Clackamas Community College

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, February 12, 2020

1. Strategic Plan Development Consultant - President Tim Cook 80
2. ITEM REMOVED FROM AGENDA: Student Services Building Guaranteed Maximum Price

IX. **BOARD OPERATIONS**

1. Board Chair Business Report
   a. President's Evaluation Timeline
2. CCC Education Foundation - Rob Wheeler, Board Liaison
3. Oregon Community College Association - Jane Reid, Board Liaison
4. Bond Project Citizen Oversight Committee - Irene Konev, Committee Member
5. Oregon School Boards Association - Betty Reynolds, Board Liaison
6. Board of Education Community Reports

X. **ASSOCIATION REPRESENTATIVE REPORTS AND COMMENTS**

1. Associated Student Government (ASG) - Ashley Magaña, President
2. Full-Time Faculty - Dustin Bates, President 89
3. Classified - Matt Larkin, Co-President
4. Part-Time Faculty - Leslie Ormandy, President

XI. **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 WS-1**

CCC Board of Education – Topic Summary	
Topic:	Wilsonville Campus: History, Students, Community, and Partners
Date:	February 12, 2020
Presenter(s):	Shelly Tracy, Jarett Gilbert
Division/Department:	Technology, Applied Science, and Public Services
RECOMMENDATION:	Information Only

REASON FOR BOARD CONSIDERATION:
At the Board's request, the February meeting has been scheduled at our Wilsonville Campus to provide them with more information about this location.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
The Board of Education will learn how Clackamas Community College serves community at our Wilsonville Campus location, including opportunities to further serve our mission in the future.

BACKGROUND:
This presentation will cover the history of Wilsonville Campus, and how CCC supports its students through general education, apprenticeship, and student services, its community through arts and events and conference services, and our unique partnership with Portland General Electric (PGE). The campus tour will include a look at our classrooms, study spaces, transformer room, high bay, and poleyard.

ATTACHMENTS:
A PowerPoint will be provided in advance of the meeting.

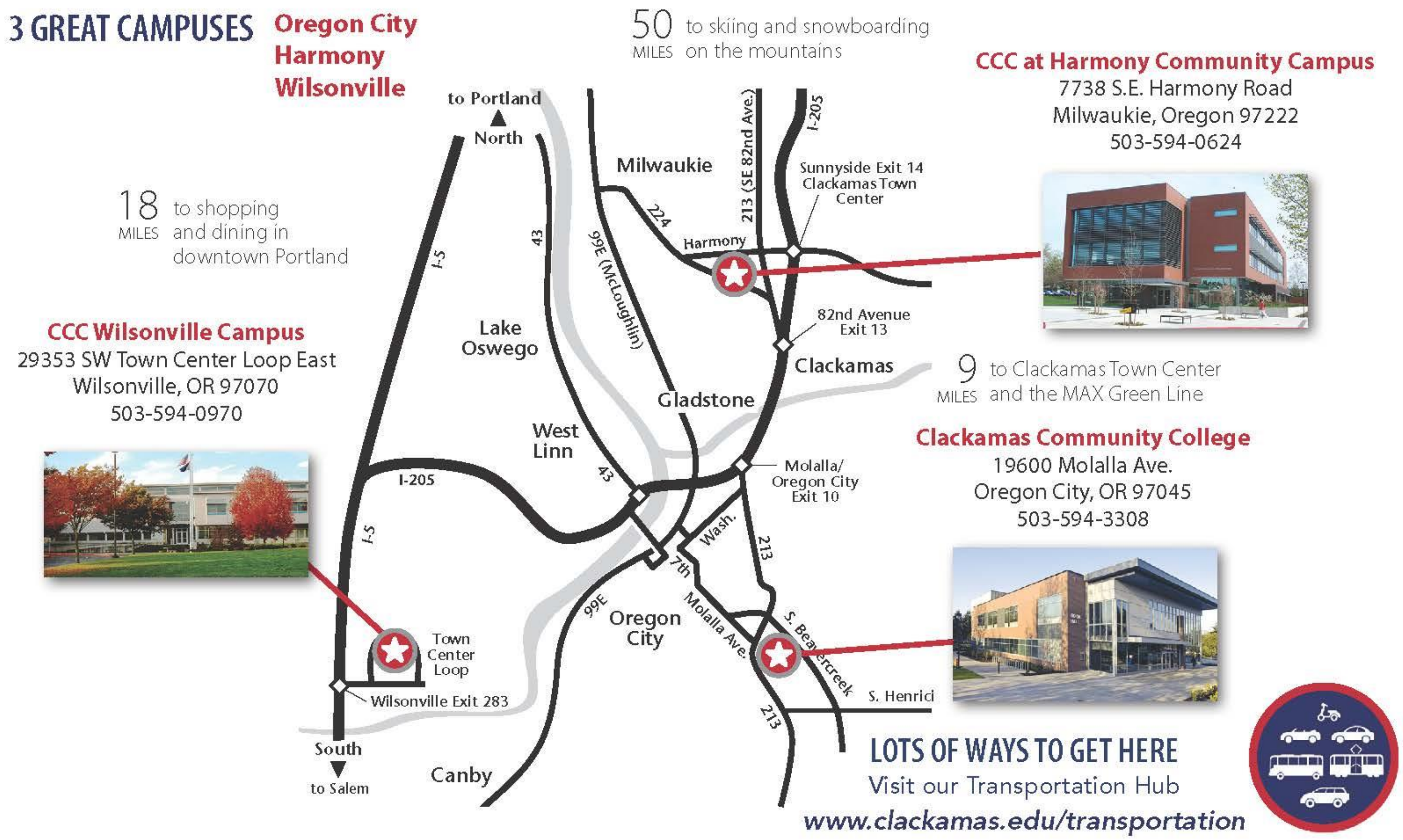
Clackamas Community College

Wilsonville Campus

Education That Works | Clackamas Community College

Welcome to Wilsonville!

3 Great Campuses

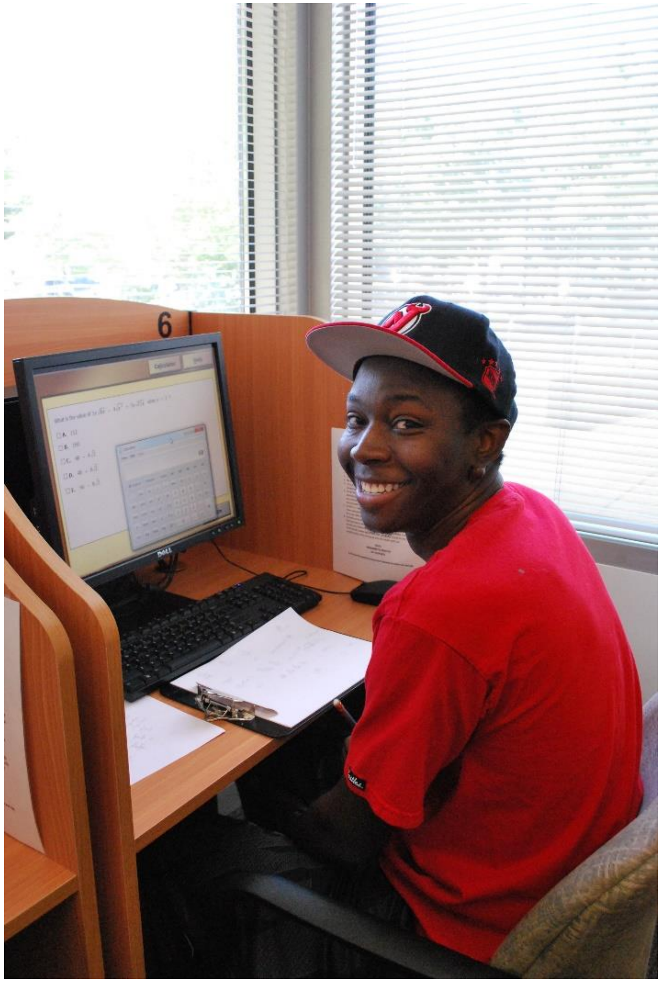


How We Serve The Community

- ***Student Support Services***
- ***Academic Programs***
- ***Apprenticeships***
- ***PGE Partnership***

- ***High School Connections***
- ***Activities & Involvement***
- ***Events & Conference Services***

Student Support Services



Student Services

- Academic advising
- Registration and cashiering
- Testing and placement
- Food pantry (Cougar Cave)
- Tutoring

Additional Resources

- Therapy dogs
- Chair massages
- Various table top events

Lifelong Learning

- Oregon State University Masters in Counseling cohort
- Small Business Development Center
  - By appointment only

Academic Programs

Transfer & General Education

- Complete an ***AAOT*** transfer degree, leading to a BA/BS

Apprenticeship State Wide Certificate & Degree Programs

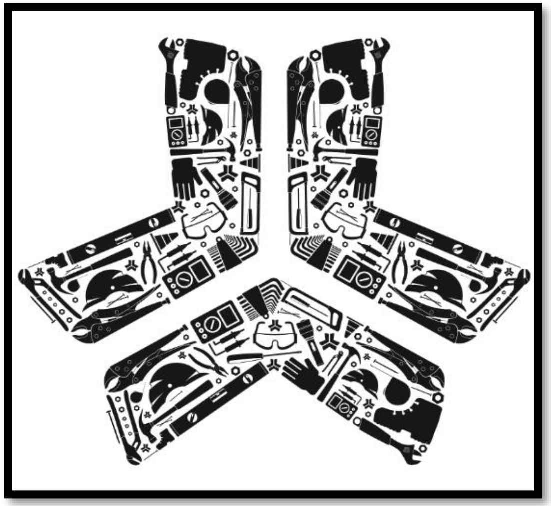
- Construction Trades, General Apprenticeship **AAS**
- Electrician Apprenticeship Technologies **AAS**
- Industrial Mechanics and Maintenance Technology **AAS**
- Construction Trades, General Apprenticeship **Certificate**
- Electrician Apprenticeship Technologies **Certificate**
- Limited License Electrician Apprenticeship Technologies **Career Pathway Certificate**
- Manual Apprenticeship Trades **Career Pathway Certificate**

Certificate & Degree Programs for PGE

- Utility Hydro Generation **AAS** and **Certificate**
- **Non-Credit Certificate**
  - *Basics of Electricity*
  - *Wireman B Training*
  - *Incident Command System Trainings (in progress)*

Apprenticeship

NW Willamette Apprenticeship Services



- CCC supports **12 Apprenticeship programs** with six (6) housed exclusively at Wilsonville Campus
    - Limited Energy
    - Protective Signaling
    - Line Estimator (spring 2020)
    - Line
    - Wire
    - Meter

- Other Apprenticeship programs include:
    - Plumbers
    - Painters
    - Inside Electrical
    - Limited Maintenance Electrician
    - CTE Instructor
    - Machinist (spring 2020)

PGE Partnership

High School Connections

Automotive classes at **World of Speed** Motorsports Museum!

