

CONSENT AGENDA**AGENDA ITEM 1a****R17/18-a**

CCC BOARD OF EDUCATION – TOPIC SUMMARY	
Topic:	Minutes of the Work and Regular Sessions from October 11, 2017
Date:	November 8, 2017
Division/Department:	President's Office
RECOMMENDATION:	Approval of the Minutes for October 11, 2017



**BOARD OF EDUCATION REGULAR MEETING
MINUTES
June 24, 2020**

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

College Representatives in attendance: President Joanne Truesdell, Vice President Alissa Mahar, Vice President David Plotkin, Full-time Faculty President Casey Sims, Part-time Faculty President Leslie Ormandy, Classified President Enrique Farrera, ASG President Jairo Rodriguez, and Recorder Denice Bailey.

Others in attendance: Dean Sue Goff, Executive Director Lisa Davidson, Foundation Executive Director Paul Moredock, Director Lisa Wang, Associate Dean Donna Larson, Dean Bill Waters, Executive Director Jack Hardy, Dean Jeff Shaffer, Public Information Officer Lori Hall, Director of Campus Safety Phil Zerzan, Dean Bob Cochran, Dean Tara Sprehe, and other CCC faculty and staff.

5:30 pm EXECUTIVE SESSION

- I. To conduct deliberations with persons designated by the governing body to carry on labor negotiations under ORS 192.660(2)(d).
- II. To conduct deliberations with persons designated by the governing body to negotiate real property transactions under ORS 192.660(2)(e).

6:30 pm BUDGET HEARING

- I. Hearing on the Proposed 2020/21 Budget

6:45 pm REGULAR SESSION

- I. **CALL TO ORDER** - Chair Dave Hunt
- II. **ROLL CALL**
- III. **COMMENTS FROM CITIZENS**
- IV. **CONSENT AGENDA**

1. Approval of:

- a. Minutes (Executive and Regular Sessions (05.13.20)

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2. Acceptance of:

- a. Monthly Financial Reports

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b. Capital Projects (Bond) Report	11
c. Personnel Report	
V. COLLEGE REPORTS	
1. President's Business Report	
a. Goals Progress Report	
b. Recognitions	
c. Diversity, Equity, & Inclusion Strategic Plan	
VI. NEW BUSINESS - ACTION	
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1. Board Chair Business Report	
2. CCC Education Foundation Report	
3. Oregon Community College Association Report	
4. Oregon School Board Association Report	
5. Bond Project Citizen Oversight Committee Report	
6. Board of Education Community Reports	
VIII. ASSOCIATION REPRESENTATIVE REPORTS AND COMMENTS	
1. Associated Student Government Report	
2. Part-Time Faculty	
3. Classified	25
4. Full-time Faculty	
IX. ADJOURNMENT	

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

Date

Denice Bailey, Recorder

Jane Reid, Board Chair

Joanne Truesdell, Clerk

CCC BOARD OF EDUCATION – TOPIC SUMMARY	
Topic:	Minutes of the Executive and Regular Sessions from May 13, 2020
Date:	June 24, 2020
Division/Department:	President's Office
RECOMMENDATION:	Approval of the Minutes for May 13, 2020



BOARD OF EDUCATION MEETING
Meeting held via Zoom Video Conference
MINUTES
May 13, 2020

EXECUTIVE SESSION

Board Chair Dave Hunt convened Executive Session under ORS 192.660(2)(d) at 6:04 p.m. on Wednesday, May 13, 2020, via Zoom with the following people present: Board members Dave Hunt, Rob Wheeler, Jane Reid, Chris Groener, Greg Chaimov, Irene Konev, and Betty Reynolds. Also in attendance were President Tim Cook, Vice Presidents Alissa Mahar and David Plotkin, CHRO Melissa Richardson, and Board Secretary Denice Bailey.

Negotiations

Staff provided an update on labor negotiations.

Executive Session adjourned at 6:30 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 6:32 p.m. on May 13, 2020, via Zoom.

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 President Matt Larkin, 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, Dean Jason Kovac, Associate Dean

Shalee Hodgson, Executive Director Lori Hall, Foundation Executive Director John Chang, Dean Sue Goff, CHRO Melissa Richardson, Director Tom Sonoff, and other faculty and staff.

COMMENTS FROM CITIZENS

Chair Dave Hunt invited citizens who had signed up to speak.

Mark Yannotta, CCC Math Instructor, asked the Board to preserve the relational culture that makes CCC different. He encouraged the Board to approve the amendment to student tuition and fees for 2020/21. He said the best value of this institution is the ability to think outside of the box to resolve problems.

CONSENT AGENDA

The Board considered the approval of the following:

- a. Minutes (Executive, Work, and Regular Sessions) 04.08.20

The Board acknowledged the acceptance of the following:

- a. Monthly Financial Reports
- b. Capital Projects (Bond) Report
- c. Personnel Report
- d. Winter Enrollment Report

R19/20-33 Greg Chaimov moved, Chris Groener seconded the motion, to approve and/or accept Consent Agenda items 1a through 2c. Motion passed unanimously.

COLLEGE REPORTS

President's Report

President Tim Cook reported:

- CCC is in its 8th week of working from home and its 6th week of classes for spring quarter. There have been challenges, but faculty have moved quickly to adapt.
- We have made the decision to continue to offer classes remotely this fall, unless there are exceptions approved by the state. He said there is a difference between online classes, which has assignments which can be done on the students' own time, and remote learning, which is a set time and place for class, such as a Zoom call with discussion or lecture. He hopes by clarifying this, students can select the courses that work for them. Right now, the biggest concern is not offering CTE classes that require face-to-face instruction. We have requested exceptions from the HECC for these classes where we can provide accommodations for physical distancing requirements, but have not heard yet if that will be approved.
- The graduation ceremonies were cancelled earlier, but after student surveys and other feedback, we will be holding a drive-through ceremony on June 12. There will be a route on campus that students can drive through and get their diploma and some swag. There are a lot of logistics to consider in putting this together.
- The college continues to do good work toward mission and college goals. A DEI strategic plan has been drafted and will be brought to the Board soon. We have launched EFAs as part of our Guided Pathways work. This is a huge effort to attract and retain students.
- CCC received a National Science Foundation grant for \$285,000 for our WET program to develop a rural technology program.
- He appreciated Board Chair Dave Hunt dropping in to this week's Tim Talks.
- Tomorrow is the student art show presentation, which will be held on Zoom.
- The Compose writers' conference is Saturday and is full. Great speakers and sessions held online.

Vice Chair Greg Chaimov asked about the effect of closure of World of Speed. Tim said he had just learned about it, but we are working on capturing the students from that program.

High School Connections Update

Director Jaime Clarke provided an update on programs offered to high school students. These programs provide 19.8% of the college's total FTE. She reviewed details of the programs: Advance College Credit (ACC), High School Plus, Expanded Options, and High School CTE. Registration is down significantly for the largest program, ACC, and classes in Expanded Options and High School Plus were moved online where possible. High School CTE classes were cancelled.

They created a new program called Spring to Clackamas, which offered one free class to high school seniors who had met graduation requirements. Over 200 students signed up and classes started on Monday.

Jaime reviewed ways they are increasing access and success for students, and shared the programming offered last summer and what will be offered online this year. She responded to questions from the Board.

Foundation Annual Report

Executive Director John Chang and Giving Officer Sara Dier reported on the status of Foundation contributions and scholarships/grants awarded during 2019. John reported that the annual gala and the golf tournament were cancelled but they were able to do a remote toast recently. He reviewed the challenges the Foundation faces due to the economic instability caused by the coronavirus. They reported on year to date contributions, scholarship fund levels, strategies for 2021/22 and beyond, and responded to questions from the Board.

Budget Update

Vice President Alissa Mahar and Dean Jeff Shaffer provided an updated budget report. We are facing a total potential loss of revenue of over \$6M due to a reduced CCSF payment, reduced property tax collections, and a decrease in spring enrollment and tuition. Additional impacts may be seen from an enrollment decrease in summer and fall terms, and future PERS payments. There are some mitigating factors, including CARES Act funding, utilities savings, and a possible increase in enrollment during a recession.

Alissa reviewed the strategies the college is considering to bridge the budget gap, in addition to those that have been included in the proposed budget for 2020/21. She reported that we are in the fourth year of an operating deficit and COVID-19 has made our financial situation much worse. She shared next steps in the budget process.

Chair Dave Hunt suggested, for the college's presentation to legislators, we include information on the next round of federal stimulus that is being considered right now. It should have a state allocation component. Another unknown is whether the governor/legislature will use the budget reserves. We also might want to include on list of resources the college's ending fund balance.

Vice President David Plotkin provided an update on the academic elimination and reduction process. He is hoping to provide an analysis that will allow us to make decisions for the budget process for the 2021/22 year.

Board Member Betty Reynolds said federal funding may be coming from the HEROES Act. There is potential for another House bill focused on Workforce and CTE education, and the governor has an emergency relief fund. She hopes we can relax the policy regarding the ending fund balance for this emergency.

NEW BUSINESS – FIRST READ

2020/21 Board Meeting Schedule

President Tim Cook reviewed the proposed schedule of board meetings for 2020/21. Board Member Jane Reid suggested an additional date for a retreat. The Board Secretary will send a doodle poll for a retreat in August.

NEW BUSINESS – ACTION

Extend Emergency Declaration Regarding Covid-19

Chair Dave Hunt reported the Board approved the emergency resolution at the April Board meeting, and it expires today. President Tim Cook added he has not used it yet and isn't sure he will, but would appreciate the Board extending it another month.

R19/20-34 Greg Chaimov moved, Irene Konev seconded the motion, to extend Emergency Resolution R19/20-31 through June 24, 2020. Motion passes unanimously.

2020/21 Tuition and Fees Amendment

Vice President Alissa Mahar asked for a change to the previously approved tuition and fee schedule for 202/21. ASG President Ashley Magana said she is happy that this is being brought forward and it is much more equitable. There was discussion of the spring college services fee.

R19/20-35 Greg Chaimov moved, Rob Wheeler seconded the motion, to amend the 2020/21 tuition and fees as follows: Increase the General Student Fee from previously adopted rate of \$3.00 per credit to \$6.00 per credit; discontinue the \$20 per course hybrid fee and \$40 per course online fee, and waive the \$30 per term College Services fee for students enrolled in summer term classes. Motion passed unanimously.

BOARD OPERATIONS

Board Chair Business Report

Dave Hunt reported he attended today's Tim Talks with the college community. He was impressed with the number of attendees and the engagement. He also reports the date of the Budget Committee meeting has been moved to May 27 to allow more time to have better information from the state financial forecast.

Clackamas Community College Education Foundation Report

Rob Wheeler said he appreciated the toast held recently, but otherwise had no report.

Oregon Community College Association (OCCA) Report

Jane Reid reported the OCCA executive committee meeting was last week. Everyone is dealing with the same issues. Enrollment is down 27% statewide. Everyone is looking at the governor's matrix for reopening and are in conversations about tuition increases and cuts.

Each college varies in its attempts to hold CTE classes. There may be a combination of protocols that may allow some classes to be held, but it needs the approval of the OHA.

The OCCA meeting is scheduled for this Friday. Notes on that meeting will come out in a few weeks. The Board member training was moved to September, in order to hold it in person.

Bond Project Citizen Oversight Committee (COC) Report

Irene Konev had no report.

Oregon School Boards Association (OSBA) Report

Betty Reynolds reported the OSBA Legislative Policy Committee met to develop priorities for 2021/23. The first priority is for stable funding but doesn't include community colleges, which is a major disappointment. She is working on adding language back in about a K-20 continuum and the importance of collaboration between education partners. She encouraged OCCA to advocate for a large portion of the emergency education fund. K-12 was included in Student Success Act, so hopefully the governor will allocate a lot to community colleges. Plans are due June 1. OSBA is hoping that will be one of the sources for the K-12 revenue shortfall.

Betty is working on a letter for ACCT, encouraging the delegation to ask to use funds for community colleges. The policy committee met and there is some exciting new legislation for community colleges. They are hosting a webinar on workforce strategies. She will send the link to the webinar to the Board. July 1 is the deadline for legislative proposals to ACCT. If anyone has any suggestions, please send to Betty.

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:

- 34 spring term grants were awarded.
- Student leadership ceremony
- The ASG member peer support group had a good turnout.
- May is Asian Pacific Islander Desi American (APIDA) heritage month and the Multicultural center will be putting on relevant events.
- PTK is holding game nights for students.
- Lainie Sticka will be ASG president for 2020/21. Lainie provided a few details about herself.

Classified Co-President Matt Larkin reported:

- Classified staff member Lizz Norrander recently passed. He thanked Dean Cynthia Risan and Associate Dean Shalee Hodgson for help in recognizing her.
- He thanked Dean Bob Cochran and his crew, Manager Kelly Montgomery and the custodial staff, and Interim Director Larry Rosenberg and the IT staff for their work during the pandemic.
- He thanked President Tim Cook, Vice President Alissa Mahar, and CHRO Melissa Richardson for being available and communicating with staff.
- There are tough times ahead, and he hopes to keep the relationships open.

Full-Time Faculty Association President Dustin Bates reported:

- They are holding senate elections. Voting is this week through Friday.
- They have not received a candidate for president-elect, and will have to run an additional election for that.
- They are continuing bargaining around change in working conditions.

