

CLACKAMAS COMMUNITY COLLEGE
2025-26 BUDGET
Budget Message

May 2, 2025

Dear Colleagues,

As part of the 2025-26 Budget, this message is prepared with pride in an institution that continues to work toward fulfilling its mission to cultivate equitable, innovative, and responsive education. As the president of Clackamas Community College, I am inspired as our college continues to positively impact the lives of students, employees, and the community. As we enter our 60th year of operation, I am reminded of our responsibility not only to today, but to the generations yet to come.

Over the past few years, CCC has been supported by one-time resources that helped sustain operations through a season of uncertainty. Now, as those funds reach an end, we shift into a new phase, one rooted in planning and alignment. The 2025-26 Proposed Budget represents a thoughtful transition from reliance on temporary funds toward long-term fiscal sustainability.

Budget process for fiscal year 2025-26

This year, our planning process was shaped by four significant and simultaneous realities: A need to close our structural deficit, the implementation of our new shared governance model, continued uncertainty around state funding, and emerging potential impacts to higher education at a federal level. Each of these could be challenging on its own. Together, they required us to approach budgeting not as a numbers exercise, but as a values- driven process.

We began budget planning last summer, knowing the last of the one-time funds would only carry us through the end of June 2026. With a \$3-million structural deficit projected to continue in our General Fund, the Executive Team decided not to defer hard choices or wait for outside resources to help.

Rather than issuing across-the-board reductions, we used data-informed prioritization to preserve 96% of our current services. Our process emphasized impact analysis, strategic alignment, and, above all, people. Thanks to an early hiring freeze and difficult but intentional planning, this proposed budget does not eliminate any full-time funded and currently filled positions in the College General Fund. That's no small feat as 85% of the expenses in the General Fund are dedicated to personnel expenses.

We also introduced a new tool in partnership with our Cougar LEAP Office, the Cougar Pause. It's a moment of reflection built into every phase of our decision-making, including planning, assessment, and implementation. Taking the time to reflect holistically and ask ourselves "who is impacted and how" by these decisions is a critical factor in the assessment of tradeoffs.

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Shared governance implementation

Fall brought the launch of our new Finance Council and, soon after, the Budget Advisory Subgroup. This group met twice monthly to review proposals, offer recommendations, and model the best of our shared governance. The group's thoughtful work helped navigate a challenging budget environment with transparency and collaboration. Their efforts helped ensure that difficult decisions were grounded in careful analysis.

I appreciate the time and perspective each member contributed to this important work and look forward to building a strong foundation in the years ahead. Their time, insight, and care helped transform a difficult task into a deeply collaborative one.

Building capacity for tomorrow

Each fall, departments conduct Service Area Assessments to evaluate how their work connects to the college's mission, identify gaps, and surface opportunities for improvement. These assessments form the foundation for unit plans, which include resource requests submitted each January.

During the spring, unit plan requests were reviewed and prioritized by the Budget Advisory Subgroup and then presented to the Executive Team. Decisions to allocate funding for any new initiatives are likely to come during subsequent budget actions.

We've also known that new revenue to support operations may not always materialize, and as a college we are overdue for a holistic look at processes and systems that support our functions. Over the coming year it is critical that time dedicated to structuring data and systems to be less manual in nature. Moving away from labor-intensive systems is intentional to buy the capacity of our staff to be ready to support students in their educational goals. This approach is about more than efficiency — it is about freeing our people to focus on the work that matters most: helping students achieve their goals.

Fiscal year 2025-26 General Fund proposed operating budget

Our General Fund is supported by \$74.9 million in resources, funding \$79.4 million in expenses. The difference between revenues and expenses is bridged with our last remaining one-time funds which the unspent balance has carried forward since their receipt in late FY 2022-23. As with many service-centered institutions, 85% of our General Fund supports personnel. This year's budget reflects a 3% reduction in overall expenditure, with no cuts to currently filled positions. Key adjustments include:

- Reductions to vacant positions
- Efficiencies in scheduling sections of classes

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- Ending contract with Oregon City Police Department for a College Resource Officer
- Changes to tuition waivers and First Year Experience course funding

The Board of Education approved a tuition increase of \$4.00 per credit hour (\$130 per credit) for in-state tuition and \$9.00 per credit hour for out-of-state tuition. This increase is in line with our annual forecast of 3-4% increase to keep tuition rates consistent with inflation. The General Student fees will remain unchanged in the academic year 2025-26. Student fees are assessed every three years to determine if the fees cover the intended expenses.

The Budget Analysis section of the Proposed Budget provides additional information for all fund resources, expenses, and position management data.