Students can take 4 classes, earning up to 12 credits.

Currently enrolled students :

- 11 from Canby
- 18 from West Linn-Wilsonville

EMT class at **Wilsonville Campus!**

Students earn 3 credits in EMT-105 Introduction to Emergency Medical Services.

Currently enrolled students :

- 15 from Arts & Technology High School

Activities & Involvement

- Rotating art exhibits every term
- Wilsonville Chamber events & connections
- City of Wilsonville Town Center Plan
- Senior Center
- CCC Food Pantry
  - *Oregon Food Bank partnership*
- Lending Library
- Little Library (Outside)

Event & Conference Services

- The *Commons* is ideal for receptions and special events, and accommodates up to 250 people.
- Classrooms and meeting spaces accommodate 12-112 people, with full technology and wireless internet access.
- 32-seat computer lab includes printing access.
- Catering kitchen available.

Any questions?

Shelly Tracy
Director of Wilsonville Campus, Apprenticeship, Fire & Emergency Management (WAFE)

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Jarett Gilbert
Associate Dean, Technology, Applied Science, and Public Services, & Director, Health Sciences

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CONSENT AGENDA **AGENDA ITEM IV-1a**
R19/20-22a

CCC BOARD OF EDUCATION – TOPIC SUMMARY	
Topic:	Minutes of the Executive, Work, and Regular Sessions from January 8, 2020
Date:	February 12, 2020
Division/Department:	President's Office
RECOMMENDATION:	Approval of the Minutes for January 8, 2020

Clackamas Community College

BOARD OF EDUCATION MEETING
MINUTES
January 8, 2020

EXECUTIVE SESSION
Board Chair Dave Hunt convened Executive Session under ORS 192.660(2)(d) at 5:40 p.m. on Wednesday, January 8, 2020, 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 6:00 p.m.

WORK SESSION
Board Chair Dave Hunt called the work session of the Clackamas Community College Board of Education to order at 6:04 p.m. on Wednesday, January 8, 2020, in Room CC127 of the Bill Brod Community Center at Clackamas Community College.

Legislative Workshop
President Tim Cook reported we are getting ready to go into the short legislative session, so we have John Wycoff from OCCA and lobbyist Elise Brown. He invited them and Marketing Executive Director Lori Hall to come forward for their presentation.

John provided a recap of the outcomes from the 2019 session and an overview of what to expect for the 2020 session and responded to questions from the Board.

A mock interview was staged as an example of what to expect when meeting with legislators. Chair Dave Hunt and ASG president Ashley Magaña participated with Elise and John.

The Work Session recessed at 6:49 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 6:50 p.m. on January 8, 2020, 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 Representative Patty DeTurk, Classified Representative James Logan, ASG President Ashley Magaña, and Recorder Denice Bailey.

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

COMMENTS FROM CITIZENS

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

CONSENT AGENDA

The Board considered the approval of the following:

a. Minutes (Executive, Work, and Regular Sessions) 12.11.19

The Board acknowledged the acceptance of the following:

a. Monthly Financial Reports
b. Capital Projects (Bond) Report
c. Personnel Report
d. Board Planning Calendar
e. DeJardin CM/GC Findings

R19/20-20 Rob Wheeler moved, Irene Konev seconded the motion, to approve and/or accept Consent Agenda items 1a through 2e. Motion passed unanimously.

COLLEGE REPORTS

President's Report

President Tim Cook reported:

- January is School Board Appreciation Month and the Board members received a small token of appreciation. He reminded the audience that these are volunteer positions. He is very impressed how involved and engaged the CCC Board is with the college. He thanked them for their dedication and read the governor's proclamation.
- His goals progress report was included in the agenda materials.
- Two academic advisors have been hired. There was a large pool of applicants and our hires are well-qualified.
- There is a second Metallica grant opportunity and we have been encouraged to apply.

- The State of the College presentations are this Friday at 8:00 a.m., then on January 23 at the Harmony Campus.
- He and Board Member Betty Reynolds met with Representative Neron at the Wilsonville Campus in December.
- CCC hosted the Oregon Consortium of Nursing Education (OCNE) regional meeting at the Harmony campus. The partnership with OHSU is working well and they lowered their tuition for our nursing transfer students.
- The February Board meeting will be held at the Wilsonville campus.
- There is a basketball game going on tonight, and he invited everyone to attend after the meeting.

<u>Bond Update</u>
Dean Bob Cochran and former student Angela Douglas provided an update on the SAIL (Student Applied and Integrated Learning) and BOAT (Business Opportunity Achievement Target) programs for the bond. Angela, who developed and managed the SAIL BOAT program, was hired by inici as an intern, and now works there full time. She recently received her Project Management Professional Certification. We are well ahead of our targets in both programs. They will provide a final update after completion of the student services center.

NEW BUSINESS – ACTION
<u>Budget Planning Principles</u>
Vice President Alissa Mahar reported that the changes suggested at the last meeting have been incorporated into the document presented for approval tonight. She shared some of the budget development activities coming up.

R19/20-21 Greg Chaimov moved, Chris Groener seconded the motion, to approve the Budget Principles and Assumptions for the 2020/21 Budget Development. Motion passed unanimously.

BOARD OPERATIONS
<u>Board Chair Business Report</u>
Chair Dave Hunt reported he interviewed Board Members Irene Konev and Greg Chaimov for the latest CCCTV show. Board Members Betty Reynolds and Rob Wheeler will be interviewed at the next taping on January 29.

Dave asked for one more volunteer for the work group to explore non-state revenue sources. Board Member Irene Konev and Dave are participating. Vice Chair Greg Chaimov volunteered to participate, but is unable to make the first meeting on January 30.

<u>Clackamas Community College Education Foundation Report</u>
Foundation Liaison Rob Wheeler reported:
- Contributions for 2019 were more than $1.4 million.
- The Foundation will receive funds for the second year in a row from The Rotary Club of West Linn's annual fundraiser: Stomp Out Barn Dance. The event will be held March 14, 2020 at Langdon Farms.
- Pony Up for Education That Works will be held May 9, 2020.

<u>Oregon Community College Association (OCCA) Report</u>
OCCA Liaison and Board Member Jane Reid reported the OCCA executive committee met this morning and much of the discussion was on the information John Wycoff shared in the Work Session earlier tonight. OCCA will be applying for a Strong Start to Finish grant.

Bond Project Citizen Oversight Committee (COC) Report
Committee Member Irene Konev reported the Automotive Grand Opening is January 31 at 3:30 and the Student Services building groundbreaking is scheduled for March 13. The next COC meeting is coming up this term.

Oregon School Boards Association (OSBA) Report
OSBA Board Member Betty Reynolds reported the ACCT (Association of Community College Trustees) Legislative Summit and Policy and Advocacy Committee I meeting is in February. One of ACCT's priorities is reauthorization of the Higher Education Act. She will carry that message to the NSBA (National School Boards Association) Conference. She attended the Oregon Leadership Summit and sat at the OSBA table. She was pleased to see CCC had a good presence there.

OSBA is busy with implementation of Student Success Act, but there are still opportunities for community colleges to collaborate with K-12 districts.

Betty asked about the OSBA legislative priority survey, which was to be sent to all members. None of the CCC Board members received it, so she will ask OSBA to resend it.

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:
- The concession stand is now open for basketball games and staffed by ASG.
- The club and campus resource fair is tomorrow in the Community Center Mall.
- The Multicultural Center is hosting a Hong Kong event next week and celebrating Lunar New Year at an event on January 22.
- There will be a Black History Month event on February 5, which is being coordinated by the Black Student Union.
- The Lending Library had $2,114 that they can use to purchase books.
- The Student Peer Assistant at the Wilsonville campus will be looking into student needs at that campus.
- They have a new grants chair and a new campus affairs chair.
- Today, ASG approved spending 4538 to begin a laptop check-out for the term. They hope to eventually give away 15 Chromebooks.

Part-Time Faculty Association Representative Patty DeTurk reported:
- PTF returned to work Monday.
- Their next bargaining session is Thursday.

Classified Representative James Logan reported:
- He appreciated the Board Member for participating in the All Staff Recognition event in December.
- The Pay Equity study has been concluded.

Full-Time Faculty Association President Dustin Bates reported:
- He personally appreciates the Board Members' service to the college and the community.
- The first Senate meeting is scheduled for Thursday.
- The Study Abroad group made it back from Ireland.

As there was no other business to come before the Board, the meeting was adjourned at 7:37 p.m.

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Date **Denice Bailey, Recorder**

________________________________ ____

Dave Hunt, Board Chair **Tim Cook, Clerk**

CONSENT AGENDA **AGENDA ITEM IV-2a**
R19/20-22b

Topic:	Monthly financial report -- All funds
Date:	February 12, 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 December 31, 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	$ 38,481,786	$ 25,604,119	$ 12,877,667	$ 21,898,367
Fee	2,585,587	1,875,155	1,550,380	324,775	2,910,363
Innovation	578,777	124,998	72,445	52,553	631,330
Debt Service	3,840,775	6,106,772	936,500	5,170,272	9,011,047
Capital Projects (Bond)	22,311,758	9,087,641	13,263,432	(4,175,791)	18,135,966
Staff Computer Replacemt	64,235	49,998	12,894	37,104	101,339
Equipment Replacement	1,958,374	132,408	43,064	89,344	2,047,718
Major Maintenance	3,013,973	319,729	461,962	(142,233)	2,871,740
Student Technology	996,882	561,321	346,650	214,670	1,211,552
Internal Service	367,110	187,510	134,364	53,145	420,256
Bookstore	905,652	164,407	239,077	(74,670)	830,982
Customized Training	220,754	165,235	201,781	(36,546)	184,208
Intramurals and Athletics	49,441	257,180	216,240	40,940	90,381
Student Life & Leadership	166,416	51,191	55,265	(4,073)	162,342
Computer Lab	110,932	33,213	22,892	10,321	121,253
Retirement	1,804,728	310,002	359,692	(49,690)	1,755,038
Student Financial Aid	139,042	6,834,171	6,406,485	427,686	566,728
Grants and Contracts	946,296	1,009,234	1,736,212	(726,977)	219,319
WIOA Grant	-	470,468	566,585	(96,117)	(96,117)
Insurance Reserve	366,367	-	30,179	(30,179)	336,188
PERS Reserve	3,000,000	-	-	-	3,000,000
Technology Infrastructure	2,700,651	-	265,806	(265,806)	2,434,845
Total	$ 55,148,450	$ 66,222,418	$ 52,526,024	$ 13,696,394	$ 68,844,844