Part-Time Faculty Association President Leslie Ormandy reported:

- Elections are ongoing.
- PTF are in the midst of bargaining.
- She has been attending webinars on online instruction.

As there was no other business to come before the Board, the meeting was adjourned at 8:37 p.m.

Date

Denice Bailey, Recorder

Dave Hunt, Board Chair

Tim Cook, Clerk

Topic:	Monthly financial report -- All funds
Date:	June 24, 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 April 30, 2020

	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	\$ 52,419,632	\$ 44,119,372	\$ 8,300,260	\$ 17,320,960
Fee	2,585,587	3,122,754	2,963,494	159,260	2,744,847
Innovation	578,777	208,330	107,581	100,749	679,527
Debt Service	3,840,775	6,484,329	936,500	5,547,829	9,388,604
Capital Projects (Bond)	22,311,758	10,056,022	15,519,006	(5,462,984)	16,848,774
Staff Computer Replacemt	64,235	83,330	13,594	69,736	133,971
Equipment Replacement	1,958,374	225,693	156,411	69,282	2,027,656
Major Maintenance	3,013,973	486,397	693,881	(207,485)	2,806,488
Student Technology	996,882	764,516	1,051,088	(286,572)	710,310
Internal Service	367,110	291,477	244,466	47,012	414,122
Bookstore	905,652	299,118	338,510	(39,392)	866,260
Customized Training	220,754	254,877	344,827	(89,950)	130,805
Intramurals and Athletics	49,441	340,977	322,399	18,578	68,019
Student Life & Leadership	166,416	113,566	124,673	(11,107)	155,308
Computer Lab	110,932	45,284	43,613	1,671	112,603
Retirement	1,804,728	516,670	630,375	(113,705)	1,691,023
Student Financial Aid	139,042	15,163,577	16,154,526	(990,949)	(851,907)
Grants and Contracts	946,296	2,646,052	2,932,635	(286,583)	659,713
WIOA Grant	-	838,168	923,118	(84,951)	(84,951)
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	<u>\$ 55,148,450</u>	<u>\$ 94,360,768</u>	<u>\$ 87,916,053</u>	<u>\$ 6,444,715</u>	<u>\$ 61,593,165</u>

NOTES

Student Financial Aid, Grants and Contracts, and WIOA:

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

CONSENT AGENDA

AGENDA ITEM IV-2b
R19/20-36b

Topic:	Monthly financial report -- General Fund
Date:	June 24, 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	April 2020		Year to Date 2019-20		Year to Date 2018-19		Fiscal Year 2019-20		Forecast is Better (Worse) than Budget
	Actual	% of Budget	Actual	% of Budget	Actual	% of Budget	Budget	Forecast	
REVENUE									
State comm college support	\$ -	0%	\$16,466,175	86%	\$12,143,616	75%	\$19,041,635	\$19,041,635	\$ -
Property taxes	79,113	0%	19,762,689	97%	19,368,868	100%	20,325,715	20,325,715	-
Tuition, net of waivers	(394,566)	-3%	13,384,747	94%	13,880,376	91%	14,239,157	13,300,000	(939,157)
Other revenue	139,556	5%	2,681,021	93%	2,679,436	93%	2,889,196	2,889,196	-
Transfers in	12,500	8%	125,000	83%	190,000	95%	150,000	150,000	-
Total revenue	(163,397)	0%	52,419,632	93%	48,262,296	89%	56,645,703	55,706,546	(939,157)
EXPENDITURES									
Personnel services	4,107,583	8%	36,481,313	75%	34,124,260	75%	48,565,913	47,646,492	919,421
Materials and services	387,798	4%	6,075,448	69%	6,642,628	77%	8,766,361	8,665,264	101,097
Capital outlay	-	0%	32,952	27%	49,228	41%	120,000	120,000	-
Transfers out	152,966	8%	1,529,660	83%	1,603,450	77%	1,835,600	1,835,600	-
Total expenditures	4,648,347	8%	44,119,372	74%	42,419,566	75%	59,287,874	58,267,356	1,020,518
Net revenue (expenditures)	<u>\$ (4,811,744)</u>		8,300,260		5,842,730		(2,642,171)	(2,560,810)	81,361
Fund balance at start of year			10,546,503		10,449,503		9,020,700	9,020,700	-
Fund balance at report date			<u>\$18,846,763</u>		<u>\$16,292,233</u>		<u>\$ 6,378,529</u>	<u>\$ 6,459,890</u>	<u>\$ 81,361</u>

AMOUNTS USED FOR BUDGET AND 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%	-2.5%
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

May 2020 Snap Shot

CONSENT AGENDA

AGENDA ITEM IV-2b

R19/20-36c

Topic:	Monthly financial report -- Capital Projects (Bond) Fund
Date:	June 24, 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	8,000,000	8,000,000
State Grant Student Services/Comm Ctr	8,000,000	
Other Grants/Donations/Foundation (see below)	-	
ConnectOregon Grant	1,212,950	1,004,387
Randall Seismic Grant	1,500,000	1,500,000
Other small donations/grants (Energy Trust/WES)	264,520	264,520
General Fund Transfer for Incidentals	2,000,000	2,000,000
Subtotal of gross revenues:	\$ 138,796,368	\$ 130,220,902
(less expenses related to bond sales and State Grant fees)	(915,180)	(915,180)
Revenue Totals:	\$ 137,881,188	\$ 129,305,722

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	\$ 20,816,877		
Transit Center & Path to 213 & Path to Oregon City High	2,000,000	1,863,130		
Contingency	-			
	\$ 23,000,000	\$ 22,680,006	99%	% budget spent

Student Services/Community Common (Est. Complete Fall 2021)		Planned Expenses	Life-to-Date Actuals	14%	% project complete
Soft and Hard Costs	\$	21,000,000	\$	2,907,395	
Contingency		-		-	
	\$	21,000,000	\$	2,907,395	14% % budget spent
Other Projects		Planned Expenses	Life-to-Date Actuals		
Automotive	\$	5,800,000	\$	5,867,006	100% % project complete
Campus Safety and Security		600,000		585,513	
Campus-Wide Refreshes		2,000,000		169,215	
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		1,201,879	
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		2,588,093	
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		960,152	
Wrestling Room Space - Randall Hall		150,000		53,523	
Oregon City Site Signage		350,000		96,226	
Project Management		1,000,000		790,069	
	\$	28,230,673	\$	23,032,659	
Overall Bond Contingency		709,448			
Expense Totals:	\$	137,881,188	\$	113,543,626	82% % budget spent

RESOLUTION R19/20-37**RESOLUTION IN SUPPORT OF THE DIVERSITY, EQUITY, AND INCLUSION STRATEGIC PLAN**

WHEREAS, the Clackamas Community College (CCC) Board of Education (Board) is committed to the success of every student at the College and the mission of CCC is to serve the people of the College district with high-quality education and training opportunities that are accessible to all students, adaptable to changing needs and accountable to the community we serve;

WHEREAS, the Board, faculty and staff are committed to ensuring that people of all backgrounds, identities, abilities, perspectives, and beliefs have an equal opportunity to belong, achieve, and contribute to their communities;

WHEREAS, the Board, faculty and staff are committed to ensuring that everyone has support and access to the resources needed to be successful and identifying and eliminating barriers that have prevented the full participation of communities most impacted by systemic oppression;

WHEREAS in a January 2019 climate survey, a significant population of students, faculty, and staff of color reported they feel culturally isolated at CCC, and a significant population of employees of color reflected that they avoid certain college spaces because they do not feel safe or welcome. Moreover, a significant population of students and employees of color reflected their intent to leave the College due to subtle and/or overt acts of discrimination or not feeling safe or welcome;

WHEREAS, to fully realize CCC's Mission, we must work together toward an inclusive and diverse campus community;

WHEREAS, the college community, under the leadership of the DEI Strategic Planning team, and executive leadership, participated in a year-long process to identify values, strategic themes, strategic priorities, and goals and outcomes to support the College's aspiration to create a cultural change;

WHEREAS, the DEI Strategic Planning team developed this Strategic Diversity, Equity, and Inclusion Plan, the first in our college's history. This document will provide a three-year roadmap (2020-23) for the institution to move forward in this important work;

WHEREAS, the Strategic Priorities and accompanying goals and objectives have been identified through an inclusive and rigorous process of data collection from students, faculty, staff and administrators through, visioning, asset-mapping, a climate survey, and focus group engagements as part of the planning process; and

WHEREAS, the DEI Strategic Plan aligns with the college's strategic themes, institutional objectives, and measurable indicators;

NOW THEREFORE, THE BOARD RESOLVES:

The Board of Education affirms the DEI Strategic Plan and holds an unwavering commitment to meaningfully address, explore, educate, and respond to the diversity of the human experience through the development and implementation of the college's DEI Strategic Plan.

Dated this 24th day of June, 2020.

ATTEST:

Board Chair

President

RESOLUTION R19/20-38
CONDEMNING VIOLENCE AND RACISM DIRECTED AT BLACK AND AFRICAN AMERICANS

WHEREAS, our nation has been guilty of committing acts of oppression against Black and African Americans for more than four hundred years, and urgent progress must be made to achieve racial justice; and

WHEREAS, recent incidents of violence directed toward Black and African Americans is an outrage; and

WHEREAS, these acts represent a blatant disregard for the dignity and sanctity of human life; and

WHEREAS, too many Black and African Americans in our country live in fear of losing their lives because of the color of their skin; and

WHEREAS, our nation's future well-being relies on a public community college system that confronts systemic bias, institutionalized racism and supports efforts to ensure that Black and African American students, families, and staff thrive in the communities where they attend school and work; and

WHEREAS, Clackamas Community College has a shared core value of equity and is committed to each student's dreams being nurtured and their history and cultural heritage being celebrated; and

WHEREAS, Clackamas Community College has a shared core value of care, in that we develop inclusive and welcoming environments for all people;

THEREFORE, BE IT RESOLVED, by the Board of Directors of the Clackamas Community College as follows:

1. Clackamas Community College Board of Directors, the President, and Clackamas Community College employees join with America in sharing its anger, shame and sorrow about the intolerable violence directed at Black and African Americans.
2. Clackamas Community College Board of Directors condemns the violent and disrespectful treatment of Black and African Americans. Our organization does not

and will not tolerate, nor accept in any way, treatment of Black and African Americans that degrades their dignity or disregards their human life.

3. Community College Board of Directors calls on all government agencies to recognize the value and contribution of the lives of Black and African Americans.
4. Clackamas Community College commits to uplifting and honoring the voices and experiences of Black and African American students, families, and staff in order to ensure inclusive learning and work environments.
5. Clackamas Community College will counteract biased practices and remove systemic barriers that perpetuate academic achievement disparities and lead to disproportionate levels of student discipline.

Dated this 24th day of June, 2020

ATTEST:

Board Chair

President

CCC Board of Education - Topic Summary	
Topic:	Budget amendment - appropriation transfer
Date:	June 24, 2020
Presenter:	Jeff Shaffer - Dean of Business Services
Division/Department:	College Services/Business Services
RECOMMENDATION:	Amend the 2019-20 budget per the appropriation transfer in the chart below

REASON FOR BOARD CONSIDERATION

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

BACKGROUND

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

- * Shift expenses between categories and pull funds from contingency to balance COVID-19 related expenditures
- * Other miscellaneous moves between expense categories to ensure appropriations are covered for any unexpected year-end spending

BUDGET IMPACT

	RESOURCES		REQUIREMENTS				
	Beg. Fund Bal.	Revenues	Personnel Services	Materials & Services	Capital Outlay	Transfers Out	Contingency
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Revenue Funds							
Unrestricted operations	-	-	-	(50,000)	50,000	-	-
Dedicated student fees	-	-	(90,000)	240,000		-	(150,000)
Externally restricted	-	-	-	-			-
Reserve funds	-	-	245,000	150,000	(200,000)	-	(195,000)
Debt Service Fund	-	-	-	-		-	-
Capital Projects Funds							
Unrestricted operations	-	-	200,000	200,000	(400,000)	-	-
Externally restricted	-	-	-	-			-
Proprietary Funds							
Enterprise funds	-	-	-	-	-	-	-
Internal service fund	-	-	25,000	-	(25,000)	-	-
Total appropriations	\$ -	\$ -	\$ 380,000	\$ 540,000	\$ (575,000)	\$ -	\$ (345,000)

CCC Board of Education – Topic Summary	
Topic:	2020-21 Budget Adoption
Date:	June 24, 2020
Prepared By:	Jeff Shaffer, Dean of Business Services
Division/Department:	College Services
RECOMMENDATION:	Adopt the budget for the fiscal year 2020-21 in the total amount of \$154,802,528 now on file at the Business Office, and Impose the taxes provided for in the adopted budget for tax year 2020-21 upon the assessed value of all taxable property within the district, and categorized as follows: Permanent tax rate of \$0.5582 per \$1,000 categorized as Education; and General obligation bond amount of \$7,318,616 categorized as Excluded from Limitation.

REASON FOR BOARD CONSIDERATION

(ORS 294.456) The Board of Education is legally responsible for adopting the budget approved by the Budget Committee. The Board may make changes from the approved budget within legal limitations.

BACKGROUND

(ORS 294.456 and 310.150) Local budget law requires that a governing body formally adopt a budget, establish appropriations, and levy and categorize property taxes by June 30.

This action adopts the budget in the amount of total requirements. A separate action is used to make appropriations, which exclude budgeted unappropriated ending fund balance. This action also imposes property taxes and categorizes them as to whether they are subject to the limitations imposed by Measure 5.

