19600 Molalla Avenue
Oregon City, OR 97045

BOARD OF EDUCATION MEETING
https://clackamas.zoom.us/j/91865025808
19600 Molalla Avenue
Oregon City, OR 97045
Wednesday, January 8, 2020

VIII. **ASSOCIATION REPRESENTATIVE REPORTS AND COMMENTS**

1. Associated Student Government (ASG) - Ashley Magaña, President
2. Part-Time Faculty - Leslie Ormandy, President
3. Classified - Matt Larkin, Co-President
4. Full-Time Faculty - Dustin Bates, President

IX. **ADJOURNMENT**

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.

WORK SESSION **AGENDA ITEM WS-1**

CCC Board of Education – Topic Summary	
Topic:	2019 Legislative Workshop
Date:	January 8, 2020
Presenter:	Tim Cook, President
Division/Department:	President's Office
RECOMMENDATION:	Information item only

BACKGROUND

The 2020 Legislative Workshop is an opportunity for the Board of Education and its Legislative Advocacy Team to learn more about the issues and opportunities impacting higher education in the upcoming session. The Legislative Advocacy Team is called on as needed during the session to meet with legislators and provide testimony on matters of strategic college importance. The team works in partnership with EBI, the college's lobbying firm, and College Relations and Marketing Executive Director Lori Hall.

The workshop will provide the Board and Legislative Advocacy Team members the tools they need to maximize their effectiveness during the 2020 legislative session.

The Workshop will be facilitated by OCCA, Lori Hall and EBI. EBI works in partnership with the President of the College, Vice President of College Services, Vice President of Instruction and Student Services, the Board of Education and other related parties to ensure CCC's needs and views are accurately represented during the legislative session.

2020 Legislative Session Plan Overview

Jan 8, 2020

John Wykoff, Deputy Director, OCCA

OUTCOMES OF 2019 SESSION

- Legislative Platform Focused on Funding to Serve Students
  - **$641 million** for the Community College Support Fund.
    - (11 percent increase over previous biennium)
  - **Joint Student Success Act Passed**
    - Through dedicated revenue source, $2 billion in targeted investments added to K-12 funding
      - Measure 98 fully funded
  - **Applied Baccalaureates:** Community Colleges may offer baccalaureate degrees in applied sciences.

Oregon Community College Association

OVERARCHING STRATEGIC GOALS FOR 2019-2020 CAMPAIGN PLAN

Enable Student Success

- Secure Ongoing State Funding Needed for Student Success
- Promote and Support Good State-Level Policy
- Provide Opportunities for Students to Grow as Advocates

Build Advocacy Capacity and Effectiveness

- Provide statewide Direction, Message and Coordination
- Grow Campus Advocacy Teams at Each College
- Identify and Train Partner Advocates
- Expand Coalition Supporting Community Colleges
- Social and Traditional Media, Nation Builder Page

6

Increase Influence with Decision Makers

- Legislative Outreach Through Visits/Events
- Bring Local Legislators to Colleges
- Maintain and Build CC Caucus
- Engage in Interim Legislative Days
- Visibility and Presence During Feb Session

2020 SESSION CAMPAIGN GOALS

- Make case for clear pathways from K-12 to post-secondary education and training leading to 2021
- Raise awareness around community college CTE
- Expand organizing capacity
- Maintain and build critical mass of legislative supporters

Oregon Community College Association

November	December	January	February	March
Nov 18-20: Interim Legislative Days **Nov 22:** Last Day to File Bills		**Jan 13-15:** Interim Legislative Days	**Feb 3:** First Day of Feb. Session **Feb 5:** CTE Day	**March 10:** Election Filing Deadline
• Build campus phone trees for legislative call-in days • Outreach to local and statewide coalition partners • Campus legislative training ID CTE business partner • Local Town Halls	• Legislative agenda and talking points • CC Caucus Event (Feb) • CTE Day Planning • Attend Local Town Halls	• CC caucus • Campus tabling event for web form/email submissions • CTE events on campus with legislators • Begin Social Media Campaign • CTE Letters to Legislators	• CTE Lobby Day • CC Caucus • Email Campaign • Call-In Day	• Have students and business partners "thank" key legislators for their work/support in social media posts • Outreach to primary candidates

2020 SESSION ACTIONS

- Make case for pathways for students in education policy committees.
  - Senate Education “omnibus bill”
- Provide legislators funding opportunity list up to $65 million in one-time equipment and other needs to create pathways from K-12 CTE to post-secondary CTE.
- Refocus advocacy campaign around making the case for pathways beyond K-12 and to build on the success of the Student Success Act.

Oregon Community College Association

CONSENT AGENDA **AGENDA ITEM IV-1a**
R19/20-18a

CCC BOARD OF EDUCATION – TOPIC SUMMARY	
Topic:	Minutes of the Executive, Work, and Regular Sessions from December 11, 2019
Date:	January 8, 2020
Division/Department:	President's Office
RECOMMENDATION:	Approval of the Minutes for December 11, 2019

Clackamas Community College

BOARD OF EDUCATION MEETING
MINUTES
December 11, 2019

EXECUTIVE SESSION
Board Chair Dave Hunt convened Executive Session under ORS 192.660(2)(d) at 6:00 p.m. on Wednesday, December 11, 2019, in Room CC126 of the Bill Brod Community Center with the following people present: Board members Dave Hunt, Rob Wheeler, Jane Reid, Chris Groener, Betty Reynolds, and Greg Chaimov. Also in attendance was President Tim Cook, Vice Presidents Alissa Mahar and David Plotkin, and Board Secretary Denice Bailey.

Negotiations
Staff provided an update on negotiations.

Executive Session adjourned at 6:25 p.m.

WORK SESSION
Board Chair Dave Hunt called the work session of the Clackamas Community College Board of Education to order at 6:30 p.m. on Wednesday, December 11, 2019, in Room CC127 of the Bill Brod Community Center at Clackamas Community College.

Diversity, Equity, and Inclusion/Cultural Competency Report
President Tim Cook reported that the DEI Committee co-chairs were unable to be here tonight, so he will be giving this presentation. The college needs to comply with House Bill 2864 and Tim reported we have gone above and beyond the requirements of the bill. In the future, we will likely need a DEI office and DEI officer to move this work forward.

He reviewed the committee membership and their purpose and provided an update on the DEI Strategic Planning process, which is anticipated to be finished in May of 2020. He shared some key takeaways from the survey. The draft strategic priorities are:

Build a diverse and equitable culture
Eliminate equity gaps for our students
Advance equitable teaching and learning practices

The draft strategic plan will come to the Board sometime in Winter term. He invited the Board to visit **www.clackamas.edu/diversity** for more information on the DEI committee's work.