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- 22b

Topic:	Monthly financial report -- General Fund
Date:	February 12, 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	**December 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	$ -	0%	$ 7,749,647	41%	$ 8,086,858	50%	$19,041,635	$19,155,480	$ 113,845
Property taxes	332,958	2%	18,718,765	92%	18,415,685	95%	20,325,715	20,354,296	28,581
Tuition, net of waivers	1,085,615	8%	10,153,780	71%	10,110,467	66%	14,239,157	13,849,317	(389,840)
Other revenue	514,252	18%	1,784,594	62%	1,411,485	49%	2,889,196	2,889,196	-
Transfers in	12,500	8%	75,000	50%	170,000	85%	150,000	150,000	-
Total revenue	1,945,326	3%	38,481,786	68%	38,194,495	71%	56,645,703	56,398,289	(247,414)
EXPENDITURES									
Personnel services	4,408,222	9%	20,363,360	42%	19,158,677	42%	48,665,913	49,172,000	(506,087)
Materials and services	687,154	8%	4,297,016	50%	4,575,390	53%	8,666,361	8,665,264	1,097
Capital outlay	3,010	3%	25,946	22%	32,635	27%	120,000	120,000	-
Transfers out	152,966	8%	917,796	50%	971,870	47%	1,835,600	1,835,600	-
Total expenditures	5,251,353	9%	25,604,119	43%	24,738,573	44%	59,287,874	59,792,864	(504,990)
Net revenue (expenditures)	$ (3,306,027)		12,877,667		13,455,922		(2,642,171)	(3,394,575)	(752,404)
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			$23,424,170		$23,905,425		$ 5,414,829	$ 5,626,125	$ 211,296

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
January 2020 Snap Shot

CONSENT AGENDA — AGENDA ITEM IV-2b
R19/20-22c

Topic:	Monthly financial report -- Capital Projects (Bond) Fund
Date:	February 12, 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	1,212,950	1,004,387
Randall Seismic Grant	1,500,000	801,428
Other small donations/grants (Energy Trust/WES)	211,001	211,001
General Fund Transfer for Incidentals	2,000,000	2,000,000
Subtotal of gross revenues:	$ 139,022,849	$ 121,468,811
(less expenses related to bond sales and State Grant fees)	(1,467,180)	(915,180)
Revenue Totals:	**$ 137,555,669**	**$ 120,553,631**

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	$ 20,903,638		
Transit Center & Path to 213 & Path to Oregon City High	2,000,000	1,860,955		
Contingency	-			
	$ 23,000,000	$ 22,764,593	**99%**	% budget spent

Student Services/Community Common (Est. Complete Fall 2021)	Planned Expenses	Life-to-Date Actuals	0%	% project complete
Soft and Hard Costs	$ 21,000,000	$ 1,821,283		
Contingency	-	-		
	$ 21,000,000	$ 1,821,283	9%	% budget spent

Other Projects	Planned Expenses	Life-to-Date Actuals		
Automotive	$ 5,800,000	$ 5,710,838	99%	% project complete
Campus Safety and Security	600,000	555,633		
Campus-Wide Refreshes	2,000,000	69,637		
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	1,195,346		
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)	3,247,339	2,627,972		
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	889,706		
Wrestling Room Space - Randall Hall	150,000	143,359		
Oregon City Site Signage	350,000	28,095		
Project Management	1,000,000	767,516		
	$ 28,230,673	$ 22,709,086		
Overall Bond Contingency	*383,929*			
Expense Totals:	**$ 137,555,669**	**$ 112,218,527**	82%	% budget spent

Clackamas Community College

Full-Time Personnel Report

From 12/20/2019 - 01/19/2020

NAME	TITLE	EMPLOYEE GROUP	EFFECTIVE DATE
NEW HIRES			
Jason Robertson	Groundskeeper	Classified	1/6/2020
SEPARATIONS			
Broderick Ridenour	Custodian	Classified	12/31/2019
Steve Holliman	College Safety Officer	Classified	1/17/2020
RETIRED			
Debra Anderson	Nursing Assistant Instructor	Faculty	12/31/2019
Lillian Mayer	Biology Instructor	Faculty	12/31/2019
David Bradley	Auto/Collision/Repair Instructor	Faculty	12/31/2019
Carol DeSau	Director, Bookstore	Administrative	12/31/2019
PROMOTION			

AGENDA ITEM IV-2d

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	Reg Apprenticeships	President Business Rprt Financial Forecast	20/21 Tuition & Fees Naming SSCC	Strategic Plan Consultant SS Building Guar Max Price	Chair Business Report	Negotiations Real Estate
March 11 Deadline 2/28 Post 3/4	Strategic Planning Process Data Dashboard	Minutes Financial Report Personnel Report Planning Calendar	Sabbatical Abstracts Sabbatical Rpt - Koneiczka	President Business Rprt		20/21 Tuition & Fees Naming SSCC	Chair Business Report	
April 8 **At Harmony** Deadline 3/27 Post 4/1	Harmony update & tour	Minutes Financial Report Personnel Report Planning Calendar	Sabbatical Rpt - Hendricks	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 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 Rpt – Vergun Global Learning Comm -Ida	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	

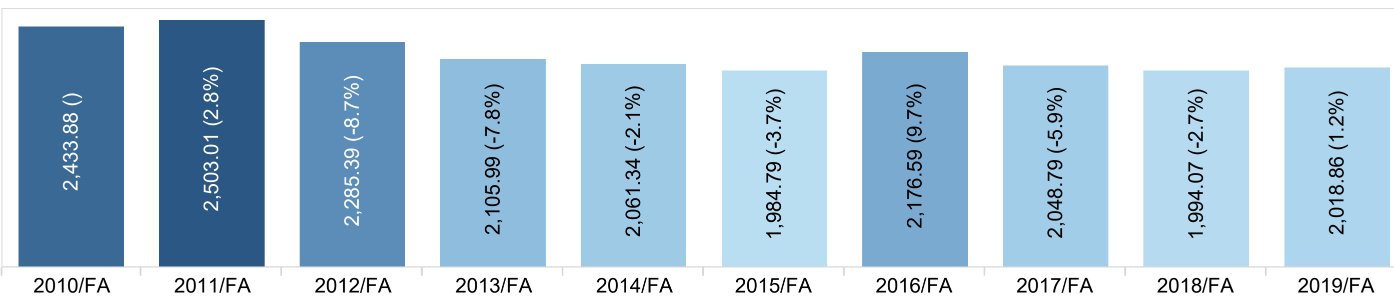
Fall 2019 Enrollment Update

Reimbursable FTE increased by 1.3% compared to Fall 2018 (1993.81 from 1968.60 FTE).
Total FTE increased by 1.2%, and unduplicated headcount increased by 4.3%.

Summary of FTE changes by course grouping:

- LDC remained steady, with a slight descrease of 0.3%. The number of offered sections decreased by 1.9% (817 compared to 834) while enrollment increased by 1.3% (14,731 compared to 14,540).
- CTE Preparatory, Supplemental, and Apprenticeship combined increased by 5.4% in FTE. Section offerings for all three areas combined decreased by 6.7% (636 from 682) while enrollment increased by 10.7% (8,329 compared to 7,527).
- ESL increased by 6.6%. The number of offered sections increased by 16.7% (49 compared to 42) and enrollment increased by 2.8% (822 compared to 800).
- ABE/GED/AHS decreased by 12.8% in FTE. For all three areas combined, total section offerings decreased by 28.6% (25 compared to 35) and enrollment decreased by 13.8% (268 compared to 311).
- ACE decreased by 2.0%. The number of offered sections increased by 10.9% (193 compared to 174) while enrollment remained steady (2,572 compared to 2,558).
- PSR increased by 3.2%. The number of offered sections remained steady (56 compared to 58) while enrollment increased by 1.8% (1,053 compared to 1,034).
- Personal Enrichment increased by 31.0%. Total section offerings decreased by 55.9% (26 compared to 59) while enrollment increased by 8.9% (515 compared to 473).

Total FTE and Percent Change



Unduplicated Headcount and Percent Change

2015/FA	2016/FA	2017/FA	2018/FA	2019/FA
12,703 ()	13,514 (6.4%)	13,616 (0.8%)	13,396 (-1.6%)	13,968 (4.3%)

Total FTE by Course Grouping

	2015/FA	2016/FA	2017/FA	2018/FA	2019/FA
Lower Division Collegiate (LDC)	1,157.88 ()	1,315.49 (13.6%)	1,251.16 (-4.9%)	1,172.82 (-6.3%)	1,169.46 (-0.3%)
CTE Prep	289.32 ()	353.11 (22.0%)	325.19 (-7.9%)	332.78 (2.3%)	341.16 (2.5%)
CTE Supplemental	97.99 ()	65.77 (-32.9%)	85.79 (30.4%)	96.93 (13.0%)	114.53 (18.2%)
CTE Apprenticeship	85.58 ()	88.45 (3.4%)	100.02 (13.1%)	105.27 (5.2%)	108.30 (2.9%)
ESL	56.68 ()	44.69 (-21.2%)	41.74 (-6.6%)	43.98 (5.4%)	46.88 (6.6%)
Adult Basic Ed (ABE), GED, Adult H.S. (AHS)	77.01 ()	89.61 (16.4%)	50.25 (-43.9%)	56.99 (13.4%)	49.69 (-12.8%)
Adult Continuing Ed (ACE)	71.25 ()	97.80 (37.3%)	83.88 (-14.2%)	92.20 (9.9%)	90.35 (-2.0%)
Post-Secondary Remedial (PSR)	136.02 ()	111.11 (-18.3%)	102.20 (-8.0%)	84.35 (-17.5%)	87.03 (3.2%)
Self-Improvement - Non-Reimbursable	13.06 ()	10.56 (-19.1%)	8.56 (-18.9%)	8.75 (2.2%)	11.46 (31.0%)
Total	1,984.79 ()	2,176.59 (9.7%)	2,048.79 (-5.9%)	1,994.07 (-2.7%)	2,018.86 (1.2%)

For additional enrollment data, visit www.clackamas.edu/ir and click on "CCC at a Glance." To navigate the workbook, use the dropdown arrow in the upper left and/or the tabs at the top of the view.

Glossary of Terms Used in the Enrollment Update Board Report

ABE (Adult Basic Education) – Adult Basic Education programs serve adults who have low skills in reading, writing, and math (below the 9th grade level).