BUDGET IMPACT/SOURCE OF FUNDS

Subsequent to preparation of the budget proposed to and approval by the Budget Committee, changes were made to reflect new information and plans, as follows:

- The College decreased its Travel budget line item by \$50,000 after feedback from the Budget Committee after previous meetings.
- One position in our master position file was inadvertently not calculating into the overall aggregate appropriations. The correction of the technical error increased appropriations by \$104,511.

The technical changes in resources and requirements to the document are displayed on the next page.

SIGNATURES

Approved this 24th day of June 2020.

Board of Directors
Clackamas Community College

Tim Cook, President/Clerk

	Increase (Decrease) from Approved Budget for Adopted Budget					
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Project Funds	Proprietary Funds	Total Change
RESOURCES						
Beginning fund balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State revenue	-	-	-	-	-	-
Local revenue	-	-	-	-	-	-
Federal revenue	-	-	-	-	-	-
Total revenue	-	-	-	-	-	-
Other sources						
Transfers in	\$ -	-	-	-	\$ -	\$ -
Sale of fixed assets	-	-	-	-	-	-
Total other sources	-	-	-	-	-	-
Total resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REQUIREMENTS						
Expenditures						
Personnel services	\$ 104,511	\$ -	\$ -	\$ -	\$ -	\$ 104,511
Materials and services	-	(50,000)	-	-	-	(50,000)
Capital outlay	-	-	-	-	-	-
Debt service	-	-	-	-	-	-
Total expenditures	104,511	(50,000)	-	-	-	54,511
Other uses						
Transfers out	-	-	-	-	-	-
Contingency	(104,511)	50,000	-	-	-	(54,511)
Ending fund balance	-	-	-	-	-	-
Total other uses	(104,511)	50,000	-	-	-	(54,511)
Total requirements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NEW BUSINESS ACTION**AGENDA ITEM VII-5
R19/20-41**

CCC Board of Education – Topic Summary	
Topic:	2020-21 Budget Appropriations
Date:	June 24, 2020
Prepared By:	Jeff Shaffer, Dean of Business Services
Division/Department:	College Services
RECOMMENDATION:	Appropriate the amounts for the fiscal year beginning July 1, 2020, and for the purposes shown in the chart on the following page.

REASON FOR BOARD CONSIDERATION:

(ORS 294.456) The Board of Education is legally responsible for making appropriations, which provide the legal authority to spend throughout the fiscal year.

BACKGROUND

Appropriations exclude budgeted unappropriated ending fund balance, which is not intended to be spent.

BUDGET IMPACT/SOURCE OF FUNDS

See following page.

SIGNATURES

BE IT RESOLVED that the Board of Education of the Clackamas Community College District hereby appropriates the amounts for the fiscal year beginning July 1, 2020, and for the purposes shown on the next page.

Approved this 24TH day of June 2020.

Board of Directors
Clackamas Community College

Tim Cook, President/Clerk

			Materials and Services *			
		Personnel Services		Capital Outlay	Debt Service	Transfers Out
General Fund		\$ 49,991,265	\$ 8,790,508	\$ 120,000	\$ -	\$ 1,915,600
Special Revenue Funds						
Unrestricted operations		3,127,385	1,509,126	5,000	-	1,700,000
Student technology & general student fees		575,382	946,550	-	-	-
Externally restricted		6,679,223	12,759,271	220,000	-	-
Reserve funds		1,085,752	1,350,000	750,000	-	1,500,000
Debt Service Fund		-	-	-	10,275,313	1,500,000
Capital Projects Funds						
Restricted		245,903	4,000,000	20,000,000	-	-
Unrestricted		-	775,000	3,200,000	-	-
Proprietary Funds						
Enterprise funds		587,740	123,655	-	-	150,000
Internal service fund		109,559	229,500	102,800	-	-
Total appropriations		<u>\$ 62,402,209</u>	<u>\$ 30,483,610</u>	<u>\$ 24,397,800</u>	<u>\$ 10,275,313</u>	<u>\$ 6,765,600</u>
				Unappropriated Ending Fund Balance		
		Contingency	Total Appropriations		Total Budget	
General Fund		\$ 8,112,332	\$ 68,929,705	\$ -	\$ 68,929,705	
Special Revenue Funds						
Unrestricted operations		682,192	7,023,703	-	7,023,703	
Student technology & general student fees		535,014	2,056,946	250,000	2,306,946	
Externally restricted		2,337,038	21,995,532		21,995,532	
Reserve funds		3,125,000	7,810,752	414,248	8,225,000	
Debt Service Fund		1,483,154	13,258,467	200,000	13,458,467	
Capital Projects Funds						
Restricted		54,097	24,300,000	-	24,300,000	
Unrestricted		2,100,000	6,075,000	-	6,075,000	
Proprietary Funds						
Enterprise funds		331,780	1,193,175	500,000	1,693,175	
Internal service fund		353,141	795,000	-	795,000	
Total appropriations		<u>\$ 19,113,748</u>	<u>\$ 153,438,280</u>	<u>\$ 1,364,248</u>	<u>\$ 154,802,528</u>	

CCC Board of Education – Topic Summary	
Topic:	Contract Award: Pauling C Roof Replacement
Date:	June 24, 2020
Presenter:	Bob Cochran / Dean Campus Services
Division/Department:	Campus Services
RECOMMENDATION:	Adopt Resolution R19/20-42 authorizing the college to enter in to a contract with Umpqua Roofing for the replacement of the Pauling C roof in the amount of \$261,780, a 3% OMNIA management fee, and a \$26,178 (10%) owner's contingency for a total request of \$295,811.

REASON FOR BOARD CONSIDERATION:

Expenditures over \$100,000 must be approved by the Board of Education.

BACKGROUND:

In the spring of 2016, the college commissioned a detailed roof survey evaluating all the roofs on the college's facilities to determine their remaining useful life, replacement schedule and estimated renovation cost. From that report, the Pauling Building C roof was identified as beyond its useful life and in need of replacement. In addition, with the recent move of science classrooms to the new DeJardin Addition in the fall of 2019, Pauling C has undergone a remodel, including the removal of all fume hoods. The removal of these has resulted in numerous roof penetrations in need of repair.

Roofing bids were obtained using the Cooperative Contract - OMNIA Partners Public Sector, National IPA Weatherproofing Technologies, Inc. Master Contract No. R180903 and related project documents. Three bids were received.

Umpqua Roofing \$261,780
 Griffith Roofing \$307,423
 Anderson Roofing \$290,820

All bids were reviewed by the College's roofing consultant and Umpqua Roofing was selected as the lowest, most responsive bidder for the project. Staff is requesting a 10% owner's contingency for unknown conditions and changes needed during the construction and the OMNIA Partners requires 3% to be collected by Tremco from the Contractor and passed on, in whole, to the Omnia Partners Group that administer that contract. The total request is \$295,811.

BUDGET IMPACT/SOURCE OF FUNDS:

This project will be paid for from 2014 bond proceeds as part of the Bond's major maintenance program.

ATTACHMENTS:

Resolution R19/20-42

**RESOLUTION NO. R19/20-42
CLACKAMAS COMMUNITY COLLEGE**

A RESOLUTION OF THE CLACKAMAS COMMUNITY COLLEGE BOARD OF EDUCATION AUTHORIZING THE COLLEGE TO ENTER INTO A CONTRACT WITH UMPQUA ROOFING FOR THE REPLACEMENT OF THE PAULING BUILDING C ROOF.

WHEREAS, in 2016, the college commissioned a roof survey to evaluate all roofs on the college's facilities and determine their useful life, replacement schedule, and estimated renovation costs; and

WHEREAS, the survey identified the Pauling C roof as beyond its useful service life and in need of replacement or renovation; and

WHEREAS, Roofing bids were obtained using the Cooperative Contract - OMNIA Partners Public Sector, National IPA Weatherproofing Technologies, Inc. Master Contract No. R180903 and related project documents and three bids were received.

WHEREAS, Umpqua Roofing was the lowest, most responsive contractor with a bid of \$261,780.

Now, therefore, the Board of Education resolves as follows:

SECTION 1: The Board of Education authorizes the college to enter into a contract with:

Umpqua Roofing for the re-roof of the Pauling C roof in the amount of \$295,811 which includes a 10% owner contingency and a 3% OMNIA contract administration fee.

SECTION 2: This resolution is and shall be effective from the day of its passage.

ADOPTED by the Board of Education of the Clackamas Community College District, Clackamas County, Oregon, this 24th day of June, 2020.

**CLACKAMAS COMMUNITY COLLEGE DISTRICT,
CLACKAMAS COUNTY, OREGON**

By: _____
Chair, Board of Education

ATTEST:

By: _____
President/Clerk

CCC Board of Education – Topic Summary	
Topic:	2020/21 Board Meeting Schedule
Date:	June 24, 2020
Prepared By:	Tim Cook, President
Division/Department:	Executive Offices
Issue Before the Board:	Approval of the Board of Education meetings for the 2020/21 fiscal year

REASON FOR BOARD CONSIDERATION:

As stated in Policy BD/BDA: Board Meetings/Regular Board Meetings, the Board of Education is responsible for setting the schedule of Board meetings each year.

BACKGROUND:

The proposed calendar of meetings follows the past practice of holding meetings on the second Wednesday of the month, with the following exceptions:

- The July 2020 meeting will be held on the last Wednesday of the month (July 29).
- A Board retreat is scheduled for August 8, 2020, and April 23, 2021.
- The November meeting will be held on the third Wednesday (November 18) due to Veterans Day.
- The June 2021 meeting will be held on the last Wednesday of the month (June 30).

This calendar also sets May 5 as a meeting date for the Budget Committee.

BUDGET IMPACT/SOURCE OF FUNDS:

There is no cost associated with setting the Board meeting calendar.

ATTACHMENTS:

Draft 2020/21 Board meeting schedule

FUTURE REPORT

The 2021/22 Board meeting schedule will be brought to the Board for approval in spring 2021.

Dear Members of the Clackamas Community College Board of Education:

On May 15 managers put 25 working members of the Classified Association on notice that their jobs were being eliminated. The proposed staff eliminations are unnecessary, reckless and wrong.

On behalf of our members we call upon the Clackamas College Board to take all steps to avoid eliminating critical student services, including making contingency funds available.

The proposed eliminations are unnecessary because the college is not facing a financial crisis.

- With the release of the May 20 state revenue forecast projected cuts to the Community College Support Fund have been reduced from an anticipated 17% to 8%.
- The College has not announced how it will spend funds from the Federal Government from the CARES Act passed by the US Congress. With these funds the Oregon Education Association estimates that the actual cuts to the college in the next fiscal year will be around 4%.
- The College may receive additional funding from the HEROS act being considered in the U.S. Senate.
- Several community colleges, including Clackamas, are anticipating increased student enrollment over the next several terms. According to Clackamas Community College President, Tim Cook, enrollment is up by over 6% for summer term.
- The College has ample contingency funds of over \$19 million dollars. The direction of the Oregon Governor's office is that reserves and contingency funds should be tapped prior to taking actions that lay off staff and threaten student services and access to course offerings.

The College's proposed eliminations are reckless - they endanger positions critical to the success of the College and are without strategic planning or direction.

- The decisions to eliminate positions were made by College Deans with the direction to cut specific amounts from their budgets. No other direction was provided by the administration. In some cases, Deans chose to eliminate positions on the virtue of the employee's length of service to the College, not the work performed.
- In addition to not making any strategic sense the are also untimely. The cuts to staff are being made prior to a new restructuring process that the administration is just beginning to plan. It is irresponsible to reduce staff prior to any reorganization of the college.

The elimination of classified staff positions is a wrong direction for the College.

- The decision to lay off staff reneges on the commitment to shared governance with faculty, staff and students by the College. No one, including faculty department chairs, were part of the decision to reduce classified positions.
- The cuts to existing personnel fall entirely on classified staff. The cuts entirely ignore the growing cost that administrators themselves place on the College. If the proposed cuts to classified positions occur, they will exacerbate the existing trend to increase administrative positions at the expense of staff and instructors.

The Association of Classified employees calls upon the Clackamas College Board to do the following:

1. Direct administrators to rescind layoff notices to all full-time classified staff, effective immediately
2. Engage in robust shared governance with staff, faculty and students in a restructuring program that serves students and the educational needs of Clackamas County and the service area of our college.
3. If necessary, allocate contingency funds to maintain college services prior the completion of the restructuring plan.
4. Commit to reducing managerial positions and their overall cost to the levels prior to the 2008-10 recession.

Clackamas Community College has the time and resources to listen to staff, faculty and students to respond to the COVID-19 crisis and the plan the instructional mission of the college in the post-pandemic recovery. The elimination of these 25 working employees is the wrong solution for our college and our community.

Please listen to voice of Clackamas staff, faculty and students and use your power to reverse the unnecessary and reckless cuts proposed by the administration.

Submitted on behalf of the Classified Association

Dear Board Members,

The Classified Association Presidents are coming to you to share some concerns we have about the recent changes happening at CCC. On May 15th, 25 people received layoff notices. We have attached a list of the 34 positions that were affected. Next on May 18th the classified association was informed about a college reorganization. We were told this reorganization was required due to the number of classified employees that were laid off. Administration also stated that this reorganization of the college was done with the goal of maintaining the best student experience as we can.