The Work Session recessed at 6:51 p.m.

REGULAR SESSION

CALL TO ORDER

Chair Dave Hunt called the regular meeting of the Clackamas Community College Board of Education to order at 6:52 p.m. on December 11, 2019, in the Bill Brod Community Center at Clackamas Community College, Room 127.

ROLL CALL

Declaration of a quorum. Board members present were: Chris Groener, Dave Hunt, Rob Wheeler, Betty Reynolds, Jane Reid, Greg Chaimov, and Irene Konev.

College Representatives in attendance: President Tim Cook, Vice President David Plotkin, Vice President Alissa Mahar, Full-time Faculty President Dustin Bates, Part-time Faculty President Leslie Ormandy, Classified Co-President Matt Larkin, ASG President Ashley Magaña, and Recorder Denice Bailey.

Others in attendance: Dean Sue Goff, College Safety Director Tom Sonoff, Associate Dean Lisa Reynolds, Associate Dean Jarett Gilbert, Dean Jason Kovac, Associate Dean Shalee Hodgson, Executive Director Lori Hall, CHRO Melissa Richardson, Foundation Executive Director John Chang, Dean Tara Sprehe, Dean Jeff Shaffer, Dean Cynthia Risan, Dean Bob Cochran, Executive Director Lisa Davidson, Associate Dean Katrina Boone, Associate Director Jennifer Anderson, and other staff and community members.

CONSENT AGENDA

The Board considered the approval of the following:

- *a.* Minutes (Executive, Work, and Regular Sessions) 11.13.19
- *b.* Minutes (Executive Session) 12.03.19

The Board acknowledged the acceptance of the following:

- *a.* Monthly Financial Reports
- *b.* Capital Projects (Bond) Report
- *c.* Personnel Report
- *d.* Board Planning Calendar

R18/19-14 Greg Chaimov moved, Chris Groener seconded the motion, to approve and/or accept Consent Agenda items 1a through 2d. Motion passed unanimously.

STUDENT / FACULTY PRESENTATIONS

Horticulture Update

Dean Sue Goff introduced Department Chair/Faculty member April Chastain, who presented information about the Horticulture Department.

COMMENTS FROM CITIZENS

Chair Dave Hunt invited citizens who had signed up to speak to come forward. There were none.

COLLEGE REPORTS

President's Report

President Tim Cook reported:

- End of fall term is this week.
- He spent time with Interim PSU President Steve Perry. They talked about pathways and how we can better align. We have a good relationship with PSU now; it is the number one transfer school for our students, but they talked about how to improve processes. Four-year universities are feeling pressure for not being good transfer partners and PSU wants to demonstrate that they can work well with community colleges.
- He attended the county superintendents monthly meeting today. Most of them are working on how to spend their Student Success Act funds, so it has not been inclusive of community colleges. He is looking at ways CCC can partner with them. They talked today about a need for mental health training for their staff, and may use their funds for a mental health physician or para-professional in the school. This was fairly consistent with all districts. The state's focus on early learning has also caused K-12 districts to need help with early learning.
- He visited classes, including a speech class for the Winterhawks, which is a great partnership; and a counselor's Life and Career Options (LCOP) class, during which he heard final presentations. He was very impressed with students and instructors in both classes.
- He attended recent choir and band performances.
- We received a (now annual) food donation of 10,000 pounds of food last week.
- CCC had a bomb scare in the library last week. The suspicious package turned out to be a student's art project. The student came and apologized to Tim on Monday.
- He went to a conference sponsored by Lumina with Ben Cannon from HECC and state representatives. There were 27 states represented. They worked on how to influence state policy on funding education.

NEW BUSINESS – FIRST READ

Budget Principles

Vice President Alissa Mahar and Dean Jeff Shaffer presented the budget principles for a first read. These are the overarching values that will guide the 2020/21 budget development. Jeff reviewed the changes from last year. The Board discussed and recommended adding "program and service area" in front of the word "assessment" in the first principle.

NEW BUSINESS - ACTION

2019/20 Budget Amendment

Dean Jeff Shaffer reviewed the details of the budget amendment.

R19/20-15 Greg Chaimov moved, Chris Groener seconded the motion, to amend the 2019/20 budget as shown on agenda item VI-1 in the agenda packet. Motion passed unanimously.

Oregon City Wayfinding Signage

Dean Bob Cochran asked the Board to approve a contract for campus signage and wayfinding.

R19/20-16 Greg Chaimov moved, Jane Reid seconded the motion, to adopt resolution R19/20-16, authorizing the college to enter into a contract with Sea Reach, Ltd, for the construction and installation of the college's wayfinding package in an amount not to exceed $300,000. Motion passed unanimously.

Authorization to Apply for OSBA Legal Assistance Trust

Vice President Alissa Mahar reported the college received a tort claims notice in regards to PERS. Our attorney recommended we reach out to OSBA and advised us to apply for financial assistance through their Legal Assistance Trust.

Board Member Betty Reynolds declared a potential conflict of interest as a member of the OSBA Board of Directors and said she will abstain from the vote.

R19/20-17 Greg Chaimov moved, Rob Wheeler seconded the motion, to adopt resolution R19/20-17, authorizing the college to request assistance with the costs of the PERS Class Action Litigation from the OSBA Legal Assistance Trust. Greg Chaimov, Rob Wheeler, Dave Hunt, Irene Konev, Jane Reid, Chris Groener, and Rob Wheeler for in favor of the motion. Betty Reynolds abstained. Motion passed.

<u>Classified Contract Approval</u>
Vice President Alissa Mahar introduced Classified Association bargaining team members Becky Fidler and Barb Simington. She also recognized association co-presidents Kelly Lawrence and Matt Larkin, and the members of the administrative bargaining team. She reviewed some highlights of the new agreement and offered Barb and Becky an opportunity to speak to the Board.

Barb thanked Becky, other bargaining members, and those who have supported them during the process, including Enrique Farrera, Kelly Lawrence, James Logan, Matt Larkin, Andrea Csavajda, Klaudia Cuevas, Teri Olson, and Teresa Robertson.

Becky said she is pleased with the support they received from their association. She said 142 members voted and 139 voted to ratify the contract.

Director Betty Reynolds thanked them for bargaining in good faith and said she appreciates the work of classified staff.

R19/20-18 Irene Konev moved, Chris Groener seconded the motion, to approve the contract between the CCC Association of Classified Employees and the CCC Board of Education, effective July 1, 2019, through June 30, 2022. Motion passed unanimously.