ACE (Adult Continuing Education) – Courses that are noncredit and focus on one of four areas: Health and Fitness, Safety, Workforce, and "other". These courses must be at least 6 contact hours in length.

AHS (Adult High School program) – Classes in which the sole purpose is to prepare students who have not graduated from high school to obtain an Adult High School Diploma or a diploma from a cooperating high school.

CTE Prep (Career and Technical Education Preparatory) – Courses that prepare persons for entrance into specific occupations or clusters of closely related occupations and which are part of a state approved career technical education program.

CTE Supplemental (Career and Technical Education Supplemental) - Courses that prepare persons for employment stability and advancement in specific occupations or clusters of closely related occupations.

CTE Apprenticeship (Career and Technical Education Apprenticeship) - Courses developed by a trade, craft or occupation that include instructional objectives and an outline of course content for related training and manipulative instruction.

ESL (English as a Second Language) – Courses in basic English [communication] skills that prepare adults whose native language is not English to achieve English levels essential for work, further education, family self-sufficiency, and community and civic participation. The main focus of instruction is on listening comprehension, speaking, reading, writing, basic computer literacy, and critical thinking skills.

FTE (Full-Time Equivalency) – For the purpose of receiving state reimbursement, the equivalent of one student who carries 510 clock hours over three terms of instruction. This generally equates to 15 credit hours per term for three terms.

GED (General Education Development) – Courses that prepare adults with skills below the post-secondary level and who have not graduated from high school with the skills and knowledge needed for postsecondary education, secure employment, and community and civic participation.

LDC (Lower Division Collegiate) – Courses which are parallel to offerings of the first two years of Oregon's four-year institutions and are generally accepted for transfer at Oregon's four-year institutions.

PSR (Post-Secondary Remedial) – Courses that are known as Developmental Education. Credit courses must be numbered less than 100.

FACULTY/STUDENT PRESENTATIONS **AGENDA ITEM V-1**

CCC Board of Education – Topic Summary	
Topic:	Registered Apprenticeships 101
Date:	February 12, 2020
Presenter:	Shelly Tracy, Shalee Hodgson
Division/Department:	Technology, Applied Science, and Public Services
RECOMMENDATION:	Information Only

REASON FOR BOARD CONSIDERATION:
We will provide an overview of Registered Apprenticeships at Clackamas Community College.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
The Board of Education will learn about Registered Apprenticeships, models for non-traditional apprenticeships, and the support for apprenticeships offered at Clackamas Community College. The Board will also learn how CCC meets the needs of our students and industry partners.

BACKGROUND:
The landscape of Registered Apprenticeship is complex and dynamic, but we endeavor to provide a foundational overview of Registered Apprenticeship programs in Oregon and at CCC. The Board will also hear from limited energy apprenticeship students Clayton Herman, Terrance Mitchell, and Ashley Nordstrom.

ATTACHMENTS:
The Board of Education is invited to view a video overview of Oregon apprenticeships prior to the meeting at Wilsonville campus: https://youtu.be/F8BEc_RLTD4
A PowerPoint presentation will be provided prior to the meeting.

Clackamas Community College

APPRENTICESHIP

Registered Apprenticeship

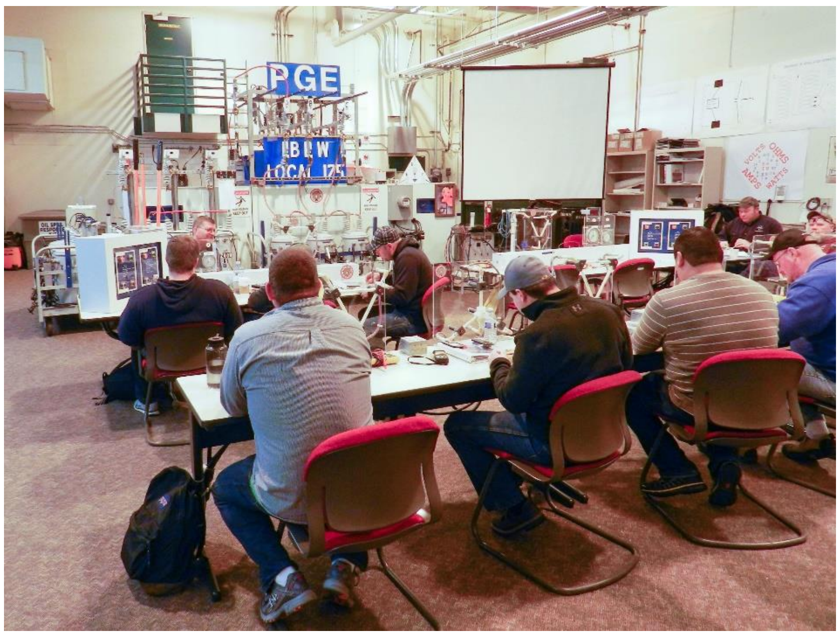
Three Components

- Structured On-the-Job Training
- Related Classroom Instruction
- Wage Scale

BOLI & OCCAC

According to the Bureau of Labor and Industries (BOLI) there are over 10,000 registered apprentices in Oregon.

The Oregon Community Colleges Apprenticeship Consortium (OCCAC) estimates that 8,000 of those registered apprentices receive their related instruction through an Oregon Community College.



TRADE UP
Oregon Community College
APPRENTICESHIP CONSORTIUM
Partners in Apprenticeship

BOLI
Bureau of Labor and Industries

Northwest Willamette Apprenticeship Services

Administered by Clackamas Community College (CCC)

Levels of Service for Joint Apprenticeship and Training Committees (JATC)

Clackamas CC JATCs

CCC Role & Services:

Limited Maintenance Electrician & CTE Instructor

- ⇒ Committee Meeting Administration
- ⇒ Apprentice Tracking, re-rates and BOLI reporting
- ⇒ Build classes
- ⇒ Develop curriculum
- ⇒ Register students
- ⇒ Provide CCC faculty
- ⇒ Provide classroom space
- ⇒ Administer Committee Trust
- ⇒ Student pays full tuition + fees

- **Committee Advisor**
  - ⇒ Support development of standards, policies & procedures

Outside JATCs

CCC Role & Services:

Plumbers

- ⇒ Build classes
- ⇒ Develop curriculum
- ⇒ Register students
- ⇒ Provide CCC faculty (plumbers)
- ⇒ Provide classroom space (OC)
- ⇒ Bill per student

Limited Energy & Protective Signaling

- ⇒ Build classes
- ⇒ Develop curriculum
- ⇒ Register students
- ⇒ Provide CCC faculty
- ⇒ Provide classroom space (W)
- ⇒ Student pays full tuition + fees

Outside JATCs

CCC Role & Services:

Inside electrical

- ⇒ Build classes
- ⇒ Develop curriculum
- ⇒ Register students
- ⇒ Committee pays a flat fee

Painters (administered under the plumbing JATC)

- ⇒ Build classes
- ⇒ Develop curriculum
- ⇒ Register students
- ⇒ Provide lab space (OC)
- ⇒ Bill committee once a term

Company Specific JATCs

CCC Role & Services:

Portland General Electric

Wire, Meter & Line

- ⇒ Build classes
- ⇒ Develop curriculum with PGE
- ⇒ Register students
- ⇒ Provide CCC faculty
- ⇒ Bill committee once a term
- ⇒ Provide classroom space (W)

Registered Apprenticeships at Clackamas Community College

- **CTE Instructor**
- **Inside Electrical**
- **Limited Energy**
- **Line Estimators *(spring 2020)***
- **Limited Maintenance Electrician**
- **Lineman**
- **Machinist *(spring 2020)*)**
- **Meterman**
- **Plumbers**
- **Painters**
- **Protective Signaling**
- **Wireman**

Guest Apprentices

Please welcome three apprentices from the ***Limited Energy*** program located here at Wilsonville Campus:

- Clayton Herman
- Terrance Mitchell
- Ashley Nordstrom

Any questions?

Shelly Tracy
Director of Wilsonville Campus, Apprenticeship, Fire & Emergency Management (WAFE)

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Associate Dean, Technology, Applied Science, and Public Services

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President/College Goals 2019-20

Progress as of February 2020

Diversity, Equity, and Inclusion

Develop an institutional diversity, equity, and inclusion strategic plan.

Progress	Applications are being accepted for the DEI committee. Final reviews and edits are being made to the DEI plan.

Guided Pathways

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

Progress	Multiple work groups continue to prepare for a spring 2020 launch of the Educational Focus Areas (EFAs). This includes all EFAs having identified first-term courses, a process for ensuring all new and current students have an EFA identified on their student record, scaling the First Year Experience course to 30 sections (from 18) in fall of 2020 and assigning professional advisors to each EFA. EFAs will be added to the new student application in mid-April. Phase 1 of web pages should be complete by that time.

College Readiness

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.	• 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.

Progress	Job descriptions for the Title III Navigators has been written and we anticipate recruiting for these positions soon. These positions will provide support to all applicants especially those who identify as unsure about which EFA they should choose, as well as providing information about financial aid and other non-academic needs.

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.	• 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.

<table>
<tr><td>Progress</td><td colspan="2"></td></tr>
<tr><td colspan="3">Financial Sustainability</td></tr>
<tr><td colspan="2">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.</td><td>• 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.</td></tr>
<tr><td>Progress</td><td colspan="2">• Meetings with board members to brainstorm non-general fund revenue generation.
• Secured Metallica grant of $50,000.
• Secured $300K in planned giving towards retention and completion.
• Submitted 1.2M Job Corp Scholars Programs Partnership with Department of Labor (3 years).
• Six grant applications in prescreening/pending process; up to $700K for college service and education departments.
• Updating website to generate greater internal access to grant application processes for 2020.</td></tr>
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Community Activity

- Attended and Sponsored a table at the IRCO Slavic Heritage Festival.
- Met with Leadership of PGE to discuss Wilsonville partnership and explore expanding educational opportunities.
- Presented brief State of College to Oregon City Police Chief Advisory Board.
- Presented two State of the College Addresses at OC and Harmony campuses. Excellent attendance for both events.
- Presented on Raising Awareness for CTE: Metallica Scholars at the AACC Workforce Development Institute in Florida.
- Met the new director of OSU Extension office to review existing partnerships and explore new ones.
- Elected to serve on the Board of Directors for Greater Portland, Inc.
- Hosted a very successful Automotive Center reopening.
- Panelist for Oregon Executive Leadership Academy

- Attended the Milwaukie State of the City address.