We agree with this goal, however; there was no input from any of the associations on the creation of the draft reorganization. Employees had no access to a draft of the proposed reorg for two days after the information was presented in zoom meetings. We then learned that the deans were in charge of choosing what classified positions to eliminate. Several times we have asked administration what criteria and process was used to make these decisions and still have not received an answer.

We further learned that some deans used seniority to make these cuts and others did not. By just going on seniority, it shows a lack of strategic commitment to the above goal of maintaining the best student experience. This lack of transparency, shared governance, and process has us reaching out to you. We are asking that you to act. Stop these layoffs and reorganization. Give the associations, administration, and students the opportunity to come together, use shared governance and face this budget problem as a community, as a family.

We have heard repeated statements by administration about their commitment to the process of shared governance. We have also heard the Board of Education's request that Dr. Tim Cook develop a more effective process of shared governance. There were opportunities for shared governance of the proposed reorganization through established shared governance committees. College Council, President's Council, and many other meetings but the proposed reorganization was left off the agenda. Again, we are asking you to stop these layoffs and reorganization. Give the associations, administration, and students the opportunity to come together, use shared governance and face this budget problem together.

The lack of shared governance has resulted in Classified layoffs, which do not seem to align with the goal of maintaining the best student experience we can. Management's reductions of classified staff reduce services essential for the recruitment and retention of students. The impact of losing Financial Aid, Student Services, CS Hardware/Network/Lab Coordinator, Administrative Assistants, Academic Career Coach, ITS, Lab Technicians, Environmental Health & Safety Coordinator, and Custodial positions are all huge impacts on students and their respective departments ability to serve students.

Once again we are asking that you to act. Please stop these layoffs and reorganization. Give the associations, administration, and students the opportunity to come together, use shared governance and face this budget problem as a community, as a family. Allowing the associations and administration to come together and use shared governance, we can formulate a strategic plan that meet the needs of the College and will unite us in facing these budget problems together.

Respectfully,

Matthew Lackm

Kelly Lawrence

Classified Positions that are being Eliminated or Reduced

# of positions effected	Title of position being removed
1	Book store coordinator merchandise buyer
2	Vacant Custodian
3	Vacant Custodian
4	Vacant Custodian
5	Vacant Plant Engineer
6	Maintenance Tech
7	Vacant Network Systems Analyst
8	.5 HR Support Position
9	From .7 to .5 FTE – Graphic designer
10	Vacant Science Lab Assistant
11	Maintenance Tech
12	Environmental Health and Safety Coordinator
13	From Full to .5 - Administrative Assistant II
14	Welding Lab Technician
15	Facilities Event Coordinator - Wilsonville
16	Administrative Coordinator
17	From Full to .5 - Research Specialist
18	From Full to .6 - Applied Information Tech - Library
19	Textbook Buyer/Harmony Coor
20	Senior Web Developer
21	Enterprise Project Management Spec.
22	From full to .7 - Training Services Coordinator
23	Studio Technician - Art
24	Administrative Assistant
25	Administrative Assistant II - Music
26	CS Hardware / Network Lab Coordinator
27	Administrative Assistant II
28	Enrollment Services Specialist
29	Federal Work Study Coordinator & Financial Aid Representative
30	Financial Aid Advisor & Scholarship Coordinator
31	ABS Outreach Coordinator
32	Student Support & Enrollment Coord (Retention)
33	Admissions Counselor
34	Academic and Career Coach
35	Network Analyst/Micro Computer Tech

Christy Juenemann
4920 SE Lake Road
Milwaukie, OR 9722
503-313-7415
christysnowj@gmail.com

To Whom It May Concern,

Due to these troubling times we are living in I realize that many changes have to be made regarding essential positions and also where money is best spent. I would like to weigh in on a topic that is not only important to me individually, but, as cliché as it sounds, the world we live in.

A college has a responsibility to help its students grow and become functioning members of society and the human race. Ideally, these students will go on to achieve wonderful things, and change the world as they see fit.

During this crisis, the people of the world have turned to artistic expression to show their solitude, grief, frustration, and most importantly, hope in this difficult situation. Quarantine karaoke groups popped up and made headlines on national news sites. Original songs, parodies, comedic as well as dramatic sketches, and beautiful works of visual art have been created from the heart as the only way a society at a standstill can express what they are going through. It has not gone unnoticed. Scroll through any type of social media for even one minute and you'll see the results.

Unlike some of the programs at CCC, the arts benefit everyone. There is not one aspect of life that is not affected by some kind of art. From the homes we live in to the places we frequent, the arts (sometimes quietly, sometimes glaringly) change the way you interpret every situation. Music plays in the background of restaurants, coffee shops, grocery stores, etc., setting the mood for patrons. Paintings and photos line the walls inside and out, powerful enough to draw people in by just one glance. As a whole, we turn to actors to help us escape through the fantasies of watching television and movies.

It is amazing to me that over the years the art departments are always the first to be considered when dropping programs. I first heard of this as a junior high student in the mid-90s, when I was only an orchestra student, and while I was dumbfounded then, I am even more befuddled now. Since then, I have grown to be a part of many different types of the arts, and each facet I took from those things has molded me into a person who not only very much entertains herself, but knows that by sharing my passion and talents I can help to ease the souls of those around me.

It has made such an impact on my life that I made the terrifying decision to go back to school to become a music therapist at the age of 38, with a special focus on adolescents to lower the teen suicide/school shooting statistics. Due to my hard work academically and also the impact of the work I intend to do for the young community, I have been chosen as a recipient of over \$45,000 worth of

scholarships, becoming an academic representative of Clackamas Community College this last year. If my mission were not worthy, it would not get so much attention.

Without the arts programs at CCC I would never have been able to get as far as I have. Think about what kind of impact the elimination of arts programs would have on other future students that may have complex dreams they are fulfilling. By this, I mean that most of your students aren't in the programs because they simply like to draw, sing, or act. We have bigger goals in mind, and our impact will be apparent.

At a very young age, I heard Don McClean sing of the day the music died, and it was more than just a song to me. Though the actual interpretation of some of the lyrics is widely speculated, it mesmerized me, giving me chills. I could envision the streets in a world without music: "And in the streets the children screamed, the lovers cried and the poets dreamed. Not a word was spoken, the church bells all were broken". Please, think about how the arts change the world around you now, and then imagine what would happen if the arts stopped being so important in our schools and universities.

Thank you,

Christy Juenemann

June 10, 2020

To the Clackamas Community College Board of Education:

This letter on behalf of Aschlie Town who has been working as the Welding Lab Technician for nearly 4 years.

Aschlie's position was previously grant funded and the Welding Department was awarded this full-time position in 2019. Not only has this proven to be an essential position for the welding department, but Aschlie herself has proven to be exactly the right person to fill it. She has the right skill set, training, attitude, and aptitude to succeed in such a mentally and physically demanding position.

The welding shop has 34 individual welding booths, and in each booth we have enough welding equipment to perform the primary welding processes SMAW, GMAW, FCAW, and GTAW. In the welding booths we have several different welders for student use, which puts us at approximately 100 different pieces of welding equipment available for use. The equipment in each booth needs to be serviced and maintained regularly. Regular maintenance could mean daily, weekly, or biweekly per piece of equipment. This is because of the number of classes we offer and the frequency that we offer them. We offer classes Monday through Friday from 8 am until 10 pm, Saturday from 9 am to 5 pm, and Sunday from 10 am to 6 pm during Fall, Winter and Spring terms as well as many classes during Summer term. Our shop equipment needs regular maintenance and service, even more than would be expected because of the trial and error nature of training students that are new to an industrial environment. To service the shop and all the equipment in the shop is an extensive amount of work.

We have been able to help offset the cost of the Lab Technician position in welding because Aschlie is able to repair and service nearly all of the equipment in the shop instead of sending it out for costly repairs. Prior to having this full-time Welding Lab Technician, the faculty had been attempting to maintain and service the equipment during the same time as they were preparing for and teaching classes. This would lead to equipment that would get broken and sometimes not repaired. That would then impact student's ability to learn on equipment that would not be available for extended periods of time. Having multiple pieces of broken equipment would affect our ability to maximize the number of students we could teach during any given class period. Aschlie also took care of all the stocking and ordering of materials, metal purchases, and donations from local companies of metal and equipment.

Aschlie is a key team member for the welding department and engages in other roles besides being our Lab Technician. She is a Part Time instructor and teaches our CNC Plasma cutting class. She also flexes her schedule to substitute for faculty when needed. Aschlie has been an active member in the department helping with student outreach, shop tours, In-service activities, student club work, and community service.

With the elimination of this position we have serious concerns about the negative impact to the welding program. Please reconsider the elimination of this position and more importantly, the elimination of one of the best co-workers we have had the opportunity to work with in our careers.

Respectfully,

John Phelps, Dustin Bates, Marlana Tizo, Bruce Mulligan, Kevin Kauffman, Gordon Rickard, Bert Romans

Full Time and Part Time instructors, Welding Technology, Clackamas Community College

June 10, 2020

Dear Board of Education Members,

As a faculty member at CCC, I am writing to you about the concerning decisions that were made to eliminate critical classified job functions within the college.

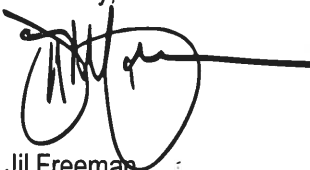
As you know, a sense of belonging is a key indicator and predictor of student success, completion, and satisfaction in college. Our front line staff positions are key connectors for our students; those roles, and the people who fill them, are essential to students successfully navigating classes and campus, accessing resources and services, answering questions, connecting with faculty, and being a constant and accessible friendly face on our campuses. Without these positions students risk falling into the gaps of the college, which, as research shows, delays their completion, increases their likelihood of dropping out, increases feelings of isolation and uncertainty, and makes them less likely to be active and happy alumni and supporters of the college. For our students of color, these consequences are even more significant, as connection and belonging play even larger roles in student success for historically marginalized groups in our community. This short-sided decision to cut out entire branches of student support directly harms our students' success and wellbeing and the impact on student enrollment will ultimately threaten our financial stability.

As members of the Board of Education, I know that you share in the commitment of creating a college that supports students and provides the structures and systems to help them succeed at CCC. It is in this spirit that I am requesting that the Board directs our college leadership to revisit and pause the hasty and short-sided decision to eliminate the 25 classified staff positions. It is clear that CCC is facing an unprecedented budget shortfall and we are all aware that we will not be able to continue operating without the funding that has been (and will continue to be) lost to the COVID-19 crisis. But, eliminating these positions, prior to a full analysis and roll out of the planned reorganization, without consulting faculty and staff who intimately understand the roles these positions play, is reckless and irresponsible. And, most importantly, harmful to our students. **Please insist that administration pause these decisions and invite faculty and staff to the table to collaboratively and collectively solve this problem.**

I would appreciate a response to this letter and would be happy to talk more about how we can make decisions and develop collaborative and inclusive processes to support both the financial health of the college and our students. Feel free to connect with me via email at jil.freeman@clackamas.edu

I sincerely thank you for your consideration of these issues and your service on the Board of Education.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jil Freeman', with a long horizontal line extending to the right.

Jil Freeman

Chair and Full-Time Faculty, Center for Teaching and Learning

June 09, 2020

The last thing I expected to be doing this year or any other year for that matter, is writing a letter to support a colleague whose affiliation with CCC was a product of one of the few efficacies, which CCC has had with regard to diversity, equity and inclusion.

Shortly after I was hired by CCC in 2000, specifically for the retention of Latino students in our service area, I met Klaudia Cuevas's family. Her sisters were just the right age to participate in the Oregon Leadership Institute (OLI), which not only mentored Latino high school students on leadership skills, it created a strong link between many of those students and the environment of higher education. Klaudia shortly followed her sisters into OLI and successful college careers that all started at Clackamas Community College.

Each time President Truesdell during her tenure as president spoke of her early relationship with CCC, it would remind me of Klaudia and her even more intimate and earlier connection to our college. Klaudia didn't need OLI; she was witty, intelligent and admirably vocal about her perspectives without drowning the room with them, just like a leader must be. Klaudia didn't need Clackamas Community College either; my previous experience in university admissions, in and out of state, told me she would be coveted by many universities. She chose CCC like her sisters did and like many other students in our service area, because it was a smart choice. She worked hard to finish her Associates degree at CCC and continued her bachelor and graduate level studies while being a stellar and model administrative assistant employee at CCC. After finishing her degree she applied for different positions at the college and as I would always expect, she was hired for each. She had both the familiarity of the college culture and incredible skills at everything she put her hands in. You see, Klaudia is the epitome of the homegrown employee that you hear of when institutions of whatever type speak about "growing their own", in relation to employees of color. One would be naïve to believe that Klaudia would not be competitive in the job market beyond the walls of CCC. Yet she has remained loyal to both the College and colleagues, though mostly to the students of color who need to see themselves reflected in people who look like them. She has respected that intentionality.

Are these the only reasons to retain and elevate an employee? They are more than sufficient when the employee is effective. Klaudia has been beyond effective. The nexus she's created with just about every internal department on campus are singular. Financial aid is a better place because of Klaudia's organization, awareness of policy and practice, and spectacular emotional intelligence. The scholarship program continues to thrive because of her service-orientation, dedication and commitment. This, in an institution where as a woman of color she has had to claw through feet of resistive thickness to even begin to fulfill her every obligation; it is not as easy as calling one support office or another to ask for key information or support that are essential to her job function, she has had to prove herself every single time, every single day because her credibility and abilities are still at the discretion and whim of whomever is on the other side of her requests, and those whims are not always unbiased. I know this not always from her, as a mentor, but from personal experience as well. Klaudia has done her job commendably with diligence, accuracy, effective relationship building, and without resistance

or complaint.