BOARD OPERATIONS
<u>Board Chair Business Report</u>
Chair Dave Hunt reported his interview with Tim is up on CCC-TV on cable channel 27. He appreciates that we have added more content to the channel.

At the Board retreat, they discussed having a task force working with the administrative team to find sources of non-state revenue. This is one of Tim's goals for this year and is also a major financial goal for the college. He asked if any Board members are working on this tasks force. Board Members Betty Reynolds and Irene Konev volunteered, and Dave said that he will participate. President Cook will set a meeting for after the first of the year.

<u>Clackamas Community College Education Foundation Report</u>
Foundation Liaison Rob Wheeler reported:
- This is a wonderful time of year in the Foundation. Our supporters and community are truly generous. Our annual revenue to date is $1,229,200.
- A local family has recently endowed their third scholarship totaling $60,000 in all.

- Nearly $6,000 was raised on Giving Tuesday bolstering programs such as athletics and the Cougar food pantries.
- Quanex Corporation, a national metal window and door manufacturing company with a recently-opened location in Molalla, has contributed $10,000 to the CCC manufacturing scholarships.
- Thank you to CCC alumni Daryl and Stephanie Woods who coordinated with Daryl's employer, Safeway/Albertsons, to donate 10,000 pounds of food to the Cougar Food Pantries for the third year in a row. All hands were on deck to help unload the truck.
- The Foundation's end of year giving campaign is in support of the Cougar Food Pantries helping the Cougars fight hunger. Letters went out earlier this month to raise funds for this cause.

Oregon Community College Association (OCCA) Report

OCCA Liaison and Board Member Jane Reid reported the OCCA executive committee met on December 4. They reviewed the feedback from the annual conference, which was positive. She asked the Board members to let her know if they have any additional feedback. The GISS had much lower ratings from attendees and OCCA will be communicating this to ACCT. John Wycoff reported on legislative days and said OCCA will be reminding legislators of our $64M ask for CTE equipment. Colleges need to be prepared for an economic downturn.

Jane also attended the December 6 meeting at Tillamook Bay Community College. OPC reported cyber security is a threat common to all colleges and they are looking for ways to strengthen security. They agreed to do a student survey on food and housing insecurity. The HECC will be doing a strategic plan for all secondary institutions. They had a presentation from Jolie Patterson on effective board governance and a work session on student success.

Bond Project Citizen Oversight Committee (COC) Report

Committee Member Irene Konev reported the COC met on November 20. They did a tour of the automotive building. She invited everyone to the January 31 the grand opening.

Oregon School Boards Association (OSBA) Report

OSBA Board Member Betty Reynolds reported
At the OSBA board meeting in November they determined that members will be surveyed for input on legislative priorities. She asked the Board Members to please be sure to complete the survey and make the community college voice heard.

The OSBA Convention was November 14-17with more than 200 speakers and workshops. The conference materials are on the OSBA website and she said it is high quality information. The focus of convention was implementation of the Student Success Act. Department of Ed Director Colt Gill agrees that community colleges have a role in implementation of the SSA.

She attended the OCCA meeting in Tillamook as the OSBA representative to OCCA. She thanked the Board for supporting her appointment to the ACCT legislative policy committee. She will be attending the national meeting in February.

Board of Education Community Reports

Board members reported on meetings and events they have attended recently.

REPRESENTATIVE REPORTS AND COMMENTS

Associated Student Government president Ashley Magana reported:

- ASG helped unload the recent food donation.
- The Finals Power Cart served 391 students on the Oregon City Campus. Snacks were sent to Harmony and Wilsonville as well.
- More than 100 people attended the ASG holiday party.
- The club and campus resource fair is coming up.
- There will be an open house for the Cougar Cave on January 7.
- The Lending Library will be opening a week early for winter term.
- There will be a Multi-cultural Center celebration on January 22.
- ASG has two new clubs: welding and black student union. This brings the total number of clubs to 13.

Classified Co-President Matt Larkin reported:

- The classified contract is ratified and approved! They are all ready for a rest and are looking forward to getting involved in other things.

Full-Time Faculty Association President Dustin Bates reported:

- There are great things included in his written report.
- They are still working on bargaining.
- He congratulated the classified association on reaching agreement.

Part-Time Faculty Association President Leslie Ormandy:

- Bargaining is ongoing.
- She is looking forward to the break.

As there was no other business to come before the Board, the meeting was adjourned at 8:23 p.m.

______________	______________
Date	**Denice Bailey, Recorder**
______________	______________
Dave Hunt, Board Chair	**Tim Cook, Clerk**

CONSENT AGENDA **AGENDA ITEM IV-2a**
R19/20-18b

Topic:	Monthly financial report -- All funds
Date:	January 8, 2020
Presenter	Alissa Mahar, Vice President of College Services Jeff Shaffer, Dean of Business 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
2019-20 at November 30, 2019

	Fund Balance at Start of Year	Revenue and Other Sources	Expenditures and Other Uses	Net Revenue (Expenditures)	Fund Balance at Report Date
General	$ 9,020,700	$ 36,536,460	$ 20,352,766	$ 16,183,694	$ 25,204,394
Fee	2,585,587	1,684,536	1,138,990	545,546	3,131,133
Innovation	578,777	104,165	66,939	37,226	616,003
Debt Service	3,840,775	5,988,631	-	5,988,631	9,829,406
Capital Projects (Bond)	22,311,758	9,084,553	11,164,706	(2,080,153)	20,231,605
Staff Computer Replacemt	64,235	41,665	12,894	28,771	93,006
Equipment Replacement	1,958,374	111,575	37,989	73,586	2,031,960
Major Maintenance	3,013,973	208,335	450,953	(242,618)	2,771,355
Student Technology	996,882	502,840	295,083	207,757	1,204,639
Internal Service	367,110	162,407	107,124	55,283	422,393
Bookstore	905,652	158,898	177,760	(18,861)	886,791
Customized Training	220,754	111,611	162,821	(51,210)	169,545
Intramurals and Athletics	49,441	233,931	189,282	44,650	94,091
Student Life & Leadership	166,416	39,196	43,582	(4,386)	162,029
Computer Lab	110,932	29,764	17,328	12,435	123,367
Retirement	1,804,728	258,335	289,027	(30,692)	1,774,036
Student Financial Aid	139,042	5,712,161	6,293,023	(580,863)	(441,821)
Grants and Contracts	946,296	890,820	1,434,616	(543,796)	402,500
WIOA Grant	-	397,899	470,468	(72,569)	(72,569)
Insurance Reserve	366,367	-	30,179	(30,179)	336,188
PERS Reserve	3,000,000	-	-	-	3,000,000
Technology Infrastructure	2,700,651	-	247,973	(247,973)	2,452,678
Total	$ 55,148,450	$ 62,257,783	$ 42,983,503	$ 19,274,280	$ 74,422,730