- Estacada has been a focus area for Connections with Business & Industry during the month of January. Workforce is partnering with CWP to explore how to provide healthcare support to Estacada. The outreach has started with visits to Orchid Health and Adventist Health clinics in Estacada. They are exploring options to utilize HOWTO grant funds to strengthen the healthcare resources.

- Customized Training connected with the following businesses this month:
  Sunstone Circuits; N. Clackamas Chamber—leadership training; Safeway/Albertsons; Clackamas River Water; Miles Fiberglass; Platt Electric; Hearthstone Murry Hill ; Silicon Forest; Caregiver Connection; ZincFive; MorningStar Happy Valley; DHS; Western Precision Products; Blount; A-dec; DWFritz; Warn Industries; NWESI; Coherent; acpi Wood Products; NW Machine Works; Skutt Ceramics; OMEP; NW Technologies; Willamette Promise; Supera Anesthesia Innovations; Toyo Tanso; and the Automation and Robotics advisory council (A-dec, Mahr, Nike Air Innovation, ProTech, Orchid-Ortho, Warn Automotive, Warne Scope Mounts, Leupold & Stevens, Eaton Corp., Ascentec Engineering; Winterhawks.

CCC Board of Education – Topic Summary	
Topic:	Financial Forecast
Date:	February 12, 2020
Presenter:	Alissa Mahar, Vice President of College Services Jeff Shaffer, Dean of Business Services
Division/Department:	College Services
RECOMMENDATION:	This item is for information only

REASON FOR BOARD CONSIDERATION:
Annually, the Board receives a multiyear financial projection that sets the stage for budget development for the next budget year.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
Financial Stability is one of the Strategic Priorities, and the long term financial forecast provides an indication of the direction for the college's fiscal outlook.

BACKGROUND:
The forecast shows estimated results based on assumptions about trends in both revenues and expenses, and explains the assumptions for the upcoming biennia.

BUDGET IMPACT/SOURCE OF FUNDS:
This presentation is provided to understand budget impacts, and will affect resource allocations for future budget years.

ATTACHMENTS:
Forecast presentation

FUTURE REPORT:
An updated forecast will be provided in fall 2020

Forecast

Board Update
February 12, 2020

Education That Works | Clackamas Community College

Primary Forecast Changes from Last Fall

- Personnel costs were updated from previous forecast (forecasted at CPI) to either a) actual signed bargaining agreement costs (Classified), b) costs at current tentative agreement (Full-Time Faculty), or c) the last proposal administration had offered through the end of 2019 calendar year (Part-Time Faculty). This amounted to over a million dollar increase for the 3-year balancing above the previous CPI increase.

- While year-to-date enrollment is only down -1%, revenue projections from tuition paying students is estimated to be down roughly -2.5%. This amounts to over $500,000 in fewer revenues over the 3-year balancing forecast.

Traditional Forecast Assumptions

- 3% Tuition Increase Annually.
- 4.5% Property Tax Increase Annually.
- Current year enrollment of -2.5%, and flat enrollment thereafter.
- Flat CCSF for our forecast assumption given the unknown state of funding in the future years.

CLACKAMAS COMMUNITY COLLEGE
GENERAL FUND FORECAST

In Thousands (000's)	2019-21 BIENNIUM		2021-23 BIENNIUM	
*Note - Prior to any impacts from bargaining**	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23
Revenue and Transfers In				
State Appropriation	$ 19,189	$ 18,744	$ 18,103	$ 17,816
Property Taxes	20,354	21,270	22,227	23,228
Total Public Resources	39,543	40,015	40,331	41,044
Tuition, Net of Waivers	13,849	14,253	14,656	15,060
Other Revenue	3,284	3,163	3,159	3,169
Transfers In, Ongoing	150	150	125	125
Total Operating Revenue	56,827	57,581	58,271	59,397
Change Over Prior Year	*7%*	*1%*	*1%*	*2%*
Expenditures and Transfers Out				
Wages	33,350	33,528	35,149	36,850
Payroll Taxes and Benefits	15,900	15,842	17,158	17,932
Materials & Services/Capital Outlay	8,300	8,631	8,913	9,123
Transfers Out, Ongoing	1,836	1,839	1,822	1,825
Total Operating Expenditures	59,385	59,840	63,042	65,730
Change Over Prior Year	*9%*	*1%*	*5%*	*4%*
Operating Surplus (Deficit)	**(2,559)**	**(2,260)**	**(4,771)**	**(6,332)**
Net Transfers In (Out), One-Time	-	-	1,500	1,500
Total Surplus (Deficit)	(2,559)	(2,260)	(3,271)	(4,832)
Ending Balance, June 30	$ 6,462	$ 4,203	$ 932	$ (3,901)
Minimum Balance				
Ending Balance, June 30, above	$ 6,462	$ 4,203	$ 932	$ (3,901)
Minimum Balance – 10% of Revenue	(5,668)	(5,743)	(5,815)	(5,927)
Fund Balance in Excess of Minimum	794	(1,540)	(4,883)	(9,828)

Forecast Scenarios for Budgeting

	Scenarios	FY 2021-22 (Budget Gap)[2]	FY 2022-23 (Budget Gap)[2]
1	$641M CCSF[1] (no change) and $3 annual tuition increases	($4.9) million	($9.8) million
2	$641M CCSF (no change) and $5 annual tuition increases	($4.4) million	($9.1) million
3	$641M CCSF (no change) and $8 annual tuition increases	($3.6) million	($7.9) million
4	$679M CCSF (+6%) and no tuition increases	($4.1) million	($7.8) million
5	$679M CCSF (+6%) and $3 annual tuition increases	($3.4) million	($6.6) million
6	$679M CCSF (+6%) and $5 annual tuition increases	($2.9) million	($5.8) million
7	$679M CCSF (+6%) and $8 annual tuition increases	($2.1) million	($4.7) million
8	$679M CCSF (+6%) and $11 annual tuition increases	($1.3) million	($3.5) million
9	CCSF needed to balance FY 2021-22 at $3 tuition increase	$757 million	$757 million
10	CCSF needed to balance FY 2021-22 at $8 tuition increase	$732 million	$732 million

[1] Community College Support Fund

[2] Budget Gaps assume using all $3 million in PERS Reserves

What could change the forecast?

- Enrollment changes
  - Other community colleges have shifted to forecasting lower enrollment in the out years, while the CCC forecast continues to forecast flat enrollment, which could create a larger deficit if enrollment doesn't level. Conversely, increased enrollment could lower the forecast deficit in the out years.
- Tuition and fee rate changes
  - $3 per credit per year increase is in the traditional forecast, but community college inflation is currently at $5 per credit; and it would be $8 per credit based on inflation for the prior 10 years. At $11 per credit it would be under the price elasticity point (that is, tuition & fee rates compared to other Portland metro community colleges). Tuition increase above $3 per credit would lower the forecast deficit.
- Labor agreements
  - The part-time faculty bargaining contract is still in negotiations, so full impacts are not yet known in detail to be included in the current forecast.
- PERS Costs
  - The Fall Forecast (along with this forecast) assumed a PERS rate of return on investments would be above 14% in 2019 to offset 2018's zero percent earnings. Returns were close, but the final rates won't be known until this summer. Additionally, the 2.5%/0.5% Employee Redirect represents roughly a current 1.2% reduction in rates that would impact the forecast if overturned by the Supreme Court later this year.


QUESTIONS
ANSWERS

NEW BUSINESS – FIRST READ **AGENDA ITEM VII-1**

CCC Board of Education – Topic Summary	
Topic:	2020-21 Tuition and Fees
Date:	February 12, 2020
Presenter:	Alissa Mahar, Vice President
Division/Department:	College Services
RECOMMENDATION:	First reading of the proposed tuition and fees for the 2020-21 year

REASON FOR BOARD CONSIDERATION:
The Board considers the need to increase tuition and fees as part of the annual budget development process.

The Board adopted budget development principles at its January meeting. Principles in 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.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
The strategic priority of fiscal sustainability is the primary factor leading to the recommended tuition and fee rate increases.

This recommendation is driven by substantive changes in three key areas supporting student success and completion. Supporting and broadening student engagement opportunities toward retention; developing a replacement schedule in support of technology security and service infrastructure improvements supported with General Obligation Bonds; maintaining recent investments in student retention focused staff.

BACKGROUND:
This resolution addresses tuition, the general student fee, the student technology fee, and the College Services fee. The request is made in the context of the entire college budget, including all revenue sources and levels of planned expenditures, and informed by multi-year projections for sustainability of programs and services. Students and staff are consulted in this process through the Associated Student Government, Budget Advisory Group and presentation of the financial forecast at various venues.

Addressing Affordability

A key budget principle has been used to address affordability in this year's tuition and fees recommendations:

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

Median household income in CCC's district ranges between $58,000 and $79,000, dependent upon in what city the student resides, with a weighted average of $66,600 across the district (based on a study done by Portland State University in December of 2017). This compares with the State of Oregon's median household income of $56,119 as of the 2017 census.

As of the 2010 census, the median household income for Clackamas County (the primary geographical county for CCC's student population) was the second most affluent county out of Oregon's 34 counties with a median household income of $62,000, second only to Washington County's $62,500, and the Oregon average being $49,000 at that time. These data points would lead one to think Clackamas Community College tuition rates would align closely with Portland Community College, or be in the upper quartile of the State's tuition rates. On the contrary, CCC has the second lowest tuition in the State amongst community colleges.

Tuition

Tuition provides about a third of the General Fund revenue. In light of long term increases in personnel and pension costs as well as maintaining investments to increase student success, increases in tuition revenue provide a portion of the resources to insure sustainability of programs and services. It is also a preferred business practice to increase tuition incremental proportionally to increases in expenses annually, rather than in large, infrequent increases to keep pace with inflation and changes in expenses.

A key budget principle has also been used to drive this year's tuition and fees recommendations:

- 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.

Using a Community College Support Funding (CCSF) allocation of $641 million, the current three-year forecast is out of balance in that it shows expenditures will outpace revenues by $4.9 million over the three-years if the College only looks at a $3/credit tuition increase. Therefore, in order to meet this budget principle, the College will either need to increase tuition and fees significantly more than $3/credit or significantly reduce service levels, programs and staffing.

Therefore, in order to meet the Board adopted Budget Principle of balancing the budget to the 3-year forecast, staff is recommending a mix of tuition and budget reductions in order to balance the forecast with a moderate tuition increase of $8/credit. It should be noted, even with an increase of $8/credit, the CCC tuition would still remain well below the tuition and fee costs for community colleges in the Portland metro geographic area, and still have one of the lowest tuition rates within the state of Oregon.