As a leadership partner on the DEI Committee at CCC, Klaudia has been instrumental in the development and fulfillment of the Diversity, Equity and Inclusion Strategic Plan, which is woefully late as a priority at CCC and is one of a handful of successful diversity initiatives that the college can claim in its history. Without her contributions to the leadership of the DEI Committee, this strategic plan may still be in a gestational stage. The spectacular misstep of eliminating not merely her position, but Klaudia as an employee of CCC, becomes even more obvious when you consider that 16% of the classified employees whose positions were eliminated were employees of color, when it is optimistically 10% who comprise the pool of classified employees.

Klaudia is humble and a collaborator and so won't speak much about her achievements, her service to Clackamas Community College, or her commitment to our students. I will assume that job as it is now crucial that you understand the role and contributions that she has made to CCC. I take pride in boasting about each of the skills that Klaudia has which have made her a successful and exemplary employee and role model, and this will still not do her work justice. I wish I could say the same about CCC's claims of valuing diversity, equity and inclusion.

I finish with an even heavier heart than when I started.

With respect,

Guadalupe Martinez Zapata
Instructor/Counselor

Honorable Chair and Distinguished Board,

On May 15th I was informed that the position of the Facility & Events Coordinator would be eliminated from the Wilsonville Campus. Along with the position being eliminated, Joyce Gabriel, who has held the position and has worked at the Wilsonville campus for 18 years, was told she would be laid off. As Joyce's direct supervisor, my initial reaction to this news was disbelief since there had been no communication previously that this position was even in discussion.

This position encompasses many vital roles at the Wilsonville campus. As the Facility Coordinator, under the guidance of her Director, Joyce oversees day to day operations and is the liaison between Campus Services, Custodial Services, College Safety, Grounds Keeping; IT Services; Marketing and with our partner Portland General Electric.

As the Events Coordinator, Joyce books over 3000 workshops, meetings and events annually, that are scheduled outside of the general scheduled academic classes. She is responsible for coordinating the room setups for all of these daily events. Joyce creates all of the contracts and does the invoicing and receipting for all outside events. She oversees and coordinates all large internal and external events in our building, i.e., state and federal trainings, educational cohorts, recognition ceremonies, celebrations, and weddings; Joyce also oversees and coordinates all the quarterly exhibits for our art gallery.

Joyce is also very involved in the Wilsonville Community, by working with the Senior Center, Wilsonville Stage, Wilsonville Festival of Arts, and Wilsonville Fun in the Park. She has served & serves on many CCC Committees as a representative of Wilsonville Campus, such as CCC Graduations (7yrs); In-service Committee (4yrs); Safety Committee; Grounds Committee; College Council; and the Collaborative Leadership Network.

The relationships Joyce has built over the years with our partner PGE and our external clients, have reflected in positive feedback, return customers and referrals. Joyce has had a few different roles at our campus which she has all done well; but this position has been the perfect fit for Joyce as one of her greatest strengths is event coordination and communication.

Eliminating this position from the Wilsonville Campus will add to the already limited resources our campus has available to our clients, students and staff. Without the onsite communication of this position, many needs will fall through the cracks. If the services our clients and partners expect will not be available in the near future, it may cause them to seek services elsewhere. I implore you to reconsider the elimination of this position and reinstating Joyce Gabriel.

Sincerely,



Shelly Tracy

Director of Wilsonville Campus/Apprenticeship/
Fire Science/Emergency Management

Aron Kane Willhoft
P.O. Box 1424, Oregon City, OR 97045

Re: Rochelle Dawn

Greetings,

I am writing this letter in reference to Rochelle Dawn. I first met Rochelle over the phone when I started searching for the best place to achieve my educational goals. Going into the college environment is an exciting exhausting process.

She guided me into the vast world of forms, timelines and patient. Financial Aid is very taxing on each student and I saw and heard so many amazing stories of her level of expertise. Her ability to walk so many students and their parents into completing all requirements to get the financial support that more than 80% of students need, either as first time or as myself, a non-traditional student.

If you are looking for a person that is a quick study, able to hold her own using her high level of expertise and have a true sense of caring, she IS the best candidate for you. When I think about how I was able to achieve my degree I always think about Rochelle. She is the person out front, fighting and winning for so many. Don't hesitate to make her your number 1 choice.

Regards,

Aron Kane Willhoft

305.490.2579

May 26, 2020

To Whom it May Concern:

I am writing to you on behalf of Rochelle Dawn. Rochelle has been the face of Admissions and Financial Aid in Roger Rook Hall for as long as I can remember. She was influential in creating and maintaining the Call Center, and over the years she has probably helped hundreds of students with registration and financial aid information.

When I was in the early stages of planning to take students to Ireland for a study abroad experience, I asked Rochelle if she would attend an orientation meeting to help them navigate financial aid for the program. I expected that she would come and speak briefly about how students could direct some of their aid money toward a study abroad opportunity. However, it's not like Rochelle to do anything half-way. She showed up to the meeting with handouts, and demonstrated detailed knowledge about the intricacies of federal student grants and loans. As the weeks progressed and students began making payments toward their trip, it was such a relief to be able to send them directly to Rochelle for assistance.

Rochelle is not only knowledgeable in her field, she is also a passionate advocate for students. She is able to break down complex information into understandable talking points that help students comprehend the bureaucratic language that accompanies aid packages. Without this help many of them would be lost.

Most often it is people like Rochelle who are students' initial contact with CCC. I can't think of a better representative of our college. She is kind. She is fiercely invested in student success and without her many would walk away frustrated and confused.

I ask that you invite Rochelle to return to the college, as she is a vital member of our community. If you would like to speak further, please don't hesitate to contact me.

Sincerely,

Susan Mach, MA

June 11, 2020

To the CCC Board of Education,

Dear Board,

I'm writing to express my anger and mistrust regarding the recent reorganization put forth by the current leadership at CCC. I have only been here for 7 years, but I have never seen such poorly designed plan with absolutely zero transparency and no concept of how it will be implemented. Our leaders have forgotten what shared governance means completely.

I understand:

1. We have budget issues
2. We are in a pandemic
3. We need to work together to help solve these super complicated issues

However, an 'anonymous' reorg, where no one person has to take responsibility for the mess that has been created discredits our leadership and the institution.

I also want to express that the programs in Neimeyer have been targeted for destruction. "Anonymous" decided that neither of our programs need an administrative assistant, meanwhile stating at the same time that our Associate Dean, their supervisor, would not be taking on any additional work at that time. The 'classified contract' talking points hold absolutely no ground. We are left with NO administrative support and our work is near impossible now. Who will do this work?

Also, the timing with this is uncanny, actually because it was only a week prior that the AE&R group was suspiciously disbanded, with no warning, and no clear plan for finishing or completing the work. This is so clearly suspect in intention. This is only right after one of the members of that work group wrote a letter, shedding light on major problems with the rubric, and asking for discussion regarding the many complaints that were not addressed from the presentation in College Council. This was met with, "our work is done here, thank you."

Last, there has been not ONE executive lay off AND to put salt in the wound, an executive hire. This is such disgusting abuse of power and privilege and there is absolutely no transparency. In addition, the most vulnerable have been cut while the most privileged remain, creating policies that don't practice shared governance. Who ultimately pays? The students, who will now have nowhere to go for the myriad of questions they always need answered and guidance that only Admin Assts can give. Nevermind the work our admins do to run our performances, festivals, etc.

It is a shameful day at an institution that I was once proud to be a part of. I call upon the Board of Education to examine the root of misguided leadership and help CCC get back on track to an institution that is equitable, just and 'walks the talk' of shared governance.

Dr. Kathleen Hollingsworth
FTF Music

To the Board of Education and CCC leadership:

My name is Ami Collofello, Administrative Assistant in the music department - until July 28th, that is. I write this letter on behalf of myself and my colleagues who are the casualties of haphazard and panicked planning. It is my sincere hope that you will all take a moment to learn about the person behind the title, and the job behind the description.

I am more than a cell in a spreadsheet, a box in a rubric, or the date I was hired. I am a support system for my own three teenagers, my faculty, and my students. I have recruited students, advised them, counseled them, and watched them flourish. I know, by name, nearly every student in the department. I've shed tears with a student who, while homeless, was beaten in his sleep. I've helped a student find a stable living situation. I've listened to more students than I can count share their struggles with isolation, depression, anxiety, finances, and food insecurity. I've fed students and taught them how to budget for survival. I've responded to late-night texts and calls when a student's life was in danger. I've seen the utter shock and relief of a student who realized that they aren't invisible. I've hugged parents who tearfully thanked me for protecting, accepting, and welcoming their children into our community. This is all part of my job, whether or not it's stated on a piece of paper.

There is no "standard" department in the college. It's true that we, as Administrative Assistants, share a handful of the same clerical tasks: faculty contracts, scheduling, ordering, communications, and overall faculty support. We take the burden of minutia off of faculty so that they can focus on education. What is being blatantly overlooked, however, is that we each have unique functions that are critical to our individual department's operations. We all do work that does not go away when positions go away, and we are not interchangeable game pieces.

For instance, I organize five large-scale competitive music festivals that bring thousands of junior and senior high school students and spectators to our campus. It is the music department's key method of recruitment. Next year marks the 50th year of festivals at CCC. Who will carry out that work, when our department is stretched to the max with only three full-time faculty? Who will organize and promote the rest of our 25+ yearly performances and events? Who will maintain our relationship with the community and area high school music programs? Who will maintain our inventory, manage work study students, schedule the recording studio, and oversee the extensive sheet music library? Who will work day and night, weekdays and weekends to ensure that our department maintains its upward trajectory?

None of that checks a box in my job description. Yet, as the ever-present face of the department, this is how I support the people that the college was built to serve. Not in abstract concepts created by leadership, but through dedicated, invested relationships with the community, faculty, and students.

Our leadership has acted without the caution and care that we deserve, as if navigating life through a pandemic wasn't already traumatic enough. I have struggled every day to help my

own children adapt to life in uncharted territory, while working from home and remaining rock solid for everyone who depends on me. Since I've been notified of my layoff, I haven't slept. I am faltering. The questions run through my head constantly and the consequences to my family will be devastating. How will I support my family once the benefits run out and unemployment is at an all time high? What will I do when we no longer have insurance? What if I end up with a chance to bump a friend out of a job? How will my department thrive without someone to bear the weight of all the tasks? It is crippling.

As the person who supports others in every facet of my life, it is humbling to now ask for support from the very people who hold my life in their hands. I ask of you all, please, slow down and consider the impact on employees and students when making cuts from the bottom up.

Respectfully,
Ami Collofello
Administrative Assistant, Music
ami.collofello@clackamas.edu

We all understand the need to reduce our HR costs as we attempt to balance the budget, but I'm concerned about the lack of transparency regarding how staff were selected to be laid off. No rubric or justification for the selections was provided. I was told that Eric McBride's duties would be taken over by IT, which only makes sense for about 50% of his duties but not the other 50%, which are centered around daily support of our students as they use technology resources that are critical to the education we provide to our Computer Science students.

The student-centric nature of Eric's role is the reason that 50% of his salary is paid using student fees. Given this fact, it doesn't seem like eliminating his position saves the college much money. We are teaching online right now, but when our students return to campus there will be a gap in support services for Computer Science students because of Eric's termination. While this decision saves a small amount of money in the short term, overall it seems short sighted and reflects a lack of understanding of the critical role that Eric plays in our students' educations.

Jen Miller
CS Full Time Faculty

June 10, 2020

Dear Members of the Clackamas Community College Board of Education,

My name is Jane Littlefield. I am a full time faculty member and Department Chair at CCC. I live and work in Oregon City. I am proud that I get to serve my community through mission- and values-driven work at the College. I have a lot of love for CCC. Because of that love, I am letting you know I am concerned for our future. I am not confident in the College's decision-making related to eliminating critical classified job functions and reorganizing the College. And having witnessed the difficulties of proposing eliminations and a reorganization, I am no longer confident in the College's ability to engage in critical dialogue and feedback - hallmarks of Shared Governance.

Related to eliminating classified positions: The College needs to slow down. No data have been shared to support that these cuts were 1) strategic and 2) required with sudden exigency. There was no process. I learned Deans were given no direction regarding cutting positions. As a result, cuts were made inconsistently and without discussion. Many of the eliminated and frozen positions directly impact our Mission Fulfillment and Guided Pathways progress, which, without data to support these decisions, I can neither understand nor support.

1. Why are we cutting positions related to student outreach, Financial Aid, advising, enrollment, and retention? These are the positions that Guided Pathways research says to increase¹.
2. Why are we cutting so many administrative assistant positions, who perform invisible labor every day through serving students, creating capacity for faculty to teach, and making it so we can function in a College that lacks clarity of systems? No doubt, our often-improvised College systems need an overhaul. A reorganization is a great time to facilitate building sustainable systems. But/and, we need the administrative assistants to assist in this process - they hold critical knowledge and perform critical functions.
3. Why, when Black community members are being murdered and protests calling for racial justice are happening daily, are we freezing the recruitment and hiring of a leader for our forthcoming Office of Diversity, Equity, and Inclusion?
4. Why, in an active pandemic, are we eliminating three custodial positions and an Environmental Health and Safety Coordinator, right as the Oregon Health Authority and CDC are recommending heightened sanitation of shared, public spaces?