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

CONSENT AGENDA

AGENDA ITEM IV-2a
R19/20-18b

Topic:	Monthly financial report -- General Fund
Date:	January 8, 2020
Prepared by:	Alissa Mahar - VP of College Services Jeff Shaffer - Dean of Business Services
Division/Department:	College Services/Business Services
Recommendation:	**Approval of monthly financial report - General Fund**

GENERAL FUND	**November 2019**		**Year to Date 2019-20**		**Year to Date 2018-19**		**Fiscal Year 2019-20**		
	Actual	**% of Budget**	**Actual**	**% of Budget**	**Actual**	**% of Budget**	**Budget**	**Forecast**	**Forecast is Better (Worse) than Budget**
REVENUE									
State comm college support	$ 23,879	0%	$ 7,749,647	41%	$ 8,086,858	50%	$19,041,635	$19,041,635	$ -
Property taxes	18,197,951	90%	18,385,807	90%	14,363,985	74%	20,325,715	20,325,715	-
Tuition, net of waivers	3,230,659	23%	9,068,164	64%	9,206,769	60%	14,239,157	14,239,157	-
Other revenue	338,316	12%	1,270,342	44%	1,147,942	40%	2,889,196	2,889,196	-
Transfers in	12,500	8%	62,500	42%	25,000	13%	150,000	150,000	-
Total revenue	21,803,305	38%	36,536,460	64%	32,830,554	61%	56,645,703	56,645,703	-
EXPENDITURES									
Personnel services	3,866,203	8%	15,955,138	33%	15,299,333	33%	48,665,913	47,646,492	1,019,421
Materials and services	406,055	5%	3,609,862	42%	4,086,911	47%	8,666,361	8,665,264	1,097
Capital outlay	21,606	18%	22,936	19%	22,527	19%	120,000	120,000	-
Transfers out	152,966	8%	764,830	42%	789,475	38%	1,835,600	1,835,600	-
Total expenditures	4,446,830	8%	20,352,766	34%	20,198,246	36%	59,287,874	58,267,356	1,020,518
Net revenue (expenditures)	$17,356,474		16,183,694		12,632,307		(2,642,171)	(1,621,653)	1,020,518
Fund balance at start of year			10,546,503		10,449,503		8,057,000	9,020,700	963,700
Fund balance at report date			$26,730,197		$23,081,811		$ 5,414,829	$ 7,399,047	$ 1,984,218

AMOUNTS USED FOR BUDGET AND FORECAST	Budget	Forecast
State comm college support: CCSF for 2017-19 (in millions)	$ 641	$ 641
Property taxes: Increase over prior year	4.5%	4.5%
Tuition, net of waivers: Change in student FTEs from prior year	0.0%	0.0%
Personnel services:		
PERS rate as % of actual General Fund wages	25.6%	25.6%

Projected is less than budget for estimated vacancy rate.

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.

CCC Bond Funding

December 2019 Snap Shot

CONSENT AGENDA | **AGENDA ITEM IV-2b**
R19/20-18c

Topic:	Monthly financial report -- Capital Projects (Bond) Fund
Date:	January 8, 2020
Prepared by:	Alissa Mahar - VP of College Services Jeff Shaffer - Dean of Business Services
Division/Department:	College Services/Business Services
Recommendation:	**Approval of monthly financial report - Capital Projects (Bond) Fund**

REVENUES	**Revised Budget**	**Life-to-Date Actuals**
Bond Sales	$ 89,993,913	$ 89,993,913
Premiums associated with bond sales	9,924,985	9,924,985
Interest	1,900,000	1,533,098
State Grant Harmony	8,000,000	8,000,000
State Grant ITC	8,000,000	8,000,000
State Grant DeJardin/Pauling Science	8,140,000	
State Grant Student Services/Comm Ctr	8,140,000	
Other Grants/Donations/Foundation (see below)	-	
ConnectOregon Grant	1,762,950	1,004,387
Randall Seismic Grant	1,500,000	801,428
Other small donations/grants (Energy Trust/WES)	207,913	207,913
General Fund Transfer for Incidentals	2,000,000	2,000,000
Subtotal of gross revenues:	$ 139,569,761	$ 121,465,723
(less expenses related to bond sales and State Grant fees)	(1,467,180)	(915,180)
Revenue Totals:	**$ 138,102,581**	**$ 120,550,543**

EXPENSES (by Project)

Refunding of Harmony Debt (complete June 2015)	**Planned Expenses***	**Life-to-Date Actuals**
Refunding of Debt	$ 14,717,927	$ 14,717,927
	$ 14,717,927	$ 14,717,927

OIT (Complete August 2016)	**Planned Expenses**	**Life-to-Date Actuals**
Purchase	$ 4,208,741	$ 4,208,741
Demolition / Other	578,564	578,564
	$ 4,787,305	$ 4,787,305

Harmony West (Est. Complete December 2017)	**Planned Expenses**	**Life-to-Date Actuals**	**100%**	**% project complete**
Soft Costs (Architect, Eng. PM, Permits, Legal)	$ 3,500,000	$ 2,958,969		
Direct Construction	12,726,000	13,785,085		
Furniture/Fixtures/Equipment	1,200,000	1,105,989		
Contingency	424,043			
	$ 17,850,043	$ 17,850,043	**100%**	% budget spent

Industrial Technology Center (Est. Complete August 2018)	**Planned Expenses**	**Life-to-Date Actuals**	**100%**	**% project complete**
Soft Costs (Architect, Eng. PM, Permits, Legal)	$ 2,495,305	$ 3,739,773		
Direct Construction	16,221,159	16,417,615		
Furniture/Fixtures/Equipment	2,635,000	2,575,932		
Contingency	1,399,356			
	$ 22,750,820	$ 22,733,320	**100%**	% budget spent

Barlow Lot and Douglas Loop (Est. Complete August 2018)	**Planned Expenses**	**Life-to-Date Actuals**	**100%**	**% project complete**
Soft Costs (Architect, Eng. PM, Permits, Legal)	$ 592,951	$ 655,498		
Direct Construction	4,150,060	4,179,473		
Contingency	91,960	-		
	$ 4,834,971	$ 4,834,971	**100%**	% budget spent

DeJardin-Pauling Science Complex (Est. Complete Sept. 2019)	**Planned Expenses**	**Life-to-Date Actuals**	**100%**	**% project complete**
DeJardin (soft and hard costs)	$ 21,000,000	$ 20,247,412		
Transit Center & Path to 213 & Path to Oregon City High	2,000,000	1,860,955		
Contingency	-			
	$ 23,000,000	$ 22,108,367	**96%**	% budget spent