General Student Fee

The General Student Fee funds non-course related services available to the general college community; specifically, the Intramurals and Athletics, Student Life and Leadership (Associated Student Government), Service Learning and Leadership, and Computer Lab funds. The fee was established in 2000 at $4 per credit hour. The fee reduced to $2 per credit hour in 2006 and was last increased three years ago in 2017-18 to $2.50 per credit hour. It is recommended to increase this fee $0.50 per credit to $3.00 per credit in order to help keep fee revenues consistent with increased expenses.

Student Technology Fee
Information Technology (IT) costs are borne by the General Fund and the Student Technology Fund. The Student Technology Fee is used for IT expenditures directly related to teaching and learning. The fee is $5.50 per credit hour and was last increased three years ago in 2017-18. Inflation in the technology forecast is typically around 8%; thus, it is recommended to increase this fee by $0.50 per credit to $6.00 per credit in order to keep pace with increased expenses.

College Services Fee
The College Services Fee is a once per term student fee and was implemented in 2012-13 to consolidate individual fees for testing, transcripts, and graduation caps and gowns. In addition, it partially funds the shuttle service between the Harmony and Oregon City campuses. The fee is a fixed amount of $28 per term and was last increased two years ago in 2018-19. It is recommended to increase this fee by 7% or $2 per term to $30 per term in order to keep pace with increased expenses.

BUDGET IMPACT/SOURCE OF FUNDS:
Recommendation
Staff recommends adoption of the following changes in tuition, the general student fee, and the student technology fee.

- Tuition: (in-state) Increase $8 per credit hour, from current year $103 to $111 for 2020-21; no increase for out-of-state and international
- General Student Fee: Increase from $2.50 per credit to $3.00 per credit
- Student Technology Fee: Increase from $5.50 per credit to $6.00 per credit
- College Service Fee: Increase from $28 per term to $30 per term

FUTURE REPORT:
Tuition and fee recommendations will be on the March agenda for final decision.

Chart of Current and Proposed CCC rates
The in-state tuition rate applies to in-district residents and states where we have border agreements (Washington, Idaho, Nevada and California). If approved, the changes would be effective summer term 2020.

	Basis	2019-20 Rate	Proposed $ Increase	2020-21 Proposed Rate
Tuition, in-state (in district and out of district border states)	Per credit hour	$103.00	$8.00	$111.00
Tuition, out of state and international	Per credit hour	$274.00	$0.00	$274.00
General Student Fee	Per credit hour	$2.50	$0.50	$3.00
Technology Fee	Per credit hour	$5.50	$0.50	$6.00
College Services Fee	Per term	$28.00	$2.00	$30.00

Tuition & Fees

Board Presentation
February 12, 2020

Education That Works | Clackamas Community College

Economic Factors Considered

- Enrollment Trends (over the past 10 years)
  - 17 Community Colleges have decreased -35%
  - Clackamas has decreased -28%
- Tuition Revenue Trend (over the past 10 years)
  - Tuition Revenues: $14.4M to $13.6M or -6% decrease
- Tuition Rates (over the past 10 years)
  - $74/credit to $103/credit or a 39% increase
- General Fund Operating Cost Inflation (over the past 10 years)
  - $39.9M to $57.9M or a 45% increase

Economic Factors Considered (continued)

- $22/credit increase
  - Balances the 3-year forecast deficit of $4.9M in 2021-22
- $11/credit increase
  - Retains price elasticity – that is, it remains the lowest tuition and fees costs of any college in the Portland metro geographic area.
  - Also keeps tuition and fees amongst the lowest five community colleges in the State.
- $8/credit increase
  - Keeps per credit hour rate at same rate of inflation over past 10 years
- $5/credit increase
  - Keeps pace with current 2020-21 community college inflation rate
- $3/credit increase (current forecast assumption)

Budget Gap Impacts

	Tuition Increase	FY 21-22 Gap	Gap at $679M CCSF
Elasticity point to stay the lowest in the Portland/Metro area	**$11/credit**	(2,872,000)	(1,348,000)
Keeping rates on pace with the last 10 years of CCC inflation	**$8/credit**	(3,626,000)	(2,103,000)
Keeping rates on pace with the current 20-21 CCC inflation rates	**$5/credit**	(4,380,000)	(2,858,000)
Keeping tuition rates at the original, historic forecast	**$3/credit**	(4,883,000)	(3,360,000)

Fee Increase Factors Considered

- General Student Fee
  - Helps fund ASG, Athletics and Computer Labs.
  - Schedule to be increased in 2019-20 to keep pace with inflation, but wasn't increased. Without increases ASG & Athletics will be running in a deficit.

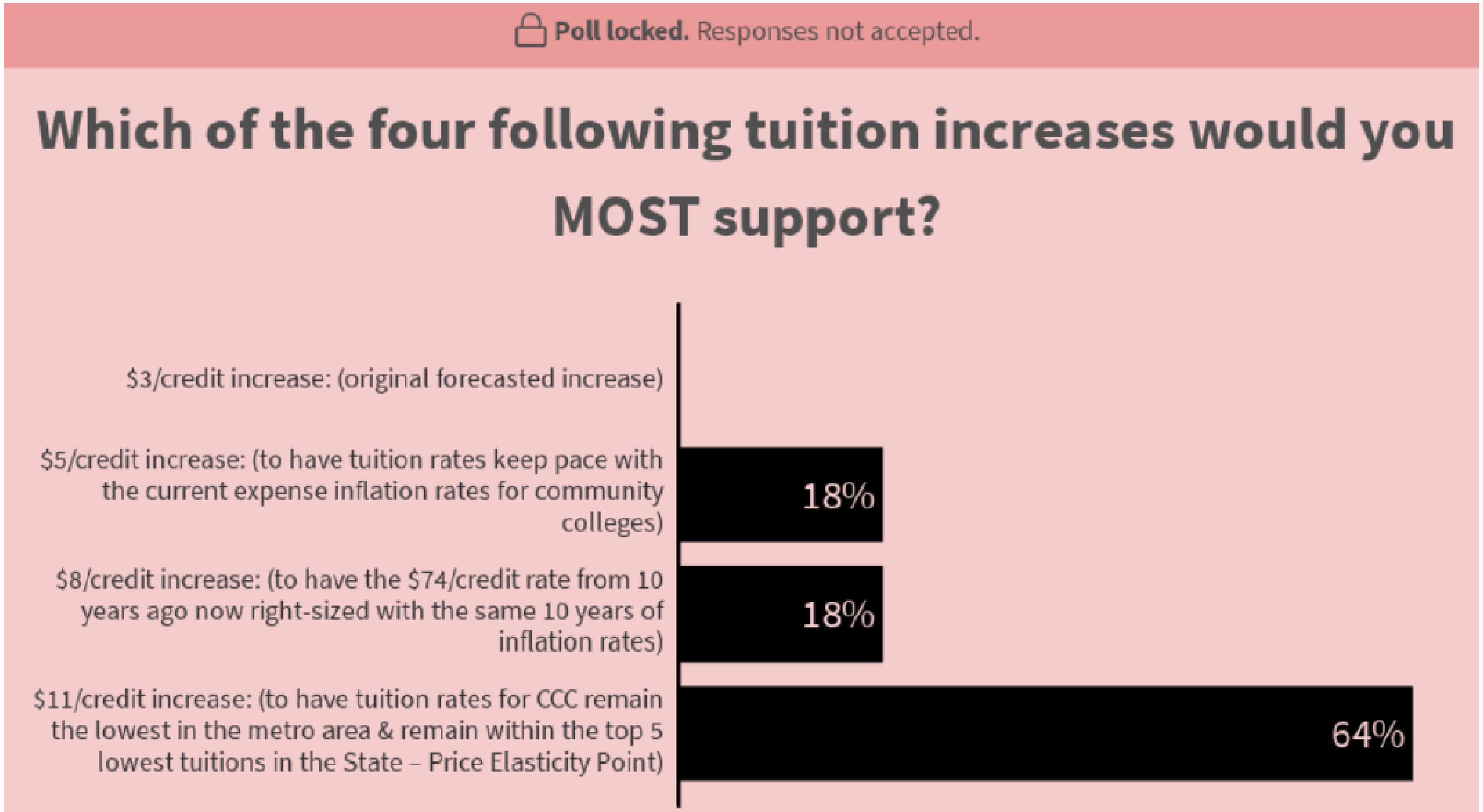
- Technology Fee
  - Pays for technology directly related to teaching and learning.
  - Schedule to be increased in 2019-20 to keep pace with inflation, but wasn't increased. Without an increase this fund will run in a deficit.

- College Services Fee
  - Covers items many college use fees to pay for (transcripts, testing services, graduation caps and gowns, shuttle services, etc.).
  - Currently a $28/term charge rate, but operating in a deficit (current costs equate to ~$32/term in 2019-20).