General Fund Operating Budget: Incorporation of ongoing reductions

Closing the structural deficit in our General Fund requires careful action and shared commitment. To achieve this, we have planned for \$2.35 million in operating reductions to be implemented within the first three months of Fiscal Year 2025-26, with approximately \$650,000 in reductions to be identified and enacted throughout the remainder of the fiscal year.

Over the past eight months, the college leadership has worked to prioritize, scope, and refine reduction proposals that align with our enrollment levels and projected revenues, while remaining focused on our mission to serve students and our community.

The Proposed Budget for 2025-26

The Fiscal Year 2025-26 Proposed Budget incorporates a series of ongoing reduction strategies. Several options were explored, including adjustments to contracted services and the reduction of programs with lower participation. As we move forward, it is important to acknowledge that reductions — whether in expenses or in vacant positions — carry real impacts on our organization.

Should future resources grow, and revenues improve, we will thoughtfully reassess opportunities to reinvest in the programs and services that matter most. This is part of our ongoing commitment to fiscal stewardship, organizational resilience, and putting students first. The decisions below reduce the full-time positions in the General Fund by 8.0 positions, which is a 2.2% reduction in total full-time positions resourced through College the College General Fund.

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Category	Ongoing Dollar Amount (Rounded)	Change in General Fund Full-time Position Count
Eliminate two Administrator positions <ul style="list-style-type: none"> - Associate Dean in Institutional Effectiveness & Planning - Asset Manager in Campus Services 	(\$434,000)	(2.0 FTE)
Eliminate two vacant faculty positions	(\$220,000)	(2.0) FTE
Eliminate three vacant Classified positions in Academic Foundations & Connections, Information Technology Services, and TAPS	(\$340,000)	(3.0) FTE
Scheduling sections of classes – reduce low-enrolled course offerings	(\$383,000)	(0.0) FTE
Non-renewal of the Oregon City police officer contract	(\$125,000)	(0.0) FTE
Charge tuition for First Year Experience Courses	(\$105,000)	(0.0) FTE
Eliminate one vacant full-time and one vacant part-time position in Customized Training and Development Services	(\$235,000)	(1.0) FTE

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Category	Ongoing Dollar Amount (Rounded)	Change in General Fund Full-time Position Count
Eliminate the YMCA drop-in childcare pilot	(\$50,000)	(0.0) FTE
Reduce the number of tuition waivers	(\$300,000)	(0.0) FTE
Eliminate Auto body and Automotive non-certificate / degree related courses	(\$158,000)	(0.0) FTE
Reduction amount for identification and implementation by 7/1/2026	(\$650,000)	TBD
Totals	(\$3,000,000)	(8.0) FTE

Glide Path - process and outcomes

Approximately \$650,000 in General Fund reductions remain to be structured over the next 15 months. Our leadership teams, in partnership with the Budget Advisory Subgroup, will spend the coming months developing strategies to thoughtfully reduce expenses that require additional time, planning, and collaboration to implement.

This phase of our work shows that several of our internal processes could be modernized to achieve greater efficiency, consistency, and impact. By taking a deliberate and data-informed approach, we aim to refine the scope of necessary adjustments and prepare for a smaller-scale reduction by June 2026.

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Building for the future

The passage of our \$120-million bond last November is a testament to the trust our community places in us. The bond renewal focuses on preparing students for success by modernizing classrooms, constructing a new Natural Resources Center of Excellence, and opening Oregon's first Challenger Space Center. It preserves our infrastructure by upgrading technology, improving energy efficiency, enhancing safety and security, and maintaining aging facilities. It strengthens community connections through athletic field upgrades, Wilsonville campus improvements, completion of the Douglas Loop trail, and retiring outstanding debt to position the college for future opportunities.

Conclusion

Clackamas Community College has a proud tradition of strong financial stewardship, and we have taken proactive steps to navigate this period of change while enrollment and other resources stabilize. As we approach the final year of available one-time funds, now is the time to align our ongoing expenses with our forecasted resource base.

The combination of short-term strategies and long-term planning has served its purpose — providing the necessary time and flexibility to prepare for this moment thoughtfully. Now, we move forward with a shared commitment to balance our budget sustainably and responsibly. I am confident we will meet these financial challenges and continue to deliver exceptional education and opportunities for every student we serve.

Next Steps

The Clackamas Community College's Budget Committee, composed of the Board of Education and an equal number of community member appointees, will meet twice in May, culminating in the approval of the proposed budget. In late June, the Board of Education will formally adopt the budget, establish appropriations, and authorize the levy of supporting property taxes. Our past, present, and future success depend on the extraordinary efforts of so many. Thank you for your dedication and for all that you do in service to our students, our communities, and each other.

With gratitude,

Dr. Tim Cook
President, Clackamas Community College