I would not accept a student turning in an uncited opinion in a paper; why is College leadership turning in uncited layoff notices, hiring freezes, and reorganization structures? Repeated requests for financial and process data by members of the College community have remained unanswered. As we reorganize the College and consider our roles in this community, we need to be strategic, data-driven, transparent, and inclusive. This takes time.

Regarding critical dialogue and feedback: These are two key pieces of Shared Governance. I've witnessed leadership demonstrate defensive, self-protective reactions by centering critical dialogue and feedback on themselves, rather than on their decisions and the consequences of their actions. When College employees share experiences and ask for accountability in public forums, I have witnessed those in power challenge, cut off, or "hear" and "appreciate" these experiences, and promise follow-up. Follow up has not occurred. The consequences of these powerful administrators' reactions are that non-dominant voices and experiences are minimized and silenced, and trauma and harm occurs. The College started this academic year with an In-Service dedicated to "caring for our students, each other, and ourselves." I have not witnessed a culture of caring, and I have not witnessed caring leadership. I have witnessed unintended trauma and harm, in

¹ Bailey, T., Jaggars, S. S., & Jenkins, D. (2015). *Implementing guided pathways: Tips and tools*. Community College Research Center. <https://ccrc.tc.columbia.edu/media/k2/attachments/Implementing-Guided-Pathways-Tips-Tools.pdf>

the middle of crisis after crisis after crisis. How can we care for our students if we can't care for ourselves? I'm not confident we can, if we can't validate one another's experiences, examine ourselves critically, and accept the gift of feedback with open minds.

Members of the Board, you have the capacity to impact how the College pursues its Strategic Priorities and models its mission, values, and code of ethics. What are the Board's expectations of executive leadership regarding strategic planning, transparency, and Shared Governance? I sincerely want to know. I would love a statement from the Board helping me understand what I can expect from my executive leadership team. Because right now, I need my leaders to do better. My peers and I are asking you for help, again. Our College is in a crisis. My expectation of you, as CCC's Board, is to really take in what you read in letters and hear at the next Board meeting. Brave people are speaking truth to power. Reflect upon our experiences, learn more, and then help, encourage, and set an expectation that our College leaders will do better.

Feel free to follow up with me by email at jane.littlefield@clackamas.edu. Thank you for your consideration of these issues, and for your service on the CCC Board of Education.

With gratitude,

Jane Littlefield

Dept. Chair and Full Time Faculty
CCC Library

June 10, 2020

To Whom it May Concern:

I am writing on behalf of Ami Collofello. I have gotten to know Ami this year because of her work with the Cultural Arts Committee. Further, I have encountered Ami on a number of occasions when I needed to borrow music stands for student projects. She is always extremely helpful and cooperative; not only does she allow me into locked rooms, but she also willingly helps me pack the stands out of the building and squeeze them into my car.

I know that in addition to day-to-day administrative duties, Ami also coordinates event scheduling and is adept at connecting with outside organizations, such as high schools, that produce music festivals and competitions in Niemeyer. She is a skilled, passionate advocate for the department.

At our last CAC meeting, Ami presented a promotional video she was working on to help recruit students for Music. She created this film of her own volition, and was proud to share it. What blew me away was the enthusiasm Ami showed for her work, as well as for her department—and this was after she had been given notice that her position was being eliminated.

More often than not, someone like Ami will be the first person a potential student meets when visiting our campus or attending classes for the first time. She is an outstanding representative of our college and an excellent ambassador and support person for CCC's remarkable Music Department. I ask that you invite Ami to return to the college, as she is a vital member of our community. If you would like to speak further, please don't hesitate to contact me.

Sincerely,

Susan Mach, MA

Christopher D. Whitten
Faculty in Theatre
Clackamas Community College /Spring 2020

A response to the reduction of the Administrative Assistant position held specifically by Jennifer Jett

To Whom may be of concern or favor:

It is without hesitation that I join with so many of the faculty at CCC in toiling to understand the process of reducing positions in this near panicked response to the budget crisis that so personally impacts students and the programs they are here to explore. I believe it should also be stated that along with those same faculty members I am not without an understanding from Administration that these are apparently necessary reductions for our short and long-term fiscal stability. Difficult choices, or their validity, are not the point of this response. It is due to the lack of disclosure in this process that we, as a department, are left facing the near impossible conclusion that somehow, this is 'fair'?

Current culture has reflected an echo of fair in the phrase; "fair isn't always equal and equal also, isn't always fair." It is in the fact that we, as a department, in the wake of the previous campus-wide restructuring have already served our turn in this disruptive, disabling, and inequitable workload distribution practice, that drives this written response.

Since this department (currently named COTA) was formed, some 50 years ago, it had the necessary dedicated presence of a full-time departmental administrative support person. However, at the time of the last restructuring event we were placed into the work of a near decade long quest to restore that position. The previous restructure did not strategically address nor decrease the work that needed to be done at the time and presented only a larger shadow as the demands upon the department increased from the Division. The only solution we were presented with was to struggle through each year; pleading thru the processes of 'most unfortunate rejection' while we witnessed the wear of unrelinquishable workload wreak its havoc on our department and the two Administrative Assistants attempting to navigate through their primary departments and these secondary departmental needs. Either of them would testify, if asked, to how difficult it was to maintain momentum or their health, in that structure.

Now, barely 3 years since the work and requests were finally approved for the restoration of this position we were delivered a new restructuring event. Now, barely 3 years since convincing Jennifer Jett to partner with this department to push towards goals of growth and healing we were delivered a new restructuring event. Now, barely 3 years since successfully transitioning student responsiveness back to a priority we were delivered a new restructuring event. Now, barely 3 years into developing some confidence in the forward momentum of this organization we were delivered a new restructuring event.

I am writing this response only to cry out that if there is any definition of fair in this process; we have already had our turn at the restructuring fallout. We have already been through the "this is all we can offer you" events. We have already grieved upon the soil of watching one Jennifer be dissolved into the restructure process. It cannot be fair that we get a second turn, in a row.

Thank you.

Christopher D. Whitten

June 10, 2020

To Whom it May Concern:

I am writing on behalf of Jennifer Jett. I have worked with Jennifer for the past five years, as she has been an integral part of two of the productions of my plays at CCC.

Jennifer not only manages ticket sales for performances, she also does all the administrative work for the Theatre Department, in addition to coordinating with other community entities that use the theatre such as Clackamas Rep. Despite the stress that is inevitable when overseeing arts facilities and organizations, I have never once known Jennifer to be anything but cheerful. She is supportive of students and good-natured with ticket subscribers. She is also efficient, fast, and incredibly patient with administrative requests.

Further, Jennifer is an artist in her own right. She goes above and beyond normal administrative duties by creating stunning production posters as well as inventive advertising clips on social media to support upcoming shows. For my play *The Shadow Testament*, she created photographs of cast members that looked like they were taken in 1904—the year the play was set. When Jim Eikrem, Kerrie Hughes, and I organized a fundraiser to support students who participated in the study abroad trip to Ireland, she handled all the ticket sales, as well as the distribution of funds to students. I can't imagine another administrative assistant having as much connection to her work and to the department that she is a crucial part of.

More often than not, Jennifer is the first face people see upon entering Niemeyer Hall. More than likely, she will be the first person a potential student meets when visiting our campus or attending classes for the first time. She is a perfect representative of our college and an excellent ambassador for Theatre, Communications, and Music. I ask that you invite Jennifer to return to the college, as she is a vital member of our community. If you would like to speak further, please don't hesitate to contact me.

Sincerely,

Susan Mach, MA

I'm a new student to CCC, but the only reason I came was for the music department, but by laying off administrative staff, you are causing the entire arts program to go downhill. In the long term it's going to cost more to lay them off than to keep them. If you lose the music/arts programs, you lose money, you lose students. I don't want a music program that isn't structured, I don't want to come back in the fall to take classes with mediocre replacement teachers. As it is, even with everything that's been going on, the music department has been stable, but if we lose key staff and teachers it's going to collapse. The arts departments need funding and support.

Atticus Martin

Kim Kirchhofer 5/20/20

I was instrumental in assisting Dr. Hendricks, and the Early Childhood Education Program, to successfully attain NAEYC, (National Association for the Education of Young Children), accreditation in the Spring 2019. I spent countless hours collecting and formatting the statistical data that drove the successful application and preparing documents and processes to assist the onsite NAEYC national review team, who visited the CCC Oregon City campus as well as many of the childcare sites of our community partners during their five-day intensive on-site assessment of our program.

In mid-December of 2019, and due to strong community need, I was tasked with facilitating the eleventh-hour registration of 30 Spanish speaking students into a first-ever all Spanish Winter 2020 Hybrid Early Childhood Education course for Spanish speaking caregivers. I worked closely with the staff at the Child Care Resource & Referral of Washington County and used my Enrollment Services skills and contacts to bring this Spanish Hybrid course vision to light. I am happy to report that 28 students successfully completed this hybrid course and that this accomplishment launched future related courses for Spanish speaking child caregivers across several counties.

As the Administrative Assistant for the Education, Human Services and Criminal Justice Department, I assist four different program leads with 14 different degrees and certificates in two office locations. To insure that I was able to access all department documents from both of my offices, I converted the partially online file system to a fully online filing system which allows me to immediately assist students, faculty and staff quickly and efficiently regardless which campus I am at that day. This has been a huge benefit, now that I am working from home due to COVID-19.

I am interested in your concerns.

Lets' start with the College's inability to ratify our contracts in a timely fashion. There is no way the institution can pretend to value what any of us do if they are unable to negotiate a fair and reasonable contract among its associations on time or at least in a timely fashion. That mutual respect was real during my first decade at the College. The absence of this trust erodes most everything else we try to do.

Personally - I had been with the College for 10 years when I was hired as a level 4 Information Specialist on the Harmony Campus. I worked for a director who was promoted to an Associate Dean and then Dean. When I was transferred to Harmony I was issued a master key for the Harmony & Oregon City campuses and had the authority to sign, on my Dean's behalf, purchases up to \$5000. I was asked to create a student service center on the Harmony Campus. Within six months I had learned and brought to the Harmony Campus registration, cashiering, testing & an additional 20 hours a week of advising. Plus, a new student ID machine, all the while attending to my very full actual job description. It so fulfilling and rewarding.

I now work for a Director, who works for an Associate Dean who works for a Dean. I have keys that allow me to open classrooms for others and do not even sign my own paycheck. After being an essential driver to the success of Harmony it has been years since I was even included in the yearly planning and honestly do not what is planned for Harmony until the general public is aware.

I really could go on forever sighting the many injustices I have experienced and observed, but really...haven't we all been witness to the same thing different building?

What is your analysis of the re-org scenario? Here we go again. We the employees of Clackamas Community College are not mere pawns in the exec teams chess game. All of our voices should have equal weight. When you silo yourself and make decisions without buy in your pawns suffer.

In November I will celebrate 25 years of employment at CCC. The first five years I remember very tight budgets - it was status quo.

In **1999** we began an 18 month hiring freeze. It may be about the time that our college president and vice president got in a big fight. They were both let go, paid their full contracts and might of even sued the college, or that might have been a few years later. Either way it was very costly for the College.

About **20005** we had the first *Reduction in Force* that I remember. That was said to be position based, but clearly there were many personalities let go that had had issues before.

In **2009** was the next RIF, also more personality based, but rolled out as position specific.

During the RIF times we lost all of our tutors in Skills Development and several other areas lost low wage workers. When we had the funding to hire again we brought back directors and associate deans, yet no tutors. At the same time we went from the model of the Banyon Tree, all roots supporting the tree together. To, what I call, the Truesdel Clack County Fir Tree model, where the star is at the top (Exec team) and the branches (faculty) are supported by what cannot be seen, the roots. Now you and I know without roots there are no trees, not sure how it was lost on Joanne. We stripped any form of shared governance of its power and little by little those most important rolls have been diminished.

What questions are unanswered? How can you reduce your staff instead of first reducing your spending habits? We have been running a deficit for a couple of years now while continuing to over spend. I too would find myself in a financial crisis if I chose to over spend each year.

What feels weird? What doesn't!

What's something you still need to know? What skin does Admin have in the this game? Not filling two vacant position is not the kind of sacrifice the Associations are looking for. We are down 70 plus PTF, 30 classified (*1200 a week of man hours that are not going away*, just saying) and at least 51 part time classified staff members. Where is your sacrifice? Furloughs are not even close to being enough. We are furloughing too.

What do I need to know? CCC is a difficult place to work over time. I would never suggest my children work here and when I know someone who has just been hired I suggest they enjoy their first 2 years -honeymoon period and then get OUT.

I hope I did not make you sorry that you asked. I really appreciated a spot to share my voice.

Jann

May 20, 2020

To Whom It May Concern:

Robin Dryden started working at Clackamas Community College in 2000; 20 years ago, she started making a difference for our students, staff and community. Her most recent role started in 2013 as the Administrative Assistant for Counseling and Advising. Robin is the first face many of our students needing counseling will see. These students are under a tremendous amount of stress and for some, it took them courage to come to the counseling center to ask for help. Robins' friendly, calm and welcoming demeanor helps our students get an appointment with one of our counselors. Having Robin available to help our students makes it easier for our counselors to do what they are trained to do and that is counsel our students and not provide front desk assistance, where Robin has done an amazing job.

