from the Ends statements, strategic initiatives, and Board priorities, or risk the College's financial stability. | | | | | | |
| 37. Matches fiscal and personnel resources within the strategic planning process. | | | | | | |
| 38. Insists that financial policies, reports and controls assure financial and fiduciary accountability. | | | | | | |

Comments:



President's Evaluation by Board of Education

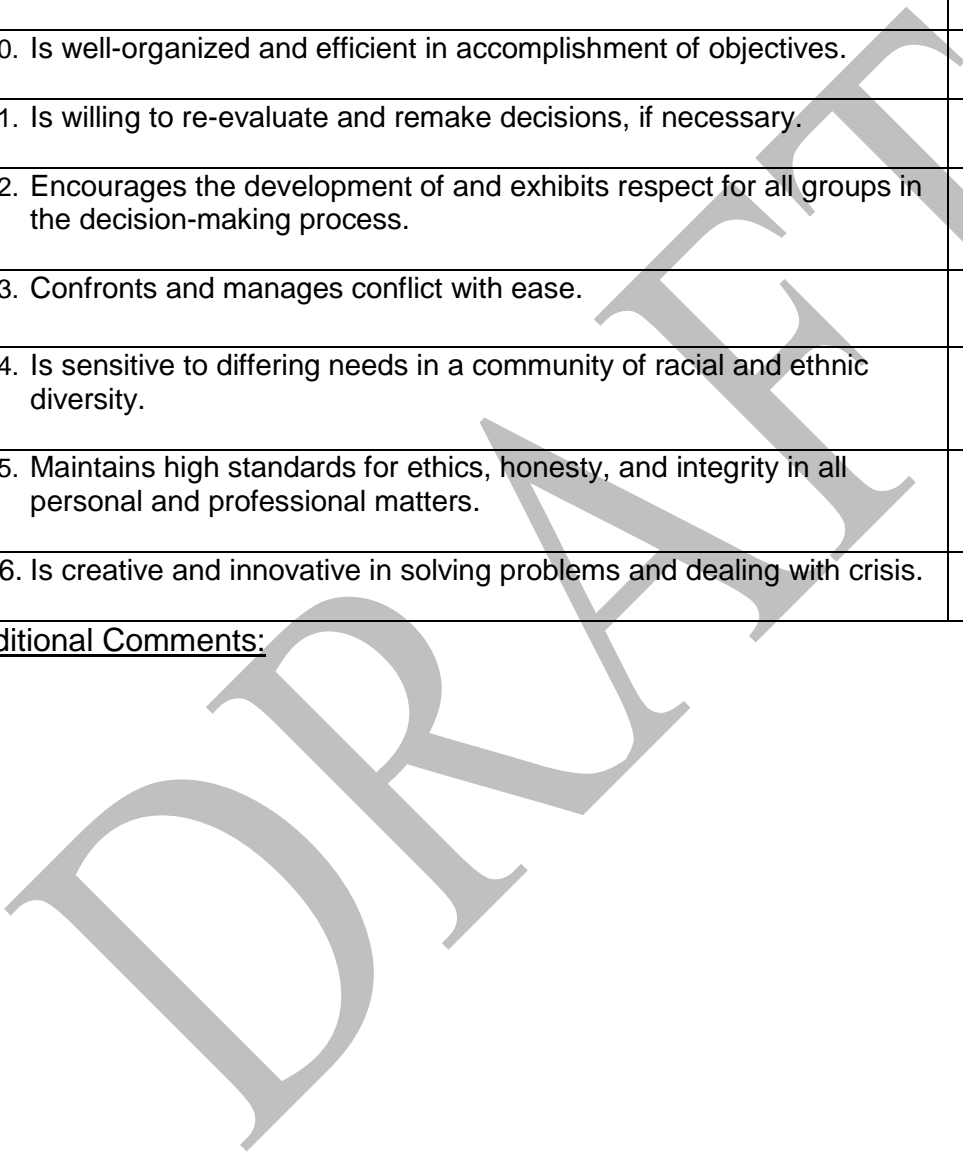
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| Personal Qualities | 1 | 2 | 3 | 4 | 5 | DK |
|---|----------|----------|----------|----------|----------|-----------|
| 39. Exercises good judgment in dealing with sensitive issues between people and groups. | | | | | | |
| 40. Is well-organized and efficient in accomplishment of objectives. | | | | | | |
| 41. Is willing to re-evaluate and remake decisions, if necessary. | | | | | | |
| 42. Encourages the development of and exhibits respect for all groups in the decision-making process. | | | | | | |
| 43. Confronts and manages conflict with ease. | | | | | | |
| 44. Is sensitive to differing needs in a community of racial and ethnic diversity. | | | | | | |
| 45. Maintains high standards for ethics, honesty, and integrity in all personal and professional matters. | | | | | | |
| 46. Is creative and innovative in solving problems and dealing with crisis. | | | | | | |

Additional Comments:



President's Evaluation by Board of Education

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Please provide comments to improve the performance of the President in specific functions of the job.

| Relations with Governing Board | 1 | 2 | 3 | 4 | 5 | DK |
|--|----------|----------|----------|----------|----------|-----------|
| 47. Offers professional advice to the Board based on thorough study, analysis, and sound educational principles of items requiring Board action. | | | | | | |
| 48. Provides sound monitoring reports to the Board on all aspects of College operations. | | | | | | |
| 49. Keeps the Board informed of all actual and anticipated litigation, specific community concerns, and adverse media coverage. | | | | | | |
| 50. Provides information to the entire Board when filling requests for information. | | | | | | |

Comments:

DRAFT

President's Evaluation by Board of Education

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| President's Goals 2015-16 | 1 | 2 | 3 | 4 | 5 | DK |
|--|----------|----------|----------|----------|----------|-----------|
| 51. Support Student Success - Recommend Strategic Priorities for 2016-2019 with year one activities developed and years two and three projected connected using student intent data to measure retention and completion. | | | | | | |
| 52. Implement Bond measure – Report to district project activities, ensure project schedule is on time, on budget and reflects commitments to voters. | | | | | | |
| 53. Specifically outline a College Framework for employee development. Evaluate and support changes to the First Year Faculty Experience, as well as begin expanding elements to part-time, classified and administrative first year employees | | | | | | |
| 54. Maximize resource opportunities – Support state resource allocations, public/private partnerships, grant funding and CCC Foundation 2020 planning to achieve institutional and student goals | | | | | | |

Comments:

What initiatives/projects should the President focus on over the next year?

Thank you for taking the time to complete and return your candid responses for this evaluation. All responses will remain anonymous and the confidential final report is for Board use only.