Student Services/Community Common (Est. Complete Fall 2021)	Planned Expenses	Life-to-Date Actuals	0%	% project complete
Soft and Hard Costs	$ 20,000,000	$ 1,565,097		
Contingency	-	-		
	$ 20,000,000	$ 1,565,097	8%	% budget spent

Other Projects	Planned Expenses	Life-to-Date Actuals		
Automotive	$ 6,000,000	$ 5,222,514	95%	% project complete
Campus Safety and Security	600,000	555,633		
Campus-Wide Refreshes	2,000,000	59,729		
Clairmont Seismic Improvements	41,047	41,047	100%	% project complete
Medium Voltage Upgrades (Clairmont Electrical funded)	107,625	107,625	100%	% project complete
Classroom Upgrades	200,000	135,196		
Douglas Loop Completion	1,500,000	1,194,913		
Elevators	1,011,430	1,011,430	100%	% project complete
IT Upgrades	2,013,642	2,013,642	100%	% project complete
Land Use	54,112	54,112		
Oregon City Master Plan	250,000	124,789		
Meyers Road	2,676,755	2,676,755		
Randall Seismic Rehab (Match Requirement)	3,547,339	2,553,816		
Randall Tunnel Remodel	17,942	17,942		
Reroofs	2,468,289	1,984,453	80%	% project complete
Title IX/Randall	2,392,492	2,392,492	100%	% project complete
Water system upgrades	1,000,000	161,503		
General Fund funded Incidentals	1,350,000	856,884		
Wrestling Room Space - Randall Hall	150,000	143,359		
Oregon City Site Signage	350,000	28,060		
Project Management	1,000,000	758,484		
	$ 28,730,673	$ 22,094,377		
Overall Bond Contingency	*1,430,841*			
Expense Totals:	**$ 138,102,581**	**$ 110,691,406**	80%	% budget spent

Clackamas Community College

Full-Time Personnel Report

From 11/20/2019 - 12/19/2019

NAME	TITLE	EMPLOYEE GROUP	EFFECTIVE DATE
NEW HIRES			
Tracy Pantano-Rumsey	Academic and Career Coach	Classified	12/3/2019
Judy Stuart	Outreach Coordinator	Administrative (Limited-Duration)	12/9/2019
Joann Zhang	Academic and Career Coach	Classified	12/19/2019
SEPARATIONS			
Justin Montgomery	Lead Marketing Specialist	Classified	12/2/2019
Tim Cato	Campus Safety Officer	Classified	12/4/2019
Chris Smith	HR Compliance Specialist	Confidential	12/6/2019
Dion Baird	Dean/CIO for ITS	Administrative	12/6/2019
RETIRED			
PROMOTION			

BOARD PLANNING CALENDAR
2019-20

DATE	*WORK SESSION*	*CONSENT*	*FACULTY/STUDENT PRESENTATIONS*	*REPORTS*	*NEW BUSINESS 1ST READ*	*NEW BUSINESS ACTION*	*BOARD OPERATIONS*	*EXEC SESSION*
February 12 **At Wilsonville** Deadline 1/31 Post 2/5	Wilsonville update & tour	Minutes Financial Report Personnel Report Planning Calendar Fall Enrollment		President Business Rprt	20/21 Tuition & Fees	Strategic Plan Consultant	Chair Business Report	
March 11 Deadline 2/28 Post 3/4	Strategic Planning Process Data Dashboard	Minutes Financial Report Personnel Report Planning Calendar	Sabbatical Abstracts/Rprt	President Business Rprt		20/21 Tuition & Fees	Chair Business Report	
April 8 **At Harmony** Deadline 3/27 Post 4/1	Harmony update & tour	Minutes Financial Report Personnel Report Planning Calendar	Sabbatical Report	President Business Rprt Board goals status Found Annual Report	20/21 Board Mtg Sch		Chair Business Report	
May 6 Post 4/29	Budget Committee Mtg	Minutes				Elect Budget Comm. Chair		
May 8/13 Deadline 5/1 Post 5/6	FYF dinner Budget Committee Mtg	Minutes Financial Report 20/21 Board Mtg Sched Personnel Report Planning Calendar Winter Enrollment Reprt	Sabbatical Report	President Business Rprt HS Connections			Chair Business Report	
June 24 Deadline 6/12 Post 6/17		Minutes Financial Report Personnel Report Planning Calendar		President Business Rprt Recognize Assoc reps	20/21 Budget Hearing	19/20 Budget Amendment Adopt 20/21 Budget 20/21 budget appropriation Impose / categorize taxes Authorize contracts: Ellucian	Chair Business Report	

CONSENT AGENDA **AGENDA ITEM IV-2e**
R19/20-18f

CCC Board of Education – Topic Summary	
Topic:	Post-Project Evaluation Report on DeJardin Expansion
Date:	January 8, 2020
Presenter:	Bob Cochran, Dean
Division/Department:	Campus Services
RECOMMENDATION:	Information Only

REASON FOR BOARD CONSIDERATION:
The DeJardin Science Addition and Transit Center projects were constructed using an alternative delivery method; specifically, the Construction Manager/General Contractor model of delivery. ORS 279.103 requires a post-construction evaluation of certain public improvement projects not contracted by competitive (low bidding) to determine whether it was actually in the public's best interest to use an alternative contracting method.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
Information only

BACKGROUND:
At its April 12, 2017, meeting, the Board of Education approved the alternative delivery method for the construction of the DeJardin Science Addition and Transit Center; specifically, the Construction Manager/General Contractor delivery method.

At the May 5, 2018, Board of Education meeting, the Board approved entering into a CMGC contract with Lease Crutcher Lewis for of the construction of the DeJardin Science Addition/Transit Center.

In September 2018, the Transit Center was complete and, in September 2019, the DeJardin Science Addition was complete.

BUDGET IMPACT/SOURCE OF FUNDS:
Information only.

ATTACHMENTS:
Post-Project Evaluation Memo

FUTURE REPORT:
None

Clackamas Community College | 19600 Molalla Avenue, Oregon City, OR | 97045-7998 | Education That Works | MEMO

To: **Board of Education/Dr. Tim Cook**

From: **Bob Cochran, Dean of Campus Services**
Patti Miles/Karl Schulz, the inici group

Date: **January 08, 2020**

Re: **DeJardin Addition/Parking Lot/CCC Transit Center /Path to 213 - Post Project Evaluation Report**
Construction Manager/General Contractor Delivery Model

At the April 12, 2017, Board of Education meeting, the Board approved the alternative delivery method for the construction of the DeJardin Addition/Parking Lot/CCC Transit Center/Path to 213 (the projects); specifically, the Construction Manager/General Contractor (CM/GC) delivery method. At the May 5, 2018, Board of Education meeting, the Board approved entering into a contract with Lease Crutcher Lewis for CM/GC services for the projects. In September 25, 2019, the projects were deemed substantially complete.