Besides, Robin being right there to help students in Counseling she also helps the Advising Department. She is always willing to jump right in and help the front counter when we do not have a peer assistant to cover the front desk. She is always very responsive to the needs of our students and helps them get an appointment with an advisor or lets the student know where they can find the answers they are looking for. Robin doesn't only help our students, but the staff in Advising and Counseling count on her to answer questions regarding computer programs, space reservations, taking notes for meetings, and countless other duties that she does on a daily basis.

Robin is an integral member of our team. I cannot imagine how our daily lives at work will be without her. She always has a smile on her face and is right there to lend a helping hand.

She also takes time out to serve as a Union Building Representative. She takes the time to come around to union members to give out information from the ACE Executive Meetings. She wants to make sure employees are well informed of important happenings in and around the college regarding the Classified Union.

I would recommend being able to keep Robin in her current position, which she excels at or make sure her 20 years at Clackamas Community College continues in a full time position. We would be losing an amazing employee if you do not find a position for her. I look forward to seeing Robin Dryden continue her employment at CCC.

Kandie Starr
Academic Advisor

I'd like to address the loss of Robin as the administrative assistant for Counseling (she also serves Academic Advising, Student Life & Leadership, Disability Resource Center, and Veterans Services, but I am going to speak primarily from Counseling and my observations). While losing Robin is a great personal loss for me, it is even more of a profound loss for me professionally, to my department, our students, and the Community Center as a whole.

There are tasks that Robin has taken on for Counseling that can, indeed, be performed by another administrative assistant-type staff member at the college. These include things like FACs, reserving rooms, ordering office supplies, helping with the rollover and textbook ordering, but there are many facets to what Robin provides our department and our students that are not so easy to "backfill." One of the most critical services that Robin provides is triaging incoming requests for counseling services. Often, we get a variety of requests for counseling, but some are actually in need of an academic advisor. Robin recognizes these nuances quickly and gets the student scheduled with the appropriate person. This may seem like a small thing, but if you have ever been told you have to talk to a particular person, only to be transferred to them and realize it was absolutely the wrong department and your time was "wasted" by someone's carelessness, you can understand how crucial this is to student retention.

Not only does Robin ensure students are scheduled with the right service, she has also learned how to triage situations and determine the level of urgency with which they need to be handled. Students who request counseling services are not always polite, composed, or articulate about what they need. Frequently they are in distress and aren't able to communicate as effectively as they could under different circumstances. Robin deftly manages these students and provides them with a positive interaction, even when they are angry and being rude. Her knowledge of how counseling works has been gleaned from her years of experience with us as a department, and the individual styles of each counselor. This enables her to help select the best fit for the student while also considering urgency and scheduling compatibility. This skillset alone is invaluable to the Counseling department and it isn't something that you can easily train someone to do.

Without Robin, it is going to take longer to setup appointments for students. Robin manages phone calls and emails daily for the Counseling department, including on days when Counseling isn't staffed during breaks or the summer. This means she is able to pre-schedule students in need of counseling for the days when counselors will be working. Even on days we are fully staffed, counselors are frequently overbooked with meetings, classes, student appointments, consultations with faculty/staff, and we have papers to grade, notes to write, and other work to complete. This makes it very difficult for us to monitor our own individual emails and phone calls rapidly, let alone manage emails from a secondary email or phone. We have relied on Robin to serve as our backup and people know to call or email the department office if they need more immediate assistance. Without this assistance, students will inevitably have longer periods of time between making their requests for counseling services and actually receiving them. This will also be true for faculty and staff requesting consultation/assistance from counselors. Robin does all of this while maintain the

strongest level of confidentiality. This is often challenging for people trained in the mental health field to manage when faced with the dual relationships we encounter in an educational setting. Confidentiality is incredibly crucial, even when it doesn't make sense to someone outside of our profession, and Robin has shown her deep respect and understanding for the importance of confidentiality for our students. Without confidentiality, counseling would not only cease to have value to those we serve but would become a source of harm.

Counseling as a whole has made do with far less than is reasonable given the increasing severity and demands placed on us as counselors and members of the college community. Losing Robin will further reduce our ability to meet needs in an efficient and effective manner, which is something I don't think the college community can probably imagine at this time, let alone be satisfied with when her absence begins to be felt. And I don't have any idea how we are going to manage to pick up some of the tasks that Robin does, let alone find anyone who can quickly and easily replace those special skills she brings to the role. My assumption is we simply will not have that kind of support and that will be harmful to our students and our larger college community.

Robin also works for multiple other departments and one of the tasks she has managed over the years is the Peer Assistant application and interview process, in addition to managing their schedules, answering questions, and assigning work to the Peer Assistants placed in both Counseling and Advising. In the Counseling Department, we often don't have available time when our Peer Assistant is working to show them the list of tasks we need accomplished or how to go about them. Without Robin, our Peer Assistant is going to spend more time waiting for us to assign work than completing tasks that we very much need addressed. I imagine some of this will be true for Advising as well. Neither department has employees who spend a great deal of time unoccupied.

Further, Robin has been our point person for recruitment questions for our classes. Given the nature of our schedules, it is often hard to meet with or respond to in-person, spur of the moment inquiries. Robin has graciously set aside the time to do this and she knows our programs so well that she properly routes people to the right information and opportunities, thus streamlining their experience at CCC.

Stephanie Schaefer, Psy.D., CADC I
Faculty Counselor

Dear Tim Cook and David Plotkin,

My name is Marlana Tizo, I am part-time faculty welding instructor in the welding department. I am currently the first teacher apprentice in the teacher apprenticeship program here at CCC.

Enough about me, I am writing the two of you because the welding technician position has been eliminated from our program and it is a needed position in the welding department. Not only that, the position was staffed by a woman in a nontraditional field.

She maintained equipment in the shop making most of the repairs herself. She purchases all of the equipment and supplies, often shopping around to find the best deals to save the department money. She organized the store room and maintaining it, so it was easy for instructors to find what they need fast. She would organize the metals when they came, inside the store room and outside the shop, for easier and safer access for instructors and students. She would clean, check machines, equipment and make sure each instructor had what materials they needed to start the term. By doing all that I have listed, she saved the welding instructors time and save the department hundreds of dollars each term.

As you can see it is a needed position in the welding department. Eliminating this position is going to cause an effect on students and faculty because instructors will have to pick up that extra work and it will cost the department more money to send machines and equipment out.

Please, think about this and reconsider your decision. I could go on longer, but I think I have said enough. Again, please think about what I have said. Thank you for your time and listening to me.

Thank you,

Marlana Tizo

June 10, 2020

To whom it may concern:

I have had the pleasure of working with Rochelle Dawn through my work at Clackamas Community College. I first met Rochelle when our departments needed to hire a federal work study student outside the normal hiring cycle. We had no available faculty who knew the FWS process. She graciously agreed to meet with me in person on the Oregon City Campus to walk through the materials. The materials were organized and comprehensive. Her precise and clear explanations truly saved time and confusion for faculty and FWS students later. Over the years, she has always responded quickly and thoroughly with clear guidance to emails and phones. I've appreciated how she helps me to look ahead of a problem by explaining actions I need to do in advance of any problem developing.

One memory that has stuck with me made me realize that she not only gave 100% to faculty and staff, but to students as well. Once during an Oregon City meeting, I remember the praise and applause Rochelle was given by the entire room for her excellent service *to the students*. The applause was genuine; I felt the true regard the wider college community held for Rochelle. CCC students, faculty, and staff have truly benefited from Rochelle's incredible knowledgeable, professionalism, and service.

Sincerely,

Molly F. Burns

ABS Outreach Coordinator

Clackamas Community College

503-594-0633

To whom it may concern,

June 10, 2020

My name is Kate Simmons and I am an artist and educator. I was born and raised in Clackamas County and received an Associate of Arts degree from Clackamas Community College. In tandem with furthering my artistic education to receive an MFA from PSU and contributing to contemporary art being made in our region I have been employed at CCC for the past 15 years. My work at CCC currently includes three part-time roles in the Art Department: Studio Technician, PT Adjunct Instructor, and Gallery Manager for the Alexander Gallery.

I have been fortunate to contribute my love of the arts to three part-time positions and make a living wage while supporting student interests in art and learning and also support the success of our campus community. My story of piecing a variety of jobs together in a college environment is a common one and is related to the continuing administrative cuts to save money. And although my department has continuously lobbied for more full-time positions to support the arts that could possibly combine these efforts, these requests have not been supported.

As a CCC employee of over a decade I may have assisted in the enabling of administration's advance at the expense of classified and part-time staff because I accepted the piecing together of these parts or jobs. I was okay with it because at least all of my part-time jobs were at one place even though my work was not valued as equal (monetarily) to that of my full-time colleagues. The recent elimination of the Art Department's Studio Technician position (a 25-hour/ week position) further diminishes my value as an employee, reduces my salary, and eliminates my access and my children's access to health insurance. It also reduces the resources and quality of learning, student growth and development that the Art Department can offer.

I don't fault the administration for thinking this position is dispensable because I know that this decision was made by folks that don't get dirty, don't know what it is like to have art play a major role in their life and folks that don't have a thorough understanding of what a Studio Technician does for an art department. A "job description" kept on file does not provide an accurate scope of the efforts that are required to support the numerous processes, facilities and resources that support the progress of student's aesthetic learning and development in the studio arts. Acknowledgment of this imbalance was addressed in February of this year when my application for reclassification was supported by my Department Chair, Nora Brodnicki and Dean, Sue Goff who both signed off on the process of reclassification for the Studio Technician position. Efforts propelling this request were voiced because responsibilities of this position have exponentially out grown the documented original description that was written decades ago.

I agree that COVID-19 has been a hardship on institutions and individuals but to make decisions that slash jobs which support student growth especially in the arts during a time of pandemic when people are starving for a release is poorly calculated. People need access to art and professionals that can help guide them to creating successful outcomes. Eliminating the Studio Technician position reflects that administration does not place value on the arts, practices and people who are knowledgeable about producing them.

In addition, it saddens me to know that even though this position is worthy of elimination administration is also willing to turn around and support a make-shift position at a rate of 19.5 hours a week which severs the health insurance benefits. How can any other metaphor but "Poor Taste" be used to describe this action? What would it be like if your position was eliminated, just so you could be offered it back without benefits? This offering from administration is difficult to swallow and I am

saddened to know I have worked for this institution for as long as I have when this institution does not recognize or value the importance of aesthetic experience and contribution.

By reducing the Studio Technician position from 25 hours and including benefits to offering a pittance of 19.5 without benefits, You – the College - are broadcasting that, students can pay us tuition and get a degree but when it comes to the real world and finding out if their skills have merit, students will learn the college does not value what they've been taught and will not offer them fair compensation (as I was a CCC student).

The following is an itemization of tasks that do not stop in the Art Department as students pay to enroll and take physical courses in art. These responsibilities just accepted for reclassification consideration may now start to pile up because time to complete them will be diminished. There are only so many things you can ask other employees to do before their own responsibilities are burdened with overloaded heaps. It would be nice if you would choose to do the right thing... reinstate this position and send the message that what students spend their financial resources, time, learning and passion on is worth learning and has merit for their future.

Thank you for your time.

Best,
Kate Simmons

503-594-3032
kates@clackamas.edu
Studio Technician
Adjunct Instructor

Gallery Manager – Which is really a “Gallery Director” but I'm not officially aloud to call myself that even though others at CCC do because if I did CCC would have to pay “Director” pay, but these responsibilities are the same and equal.

Art Department Studio Technician: Assist students with questions and processes during open studio hours * Process ceramic art work for approximately 100 students each academic term * Have knowledge to successfully load and operate gas fired kilns to produce favorable outcomes * Load and operate multiple electric kilns supporting ceramics and jewelry disciplines * Scrape and resurface kiln shelves * Create test glaze samples to support student exploration * Ability to recycle 200+ gallons of clay per term * Make 10 gallon batches of glazes to support student finish work using triple beams scales * Organize studio tools and equipment regularly after class use * Maintain studio cleanliness for multiple studios * Take inventory of materials used for three dimensional courses including chemicals and flammable gasses * Order and pick up local materials and tools * Consolidate and organize old materials with new including paint, papers, adhesives, clay and chemicals * Sell materials to students including clay and photo kits * Maintain successful working order of large scale industrial equipment used for art processes including kilns, furnaces, wheels, saws, welders, grinders and hand tools * Meet specialty requests for instructors including custom creation of classroom support forms including tables, equipment stands and pedestals * Resurface department and gallery walls and pedestals including spackle, sanding and painting * Organize and maintain gallery curatorial room to support Alexander Gallery visiting artist exhibitions * Scrape paint, plaster clay and wax from student work surfaces to maintain work spaces in labs * Fix clogged

studio sinks and drains * Empty and clean sink waste debris from traps* Separate and coordinate hazardous waste debris removal * Sweep and mop studios * Educate and ensure students follow studio safety etiquette * Prepare materials for instructors including cut wooden painting surfaces, linoleum blocks and plaster carving blocks * Resurface and repair aging or vandalized sculpture of the Chuck Clemen's Memorial Sculpture Garden * Respond to vermin and wild life deterioration of work court area including removal of fecal matter and dead wild life * Work collaboratively with other departments * Sweep and mop floors * Ability to lift 60 lbs often * Share an enthusiasm for making art with students and staff * Be a good steward of the college * Computer Literate * Valid Driver's License *

Undoubtedly, every employee at CCC has a function. Administration's role is presumptively to be the best possible stewards of a healthy direction for the college as it serves the community, its employees and its students. Faculty's role presumptive role is to carry forth outstanding and leading-edge instruction in every field we teach. Classified, in a modest attempt to quantify their role, are the backbone of the institution.