Outreach

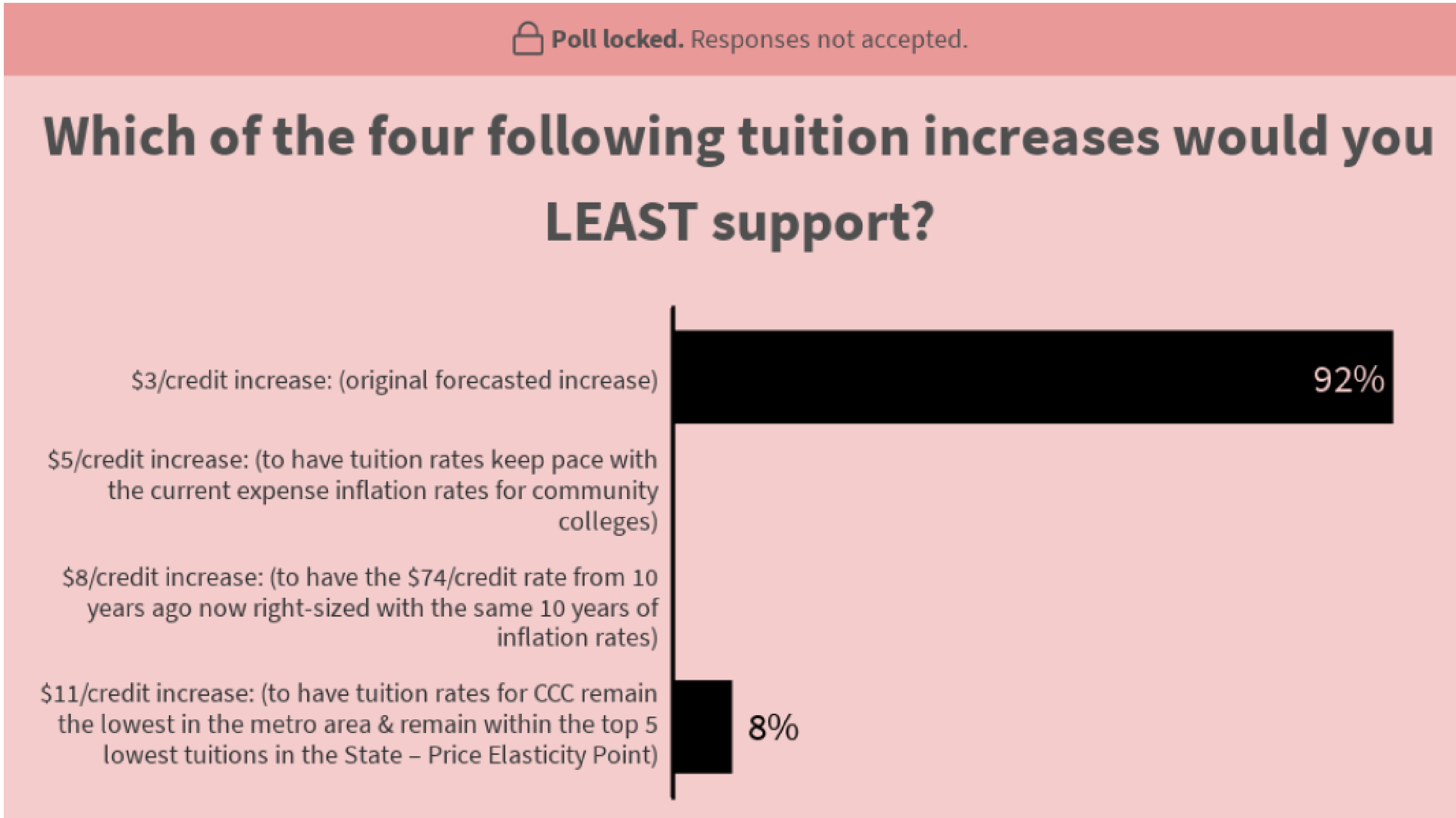
- Associated Student Government (ASG)
- Leadership Cabinet
- College Council
- President's Council
- Executive Team
- Budget Advisory Group
    - Anonymous Polling

Polling Done in Budget Advisory Group



28 Responses

Polling Done in Budget Advisory Group



28 Responses

Recommendation

	Basis	2019-20 Rate	Proposed $ Increase	2020-21 Proposed Rate
Tuition, in-state (in district and out of district border states)	Per credit hour	$103.00	$8.00	$111.00
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General Student Fee	Per credit hour	$2.50	$0.50	$3.00
Technology Fee	Per credit hour	$5.50	$0.50	$6.00
College Services Fee	Per term	$28.00	$2.00	$30.00

* A Full Time Student taking 15 credits would go from $1,693/term to $1,830/term


QUESTIONS
ANSWERS

NEW BUSINESS – FIRST READ **AGENDA ITEM VII-2**

CCC Board of Education – Topic Summary	
Topic:	Naming the "Student Services" Building
Date:	February 12, 2020
Presenter:	Tara Sprehe, Dean
Division/Department:	Academic Foundations and Connections
RECOMMENDATION:	First read on recommendations for naming the new "student services" building.

REASON FOR BOARD CONSIDERATION:
By college policy, the Board of Education reserves the right to make all naming decisions for buildings.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
The groundbreaking ceremony for the "student services" building is scheduled for March 13, 2020. We would like to have a name decided as part of the communication plan. The outcome for this Board meeting is for the Board to be familiar with the process used to determine recommendations, review recommendations, and indicate if they are leaning toward one name over the others. A final decision can be made February 12, or a second read can occur at the March 11 board meeting.

BACKGROUND:
This building is the last of the 2014 bond approved buildings. Construction will begin in late March of 2020 with an anticipated completion date in spring of 2021.

A process for identifying possible names for the building included meeting with students, administering student and staff/faculty surveys and updating the college community on the process. The process will be provided in detail at the board meeting.

BUDGET IMPACT/SOURCE OF FUNDS:
There are no costs associated with naming the new building.

FUTURE REPORT:
This item is scheduled for action at the March 11 meeting.

Naming the New Student Building

Education That Works | Clackamas Community College

Collecting Student Input

- Jan. 6-10 – Tables in almost every building (all three campus locations)
- Jan. 13-17 – Open forums (all three campus locations)
- Jan. 13-17 – Visited all First Year Experience (FYE) courses
- Email: namethebuilding@Clackamas.edu

Each Event:

- Explained bond funded buildings
- Showed renderings of new building
- Described location of building
- Described services in building
- Described Community Center refresh
- Asked 3 questions

Question 1

When you think of these services (e.g. financial aid, advising, registration, counseling), what words come to mind?


Questions
Future
Resources
Point
Necessary
Multi-purpose
Helpful
getting
Start
Progression
Communication
Useful
Ambition
Fresh
All-in-one
Home
Advising
college
guidance
Everything
Services
Academic
Stress
Guidance
Starting
Books
Success
Minor
Improvement
I'm
start
Confrontation
Closure
Safe
house
Building
School
Waiting
Paper
Sources
Help
New
Source
Multi-tool
Command
Classes
Fun
Supportive
fold
Connections
Main
Time
one
Artery
started
Money
Neighborhood
Ask
Hub
Aid
Turning
Community
left
Positive
Welcomed
beginning
Office
Begin
welcome
point
Place
Support
Helping
Caring
Unity
Warm
Beginning
Everyone
Students
Right
Welcoming
behind
Inclusiveness
Information
Center
Welcome
Resourceful
Advocation

Question 2

When you think about your first visit to CCC, what building or service were you looking for?


Enrollment
Cafeteria
Orientation
Help
Field
Roger
Hall
Community
Counseling
Industrial
building
College
graduation
Card
Education
Testing
testing
Building
Niemeyer
Clear
Blue
Registration
Swiss
Hub
started
Rook
Getting
lessons
knife
college
Room
music
Signage
Office
Advising
Dock
Lots
Music
Campus
Started
glass
Placement
Clackamas
Early
Ask
Asked
resource
Gym
Technology
Center
People
FAFSA
spots
Duct
Map
Terminal
Main
Online
Tour
see
first
Easy
PASS
center
Services
Aid
Financial
Random
cards
Experience
Central
people
slip
Welcome
aid
First
Disability
Look
Nexus
community
held
Guide
Assistance
Tape
Parking
Trip
Admissions
Randall
Weight
Station
help
Year
directory
GED
Student
running
Simple
workshops
Multicultural

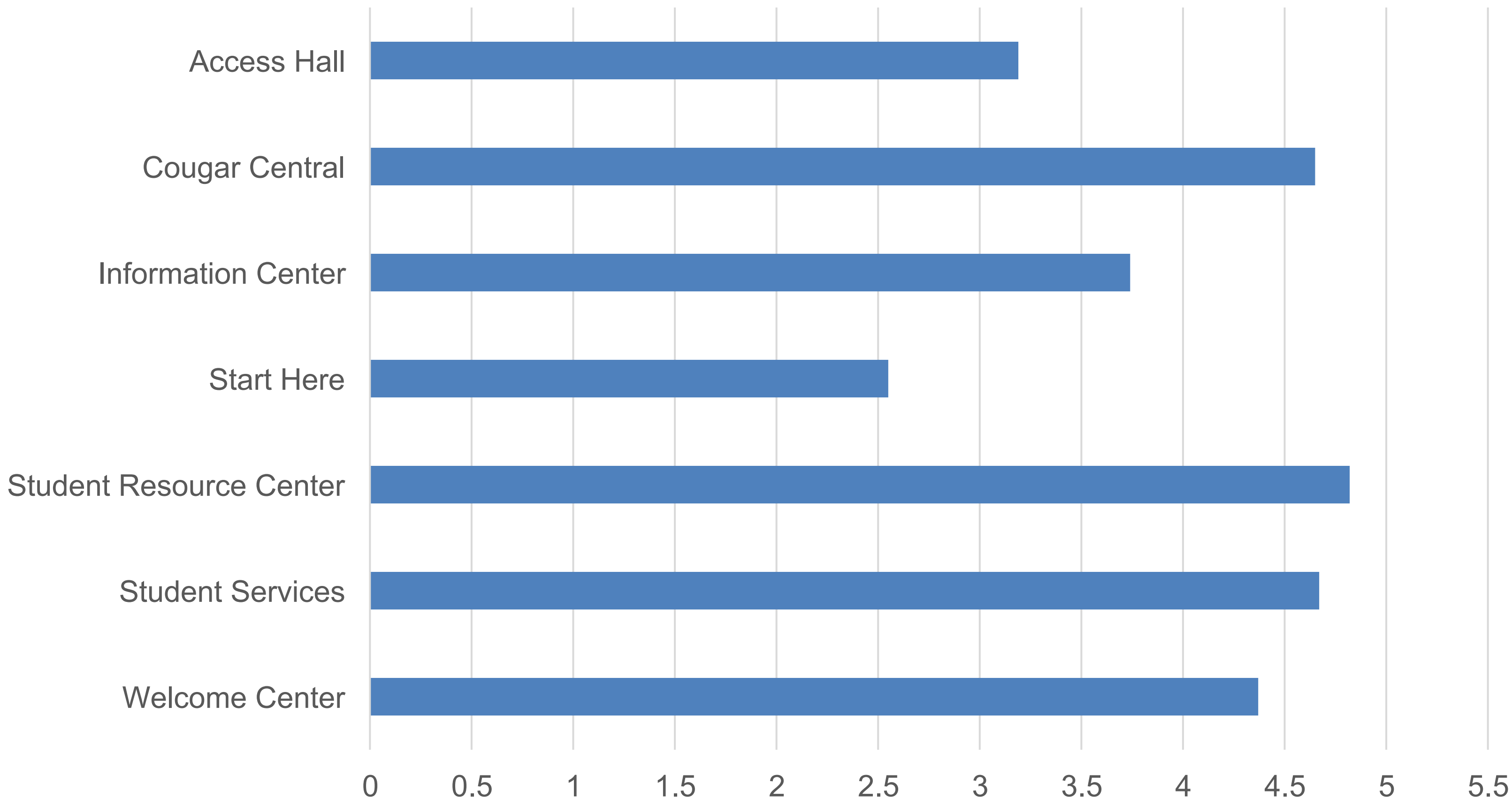
Question 3

If you were to name the new building, what would you call it?