Since the projects were constructed using an alternative delivery method, specifically the CM/GC model of delivery and not low bid, ORS 279.103 requires a post-construction evaluation for the projects. The purpose of the ORS evaluation is to determine whether it was actually in the public's best interest to use an alternative contracting method.

The following elements are required by the statute to be included in the evaluation:

1. **Financial information: construction cost estimates, any guaranteed maximum price (GMP), changes, and actual cost.**

The Guaranteed Maximum Price set by CM/GC	
Building Addition:	$ 13,598,144
Parking Lot:	$ 3,957,005
CCC Transit Center:	$ 1,111,658
Path to 213:	$ 201,126
Total Cost:	**$ 18,867,933**

2. **The number of project change orders issued by the public agency.**

DJ Addition:

Added Scope by CCC:	$ 121,890
Value Engineering:	$ included in total project savings
Unforeseen Site Conditions/DD:	$ 82,220
Total Costs:	**$ 204,110**

Parking Lot/CCC Transit Center/Path To 213:

Added Scope by CCC:	$ 87,495
Value Engineering:	$ (67,852) total project savings
Unforeseen Site Conditions/DD:	$ 104,179
Total Costs	**$ 123,822**

3. A narrative description of successes and failures during design, engineering, and construction of the projects.

Both the CCC Transit Center (completed September 2018) and DeJardin Addition/Parking Lot/Path to 213 (completed September 2019) were completed on time and under budget. The use of the CM/GC process benefited the college in the following ways:

- The CM/GC contract established an allowance (based on lessons learned from prior bond projects) for soil mitigation in anticipation of unforeseen conditions (for example: boulders found onsite and unsuitable soil condition). The allowance allowed CCC to "reduce/limit" risk and pressure on other components of the projects.

- The CCC Transit Center schedule was accelerated to allow for Fall Term 2018 use. This was accomplished by contracting with the CM/GC on a specific scope of work before all design documents were finalized. The contractor was able to contract, schedule subcontractors, and schedule material delivery in advance of the official start date for the projects.

- The contractor proposed, and was approved by the design team, the use of 4,000 tons asphalt grindings as part of the subgrade foundation layer for the CCC Transit Center. This proposal saved dollars for the projects by reducing the cost of gravel purchase and delivery and hauling offsite of the old parking lot's asphalt. Also, this provided sustainability benefits with the reduction of materials being sent to a landfill and 5.4 metric tons of CO_2 emissions were avoided.

- The contractor proposed, and was approved by the design team and the City of Oregon City, to reuse boulders found during excavation, in new storm water basins, saving hauling off removal costs.

- The CMGC process allowed for a better budget process including target value design (designs based on a detailed estimates) which minimizes the iteration of re-design of the value engineering items, saving re-work and re-design costs.

- Better collaboration and team work from subcontractors and more targeted solicitation of MWESB and local companies. This helped the college achieve and surpass our BOAT (Business Opportunity and Achievement Targets) goals.

- Enhanced campus communication and development of a site logistics plan in tandem with the design team, College, and CMGC. The resulting budget reflects accurately how the contractor planned to operate on the campus.

4. **An objective assessment of the use of the alternative contracting method as compared to the exemption findings required by ORS 279.015.**

The CM/GC process provided CCC with the opportunity to address costs and potential savings early on during the design phase. This helped identify opportunities to reduce costs by proposing different design options for more efficient constructability approaches focused on saving construction costs. Through value engineering, CCC saved $67,852 and also saved the estimated contractor contingency of $150,000 because the project went smoothly. The evaluation of design options and having appropriate contingency dollars to cover unforeseen conditions reduced the number of change orders and staff management time to process.

Procurement of long lead items allowed the CM/GC to secure competitive pricing and maintain project schedules for on-time completion, even in a hot construction market with limited resources.

Implementation of a detailed safety plan coordinated with CCC management focused on staff and student safety, and resulted in "incident-free" projects with students, staff, and visitors using existing DeJardin during most (excluding summer months during direct connect of the new addition) of the construction process.

The DeJardin Hall Addition's estimated budget (including all hard and soft cost) was $18,181,237 and the final cost is estimated to be $17,748,144 or $433,093 under budget. The Parking Lot/CCC Transit Center/Path to 213 total estimated budget (including all hard and soft cost) was $6,223,914 and the final cost is estimated to be $6,029,789 or $194,125 under budget. While not all these savings are directly related to the CM/GC delivery model, a large portion can be attributed to the CMGC delivery method either through a teamwork approach which managed value engineering, decreased unit cost, and contingency savings by limited number of unknowns, delays due to market conditions and time and energy to process change orders. In addition, the process resulted in no claims by the contractor or their sub-contractors. This allowed all funds to be invested in the construction of the building instead of resolving claims between the project teams. The removal of this cost and scheduled impact risk cannot be quantified, but based on other delivery models in the industry, the amount of a claim could have been significant.

Agenda Item V-1

STATE OF OREGON

PROCLAMATION

OFFICE OF THE GOVERNOR

WHEREAS: Access to a high-quality public education gives every Oregon student the opportunity for lifelong success, contributing to Oregon's quality of life and economic prosperity; and

WHEREAS: Every student can learn and succeed, especially when given the opportunities they deserve to develop the knowledge and skills to achieve their full potential; and

WHEREAS: Oregon's education system has the mission of fully welcoming every child from every background across our diverse state, and supporting their learning and development; and

WHEREAS: The leadership of locally-elected school boards, in close partnership with the educators, students, families, and communities they serve, fosters the engagement, care, and resiliency that leads to equitable achievement for all students; and

WHEREAS: Board members are critical in establishing the inclusive expectations, culture, and conditions that allow for quality teaching and learning; and

WHEREAS: The committed people who serve on the boards of Oregon's 197 school districts, 19 education service districts, and 17 community colleges deserve recognition and thanks for their dedication to the education needs of the students of Oregon.

NOW, THEREFORE: I, Kate Brown, Governor of the State of Oregon, hereby proclaim **January 2020** to be

SCHOOL BOARD RECOGNITION MONTH

in Oregon and encourage all Oregonians to join in this observance.

IN WITNESS WHEREOF, I hereunto set my hand and cause the Great Seal of the State of Oregon to be affixed. Done at the Capitol in the City of Salem in the State of Oregon on this day, December 19, 2019.