Suggestions

- Access Hall
- Cougar Central
- Help Center (not included in survey)
- Information Center
- Start Here
- Student Resource Center
- Student Services
- Welcome Center

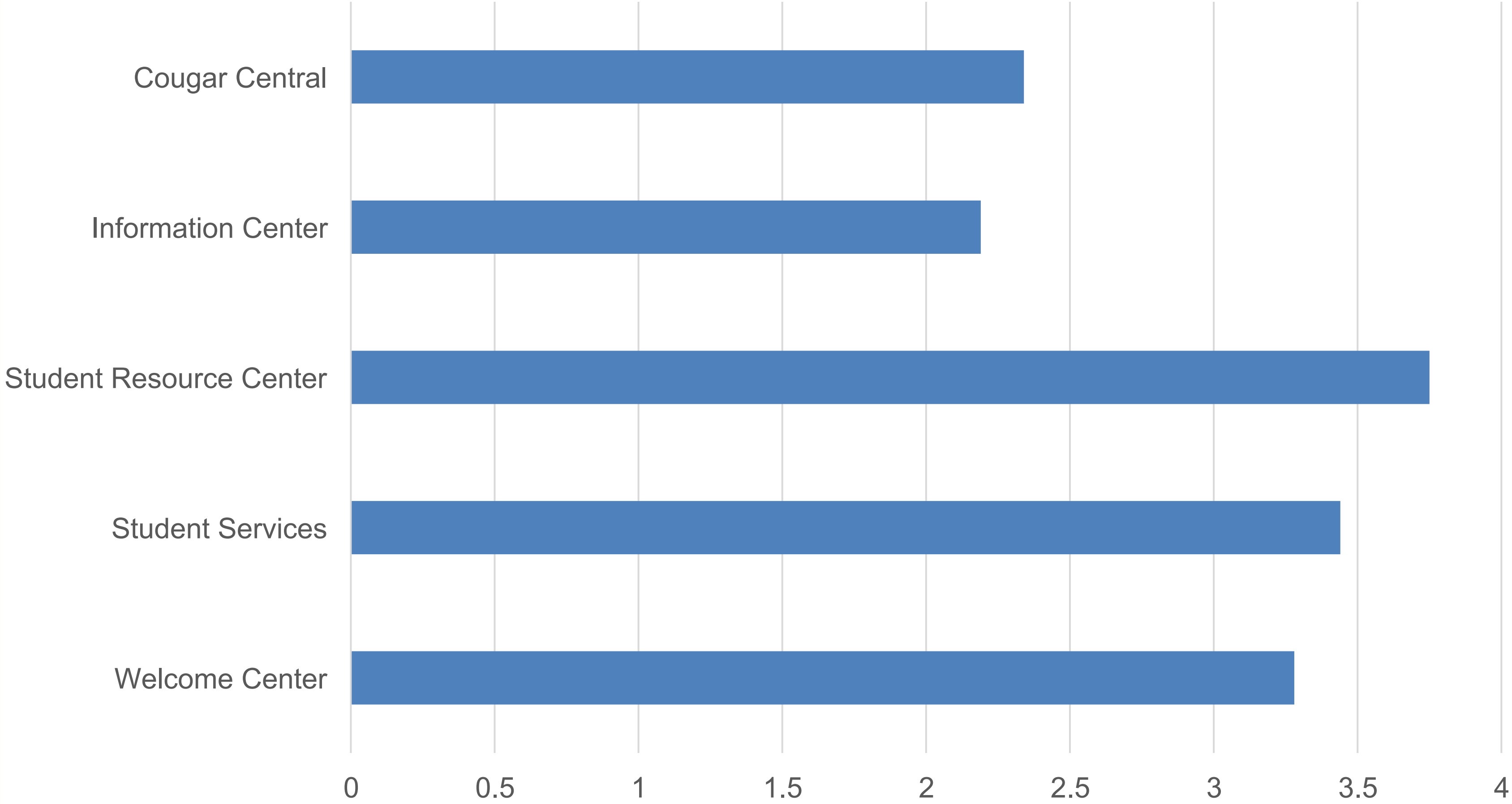
Student Survey Results



Collecting Faculty and Staff Input

- Surveyed faculty Jan. 27-31
  - Asked for ranked preference:
    - Cougar Central
    - Information Center
    - Student Resource Center
    - Student Services
    - Welcome Center
  - Asked “What else should we consider?”

Staff and Faculty Results



Word Cloud from Open Ended Question

Executive Team Discussion

- Inclusivity of Native American language and/or people
- Wayfinding comments from Signage Committee
- Recommendation for Board of Education's consideration

Based on All Input….

Welcome Center


WELCOME CENTER

Next Steps

- Second Reading by Board of Education, March 11, 2020
- Ground breaking ceremony March 13
- Construction begins approx. March 30
- New building opens late spring 2021
- CC Refresh begins late spring 2021, opens late summer 2021

What questions do you have?

namethebuilding@Clackamas.edu

Or

taras@Clackamas.edu

NEW BUSINESS - ACTION **AGENDA ITEM VIII-1**
R19/20-23

CCC Board of Education – Topic Summary	
Topic:	Contract Award: Strategic Plan Development Consultant
Date:	February 12, 2020
Presenter:	Tim Cook, President Jason Kovac, Dean
Division/Department:	Executive Offices Institutional Effectiveness and Planning
RECOMMENDATION:	Award a contract for strategic plan development to Coraggio Group in an amount not to exceed $200,000.

REASON FOR BOARD CONSIDERATION:
The College's current strategic plan ends at the end of the 20-21 school year.

EXPECTED OUTCOME/RELEVANCE TO STRATEGIC PRIORITY OR CORE THEME:
The next strategic plan will define the college's strategic priorities for the next 3-5 years.

BACKGROUND:
A Request for Proposals (RFP 1920-02) for strategic plan development was issued on November 11, 2019. The RFP was advertised on the college website and in the Daily Journal of Commerce, and vendors known to be interested were notified by email.

The College received proposals from the following firms:

- BRG Group
- Campus Labs
- Coraggio Group
- MGT Consulting Group
- Nexight
- Sierra Learning Solutions
- The Hill Group
- The Kenley Group

Eight proposals were reviewed by an initial selection committee. Two finalists were interviewed by a group of faculty, staff, and administrators, with unanimous preference indicated for Coraggio Group.

BUDGET IMPACT/SOURCE OF FUNDS:
The consultants will be paid out of the General Fund.

FUTURE REPORT:
The Board will receive future reports on progress related to strategic plan development and will adopt the strategic plan when it is finalized.

Strategic Plan Development

Education That Works | Clackamas Community College

Why engage in strategic plan development?

- Renew our understanding
- “What kind of College do we want to be?”
- Build our next set of “north stars”
- Strengthen relationships
- Create a plan beyond 2021

What are we talking about?

- Help in getting us organized
- Expanding capacity for knowing
- Facilitating engagement
- Objective perspective as we synthesize results

Who will be involved?

- Coraggio Group
- College faculty and staff
- Community
- A dedicated team

When will we do this work?

- Design work can commence immediately
- 19 months and 13 days
- Peak periods TBD—likely fall 2020 for engagement

End result

- Plans come in many flavors
- Consumable, portable, understandable, usable!
- A blend of new and renewed focuses
- Specific ideas about how to translate this to action, and to keep momentum going

Next steps

- Connect with Coraggio to customize
- Train our team of shepherds to help with the lifting

Questions?

jason.kovac@clackamas.edu, x3390

CCC Board of Education – Topic Summary	
Topic:	Full-Time Faculty Report
Date:	February 12, 2020
Presenter:	Dustin Bates, President
Division/Department:	Full-Time Faculty Association
RECOMMENDATION:	Information Only

REASON FOR BOARD CONSIDERATION:
This is a monthly report for Board information.

January 2020 FTF Board Report

Kathleen Hollingsworth, Music
At the 2020 Jazz Education Network Conference in New Orleans, LA last week, FTF Dr. Kathleen Hollingsworth, Vocal Music/MPT Director was commissioned to write an arrangement for a group to be performed at the conference.
The Sallie B. Howard Arts Middle school performed the chart and did a fantastic job.
The arrangement is being offered to all JEN members on line as a free download.
This is a great honor for a faculty member to be asked to write for a major international jazz conference and gives great credibility and visibility to our program.


2020 Conference
COMMISSIONED
CHARTS
#JEN20
A new chart every two months
DOWNLOAD THE JANUARY CHART TODAY AT JAZZEDNET.ORG/CHARTS
Eligible for access to free charts:
INDIVIDUAL MEMBERSHIP
($8 monthly or $96 Annual)
CHAPTER MEMBERSHIP
($96 Annual)
Kathleen Hollingsworth
"New Orleans Hop Scop Blues"
SAA Vocal
Jennifer Barnes
"Bourbon Street Blues"
SATB Vocal
Wayne Wallace
"Fillmore Street Mambo"
Advanced Big Band
Rick Hirsch
"Food Coma"
Developing Big Bands
Dee Spencer
"Sweet Emma B"
Combo
Ben Markley
"Red-Light Green-Light"
Medium Big Band
FREE TO JEN INDIVIDUAL MEMBERS

Laurette Scott, Education, Human Services & Criminal Justice

In December, **Mike Mattson (Manufacturing Technology), Laurette Scott (Education), and Megan Helzerman (PTF Education)** presented in Anaheim at the Association for Career and Technical Education (ACTE) national CareerTech Visions 2019 conference which is described as "the must-attend event for CTE professionals. Experience unparalleled networking and professional development, covering every aspect and level of secondary and postsecondary career and technical education and stories of successful education and business collaborations. Where educators, industry representatives and business leaders connect, learn and grow." Their session titled "CTE Teacher Apprenticeship: A Model for Training CTE Teachers in Oregon" was both well attended and enthusiastically received by representatives from other states and interest was expressed in pursuing a national apprenticeship model to address the CTE teacher shortage all states are facing. Megan will next represent CCC at the ACTE TEACH CTE: A NATIONAL TEACHER RECRUITMENT AND RETENTION SUMMIT in February. We appreciate the ongoing support of the college for this work which supports our community partners as well as CTE programs statewide and provides us the opportunity to participate in addressing this nationwide concern.

https://www.acteonline.org/cteteach/

Teach CTE: A National Teacher Recruitment and Retention Summit | acte

The Teach CTE Summit is a national convening led by ACTE to bring together CTE educators and key CTE education stakeholders to discuss teacher recruitment and retention promising practices and ways to replicate those practices via a national strategy.

www.acteonline.org

https://www.careertechvision.com/2019/index.cfm

Home [www.careertechvision.com]

The Careertech Expo features 200+ companies offering the largest and latest collection of CTE products and services, exhibitor workshops, live demonstrations and a wealth of networking opportunities


CTE Teacher Apprenticeship
A Model for Training CTE Teachers in Oregon
Education That Works
Clackamas
Community College