Kate Brown

Kate Brown, Governor

Bev Clarno

Bev Clarno, Secretary of State

<table>
<tr><th colspan="3">President/College Goals 2019-20
Progress as of January 2020</th></tr>
<tr><th colspan="3">Diversity, Equity, and Inclusion</th></tr>
<tr><td colspan="3">Develop an institutional diversity, equity, and inclusion strategic plan.</td></tr>
<tr><td>Progress</td><td colspan="2"></td></tr>
<tr><th colspan="3">Guided Pathways</th></tr>
<tr><td colspan="2">Strategic Priority</td><td>Objective</td></tr>
<tr><td colspan="2">Increase students’ success in reaching their goals in the most efficient and cost-effective way possible.</td><td>Degree- and certificate-seeking students will have clearly articulated guided educational and career pathways based on each student’s stated intent and assisted by student support systems and technology.</td></tr>
<tr><td>Progress</td><td colspan="2">Educational Focus Area (EFA) names have been finalized, a first draft of a webpage has been developed, the plan for assigning students to EFAs has been developed and a plan for working with faculty to create a support network for students within each EFA has been developed. Teams feel prepared to do an initial launch in spring of 2020!</td></tr>
<tr><th colspan="3">College Readiness</th></tr>
<tr><td colspan="2">Prepare all incoming students for success through academic and non-academic support services and strengthen curricular, instructional, and student services partnerships in our College’s district to improve readiness for CCC.</td><td>• Streamlined advising and support processes for all students that result in their arrival at CCC ready for the coursework in their planned program of studies.
• Preparatory work with incoming students that results in day one readiness for success in academics and their program of study; provide support and advising about financial, transportation, or other non-academic needs.</td></tr>
<tr><td>Progress</td><td colspan="2">The addition of two academic advisors, dedicated to working with students in our business and allied health programs, began their careers at Clackamas in December. We are thrilled to add staff to an area that has proven to make a difference in student readiness.</td></tr>
<tr><th colspan="3">Academic Relevance and Innovation</th></tr>
<tr><td colspan="2">Continue to create an overall portfolio of high-quality, relevant, innovative and evidence-based instructional methods, programs, environments and models in order to better serve our students and community.</td><td>• For Academic Transfer: Ensure that educational offerings and services prepare students for successful transfer to four-year post-secondary institutions.
• For Career and Technical Education: Review and update educational offerings and services in ways that are consistent with stakeholder business and industry expectations for a prepared workforce.
• For Essential Skills: Educational offerings and services use recognized best practices in skills development for adults, English as a Second Language (ESL) students and students developing quantitative and literacy skills.
• For Lifelong Learning: Training and community education meet the needs and expectations of the community.</td></tr>
<tr><td>Progress</td><td colspan="2">The Instructional Support and Professional Development Department has created a Faculty Learning Community of full-time and part-time faculty who will focus on the principles of transparent assignment design. Transparent assignment design makes learning process more explicit, helping students know clearly expectations for assignments. This best practice particularly benefits underrepresented student groups, supporting our diversity, equity and inclusion goals. This is in</td></tr>
</table>

	addition to the ongoing First-year Faculty Experience, which focuses on principles of teaching and learning that engage students, connect them to the college, and create equitable and inclusive classroom environments.	
Financial Sustainability		
Increase institutional resources and capacity in order to better fulfill our mission through: 1) obtaining more grants and donations; 2) using existing resources more effectively; 3) creating sustainable programs, services, and partnerships; 4) preserving public trust through responsible and transparent fiscal operations.		• A fiscal plan that both projects revenue and expenses over the next five years and demonstrates our commitment to maintaining the board's minimum ending fund balance throughout the five year planning period. • Tools and timelines that communicate and implement an integrated system of assessment, strategic planning, and mission fulfillment measurement – particularly that link resource allocations to assessment and planning. • Increased revenues. • Increased efficiencies that lead to cost savings.
Progress	We are pursuing a second round of the Metallica Scholars grant, which requires a $50,000 match. Application deadline is Jan. 20.	

CCC Board of Education – Topic Summary	
Topic:	SAIL BOAT Update
Date:	January 8, 2020
Presenter:	Bob Cochran/Alissa Mahar
Division/Department:	Campus Services
RECOMMENDATION:	Information Only

REASON FOR BOARD CONSIDERATION:
The Board of Education has requested periodic updates on the 2014 Bond Projects.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
Information only

BACKGROUND:
In 2014, the Clackamas Community College District voters approved a $90 million general obligation bond. This, along with state match of $32 million, bond proceeds and interest, and several smaller grants, have resulted in almost $132 million in bond revenue.

Since the bond's passing, a team of college staff, project management consultants, architects, and engineers have been working to complete identified projects. This presentation will update the Board on the current status of the SAIL (Student Applied and Integrated Learning) and BOAT (Business Opportunity Achievement Target) programs.

BUDGET IMPACT/SOURCE OF FUNDS:
Information only.

ATTACHMENTS:
None

FUTURE REPORT:
Updates will be provided in future presentations.

Board of Education

SAIL/BOAT
Workforce Goals
Progress Update

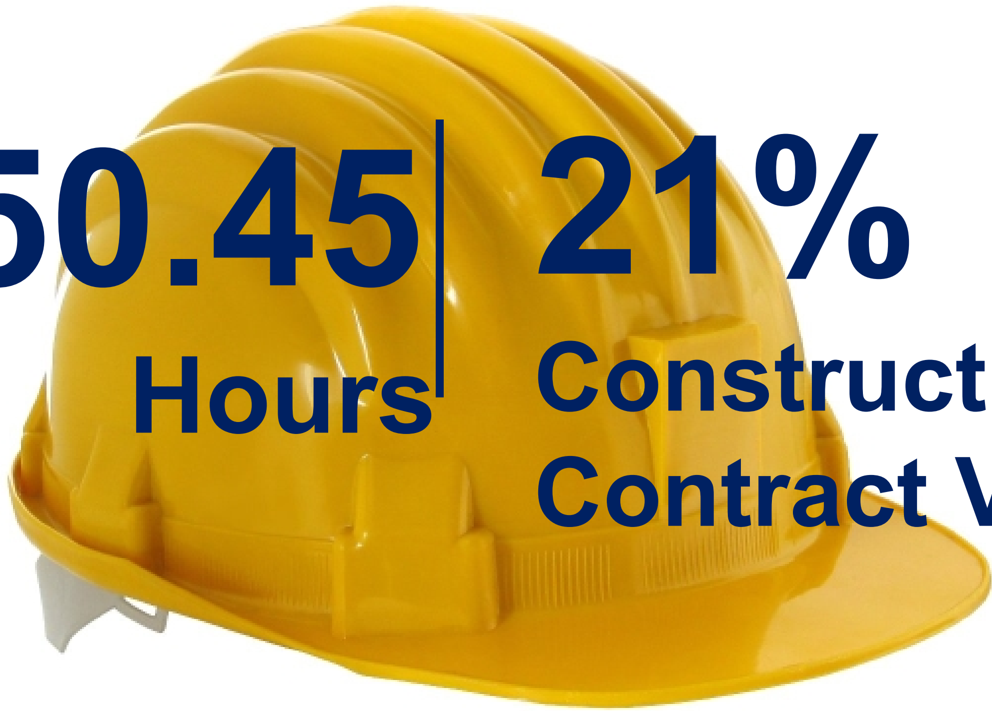
January 8, 2020

Bond Project Workforce Goals

- **SAIL** Program: Student Applied & Integrated Learning
  - Goal: **1,000 student hours of bond work participation**.
- **BOAT** Program: Business Opportunity Achievement Target
  - Goal: **10% MWESB/V/Clackamas County participation.**

Current Program Tracking

Bond Projects Workforce Goals



2,350.45 Hours | **21% Construction Contract Value**

SAIL
Goal: 1,000 hours

BOAT
Goal: 10%

SAIL Program Updates

- Total of four interns have worked on bond projects
- Howard S. Wright is seeking an intern for the Student Service building
- 559 hours of other student activities

Student Activities

- Site tours for ASG, Project Management and welding students
- Classroom presentations
- ASG presentations
- Construction site job shadows
- Interviews w/ journalism students for Clackamas Print articles
- Student review of ITC architectural drawings for quality control
- Student participation in design ideas for DeJardin Hall Addition

BOAT Program Updates

- **49** subcontractors = 26% of firms
- **21%** of construction contract value
- **$12.7 million**

BOAT Program MWESB/V/Clackamas County Breakdown

Minority-owned (MBE)

- **7** firms

Woman-owned (WBE)

- **7** firms

Emerging Small Business (ESB)

- **20** firms

Clackamas County

- **28** firms

*Note: Some firms qualify as more than one category

BOAT: 49 Qualifying Firms!

HAL'S CONSTRUCTION INC.

NorthStar

ALAMO PAVING

Custom Designed Skylights Inc. The Sky's The Limit!

LaRusso Concrete, Inc. Portland|Seattle

Elite Striping, LLC

PLACE

Towne Country FENCE CO. OF OREGON

WILLAMETTE GLASS, INC. Contract Glazing Specialists

COFFMAN EXCAVATION

Superior Interiors Inc.

N.A.L. Northern Alliance Landscaping, Inc.

NORTHWEST MASONRY RESTORATION CO.

Laras Construction, LLC

LEAR ELECTRIC CO., INC. CONTRACTING AND DESIGN PORTLAND, OREGON 97220

Williamsen & Bleid, Inc.

CIDA 25 1991 2016 ARCHITECTURE ENGINEERING PLANNING INTERIORS

Bell HARDWARE

RELIABLE Fence & Construction

LG Contractors, Inc.

US

Frontier ROOFING & Construction LLC CCB#185195 "Where Quality Counts!"

SAWTOOTH

A36 STRUCTURES

HVAC AIR CONDITIONING REFRIGERATION HEATING Since 1986

IRS ENVIRONMENTAL OF PORTLAND, INC.

HOWSER

Funax Services Satisfaction Guaranteed

BILL ERICKSON HEAVY CONSTRUCTION INC.

SI Contracting Inc.

Sound Fire Protection, Inc.

BUFFALO WELDING, INC.

MICHAELS PRECAST CONCRETE

Affinity NW Landscaping

ARCHITECTURAL METALCRAFTERS, INC.

York Custom MECHANICAL

Crossfire Sprinkler Company

SORA DESIGN GROUP

grow construction

DIVERSE WORKS

Clima-Tech Corporation Employee Owned

interiorTech

NEW BUSINESS – ACTION **AGENDA ITEM VI-1**

CCC Board of Education– Topic Summary	
Topic:	Budget Planning Principles
Date:	January 8, 2020
Prepared By:	Alissa Mahar, Vice President Jeff Shaffer, Business Services Dean
Division/Department:	College Services
RECOMMENDATION:	Approve the Budget Principles and Assumptions for 2020/21 Budget Development

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

> Budget principles are general guidelines that a college intends to honor through its budget process. Principles are not technical and can be understood and appreciated by all members of the organization and the public. By adopting budget principles, a college's decision makers can create overarching values to help frame and guide budget deliberations. A college should collaboratively develop budgeting principles and policies with those who have executive authority to propose a budget and those who have legislative authority to approve it, as well as the strategic planning and the finance departments.
>
> Budget principles create overarching values for prioritization and resource allocation. Key principles to consider include defining goals for student achievement, using data to drive decision making, allocating dollars optimally to create the most benefit given the cost, reviewing past spending decisions, developing and adhering to a multi-year funding plan, and accounting for and reporting the true cost of serving students and the resulting outcome.
>
> Budget policies help a college to identify its financial action and provide a standard against which its fiscal performance can be judged. These policies could address establishing a general fund reserve, long-term forecasting, capital asset maintenance and replacement, monitoring of revenues and expenditures, diversification of revenue, pension and other post-employment benefits, and grant funding.

REPORT
This report articulates the budget principles which provide the parameters for the development of the 2020-21 budget.

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 Strategic Priorities. Strategic priorities are focus areas and initiatives which are designed to improve the College's ability to achieve mission fulfillment. Strategic priorities cover a three-year period, as they are typically multifaceted and take time to develop and implement. The current strategic priorities are:

Strategic Priority 1: Guided Pathways

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

Strategic Priority 2: College Readiness

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

Strategic Priority 3: Academic Relevance and Innovation

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

Strategic Priority 4: Financial Sustainability

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

Board Budget Principles

The principles in the FY 2020-21 budget development process include:

1. Ensure budget supports improvements in Mission Fulfillment by integrating Strategic Priorities and program and service area assessment results with budget allocation decisions.

2. Consider CCC's affordability, district median income, and comparability with other metro-area community colleges when establishing total student costs, including tuition rates.

3. Focus on fiscal responsibility, return on investment, and strategic resource realignment in budget allocations, and minimize ongoing resource requests beyond the three-year horizon.

4. Maintain Board required minimum ending fund balance throughout a three-year forecast, with an emphasis towards balancing revenues and expenditures over a four-year planning horizon.