Like any other backbone in the anatomical sense, classified are connected to tendons, to muscles, to nerves and by extension to vital organs including neurons. As I consider the part Robin plays in our day to day work, I can't separate which of her functions is of most value and consequently which of her functions we can do without. A good spine/backbone is sturdy, it is well connected, it is agile, it ensures that the rest of the body does not become futile and decrepit. Robin is a stellar spine to the Counseling Department, Advising, Career Services, Disability Resource Center, Veteran's Services and Student Life, and so by extension the rest of the College.

The Counseling Department has a very unique function at CCC in that we are not only a department that manages instruction, we also manage the most vulnerable of student needs: their psycho-emotional health. The person who serves as our spine needs to be ready to quickly and adeptly triage student and staff needs, in the absence of a luxurious triage/intake counselor.

Our spine has had to learn how to respond and refer students when they are in crisis, even more challenging in instances when there is no counselor immediately available or no administrator in proximity. Our spine has had to transition actively suicidal students between their fear and valiant entering of our space and the connection with a counselor. Our spine has had to be informed and help maintain a current and viable list of resources for students and staff working with students. Our spine has had to be current on all of the language, record keeping and quick responses of the counseling world. Our spine has had a unique and special affinity in working with the most volatile, needy and vulnerable students on campus; how to schedule appointments while managing 3 complicated and less than user-friendly information and data systems. Without having been given the adequate training or instruction of how to understand the work that several different yet similar departments do, Robin had to compile a system of triaging and discerning which student went where. She worked hard to earn a place at tables from which she was inadvertently but systemically excluded.

Robin's commitment to the success and wellbeing of the students who walk into our world, scared and reluctant to connect with anyone, has been exceptional. And these are merely with the functions that are unique to the Counseling team. Like every other administrative assistant, Robin is adept at staying organized and producing rollovers, FAC's, supporting instructors, general department maintenance (which in and of itself a full-time job), and integrating the scope and services of 3 major areas of the College. Robin is steady at keeping us sewn together. She works with each of us and our students with a sense of compassion, and a keen awareness and respect for diversity equity and inclusion that is not only necessary, it is difficult to find at our institution.

The position that Robin has held in our department and our lives is not one that easily fulfilled; over the course of my 20 years at CCC, I personally attest to this.

Those are the internal qualities and the description of our spine, Robin. On the external front, the level of investment to arrive at the proficiency that Robin has achieved would seem to me a careless re-investment of much needed time and money on a new person, with whom we also run a huge and costly risk of missing the personability that this assignment requires and which Robin uniquely has.

Robin is loyal, caring, trustworthy, diligent, committed, understanding... I could likely fill the page with the long list of adjectives that describe Robin and her contributions to my work and the enrichment she's afforded my personal and professional lives. She, personally, is not an expendable part of my work at CCC.

Greetings,

I'm writing this in regards to my layoff notice and the impact it will have on serving our students, faculty and fellow employees. My position is unusual as I work in our bookstore as a CCC staff member yet the bookstore is contracted out through Barnes and Noble. When this transition happened I was pleased there would still be a CCC connection within the store as I feel there is more of a vested interest to meet the needs of our customers that arise on a daily basis. I think that was a very important link for the entire campus community. I've worked hard at different duties within the stores and have done so with a positive attitude and the capabilities to learn in a very fast paced/diverse environment. Attached is what we were told when the Barnes and Noble contract started. Highlighted is the statement which states in any scenario, CCC will ensure that fulltime classified bookstore employees have the ability to remain CCC employees. There has been a retirement and a separation choice made by CCC bookstore employees, which left me as the sole CCC connection. With that said I was also informed that my position as Textbook buyer/Harmony Bookstore Coordinator was in a stable status. The most important message I would like to convey is the fact that we were not informed of these pending layoffs and that decisions were made without input from key team members. Finally, I would like to say that the exemplary service that is needed to properly maintain this college will not be met and I truly feel it is the students that suffer the most.

Sincerely,

Julie Groner

Textbook Buyer

Harmony Bookstore Coordinator

I was not planning on sharing this email I received from one of my students but since you were asking, I thought I'd share. To provide some context – I am the club advisor for the newly established Asian, Pacific Islander, Desi Association. I had just informed one of the students about my lay off and below was his response:

Hi, uhmmmm I'll skip the formalities for this email response. I am sorry to hear about this, I think that it is extremely odd though that they decided to let a recent hire and the only Asian advisor on campus to be let go. I am sadden that this affects our club, but I feel as if this is a bigger issue than just a student organization. There is not a ton of diversity in terms of staff at CCC, and I was happy to see more people of Asian ethnicity to be seen on campus because for me and other students it helped us feel more comfortable. I am aware of the xenophobia that has risen due to Covid-19, against Asian Americans since the pandemic, and for an institution that often markets itself as a school of diversity (students and faculty of color via online presence and advertisements) I think that it is odd that this is the decision that they decided to make. I don't really know what this entails what actions I will take but, this is something that does not sit well with me.

With this being said however, I do appreciate the time and energy you spent with us in the club. It is rather unfortunate that this is how things went, even when it felt like we were going to hit a stride this spring term. Please let me know if there is anything that I can do as a student leader, and I wish you the best during this difficult time. It was transparent to me and many others on ASG, that you cared about the core principles of DEI, that the school was apparently preaching.

I understand the reasoning for my layoff, due to be on probation and newest on the team. However, it is just unfortunate given the college has so much work to do related to DEI and I was just one small fraction in it. I'm not sure what my layoff means for the club moving forward given there is no longer a club advisor, I hope they can find another representative from our APID community to take over.

Thank you again,
Joann

June 10, 2020

To Clackamas Community College Board of Education:

I am the Artistic Director, and along with Chris Whitten, one of two full-time Theater Instructors at Clackamas Community College. I am writing about the recent elimination of essential classified jobs at the college.

The Theater Program at CCC has a long history of excellence. With the restructuring that occurred in 2008 due to the Great Recession, our dedicated administrative assistant was lost. This led to an era of reduced class enrollment and audience attendance at our exceptionally well-produced productions. In 2014 we gained a part-time outreach coordinator, and things began to turn-around. In 2017 the position was expanded to a .75 full-time Administrative Assistant who was hired to serve not only Theater, but also Communication and Journalism. There was discussion of expanding this position further when the COVID-19 pandemic struck. The resulting lay-off of our invaluable administrative assistant, Jennifer Jett, will return us to an era of unmanageable work in running, promoting, and recruiting for the Communication, Theater, and Journalism Department, COTA/J.

Without extolling Jennifer's many virtues, I will attempt to explain how losing this position impacts students, our program, the college, and the community. To begin, the COTA/J administrative assistant is in the front-line of student and community engagement. The work space is the box office for the Osterman Theatre in the Niemeyer Building. Administrative assistants are essential in directing visitors and students to classes, meetings, and events at the college. Imagine arriving on our large campus and not having someone to help you find your way! As with all of our administrative assistants, their front-line roles have been demonstrated to be essential to a sense of belonging, student success, completion, and satisfaction in their college careers. They connect students, by helping them register for classes, navigate campus, access resources and services, seek-out faculty, fill-out complicated forms, handle emergencies and crisis, and deal with many difficult questions. These examples only hint at the vast duties of these positions and do not include their essential roles in course scheduling, calendar coordination, budgeting, payroll, contracts, recruitment, ordering supplies and equipment, and dealing with independent contractors. As the only member of our team who doesn't have a teaching and production load, our administrative assistant is the glue that holds members of COTA/J together and is the department's major coordinator. To lose an employee that has navigated these complex tasks and duties for years creates chaos.

A snapshot of the data surrounding the Theater Program's steady growth in audience attendance and revenue since Jennifer Jett's employment could give an idea of how essential her position is to our program and by extension the importance of classified positions in general:

Mainstage Productions: Attendance Totals and Percentage Increase:

- 2019-2020: 1,687 (Only includes first 2 plays—Musical cancelled due to COVID-19)
- 2018-19: 3,332, up 57% from previous year (Holocaust themed play produced)
- 2017-18: 2,125, up 33% from previous year (Musical produced)
- 2016-17: 1,593, up 15% from 2014-15
- 2015-16: 1,898, up 37% from previous year (Musical produced)
- 2014-15: 1,384, up 14% from previous year

Mainstage Productions: Revenue Totals and Percentage Increase:

- 2019-2020: \$11,648 (Only includes first 2 plays—Musical cancelled due to COVID-19)
- 2018-19: \$17,328, up 25% from previous year (Holocaust themed play produced)
- 2017-18: \$13,819, up 65% from previous year (Musical produced)
- 2016-17: \$8,340.00 up 22% from 2014-2015 (Non-Musical Year)
- 2015-2016: \$12,265.00 up 47% from previous year (Musical produced)
- 2014-2015: \$6,542.00 up 13% from previous year

Please note that musicals result in more audience and more revenue. They are also more expensive to produce and require more classified support and coordination as well as participation from the Music Department. Music has also lost an outstanding administrative assistant, Ami Collofello, who manages many of the same duties as Jennifer, including a huge music festival each winter term that has been going on for over thirty years. Ami and Jennifer support one another in each other's duties. The loss of these two positions puts both Theater and Music programs in untenable circumstances and undermines the performing arts at CCC.

As members of the board I know you are dedicated to the success of the college, our students, and our community. I ask you to please direct our administration to pause and rethink what seems to be a panic-driven decision to eliminate 35 essential classified positions! We all acknowledge the budget shortfalls and the additional financial calamity resulting in the COVID-19 pandemic, but without a clear vision based in full analysis and shared governance with faculty and staff who are on the ground and understand the vital role of these positions the actions of the administration seem poorly thought-out and reckless.

Thank your time in reading this letter and for your service to our board. I would appreciate a response and would be happy to offer more support in the continuing success of our outstanding institution. Please feel free to contact me at jamese@clackamas.edu.

Sincerely,

James Eikrem

James Eikrem, Artistic Director/Theater Instructor
Clackamas Community College

Clackamas, Community College
Management, Office
Wednesday, June 10, 2020
19600 S Hwy 213
Oregon City, Oregon 97045

Dear Management,

I realize we are going through trying times right now with the COVID-19 Pandemic causing budget cuts in many great and small businesses as they struggle to survive. But as I caught wind of the budget cuts reaching such a great learning institution as CCC and positions that may be discontinued. I felt the need to speak on the importance my hero Rochelle Dawn has made in the night and day path my life journey took at CCC. In the Fall term of 2015, I walked into the Financial aid office with little to no knowledge of if I could even attempt college.

I met Rochelle at that moment and shared a little bit about myself to explain where and what I had been doing as I told her I had been incarcerated for twenty-three years for drugs. She said it was a little late to get into the class that I should start with, but as she saw the disappointment in my eyes. She took a break and walked me to the three classes and introduced me to the instructors and they all three let me attend their classes. I have to tell you this lady would make an attempt to check on my status regularly to lift me up, praise me, and guide me. I did terrible in school through my youth with mainly F's and I just figured it was because I was lacking in the brain department. But when I was able to be in the CCC Honor society Phi Theta Kappa I knew I was not dumb I was an addict.

I started being clean and sober on 12/02/2001 and this next December 2, will be nineteen years clean and sober, and when Rochelle noticed an individual that she could see needed help and a mentor she would walk them to advising to meet me so I could pay it forward as people have done for me. I also got picked to work in advising with Dustin Barr, Jodi Stapleton, and Robin Dryden and they all wrote me awesome reference letters. I have mentioned all of these accomplishments not boast in anyway. I mentioned it all because of Rochelle's faith in me, and all the other things she did for me and many others. We are all much better for it.

Rochelle puts Clackamas Community College out in front of her daily because she loves helping and seeing people succeed. I am currently in my last term at PSU to receive my BS and start my masters in Fall in Juvenile Justice to work with at-risk youth. Today my daughters love me my parents trust me and most od all I love myself today. I know that without Rochelle I would not have had this success as well as many others. With all my heart I say that to lose Rochelle Dawn at CCC it would be felt in many areas because I know that many use her name and CCC as one entity. In conclusion, I thank you College as a whole for saving my life. I always told Rochelle that I would not let her down, that I would be a success story. Thank you for your time.

Tracy Jean Bell

June 10, 2020

Dear Tim,

I was hesitant to write a letter directly to you, but after hearing concerns from others and being encouraged by them, I feel this is an important subject to bring to your attention. Staff from all three of our units, as well as a current Foundation Board member and past president, have encouraged me to write a letter to you. I also obtained the support and approval of my supervisor, Bob, to reach out to you directly. These people have given me the impetus to take the leap to share these concerns with you. It is my hope and desire that you will take them into consideration; I greatly appreciate it and thank you for taking the time to read this.

The position I currently hold of Environmental, Health and Safety Coordinator is one of the 21 positions that have been decided to be eliminated. Many staff have expressed to me that they are both surprised and concerned to learn of this particular position being eliminated... especially while during a pandemic, as well as with the fact there will be ramifications that will need to be dealt with after returning to campus. I am writing to emphasize the significance of this position to the College, including the role it has in the safety to staff, students, the community, as well as to the environment. I am concerned along with others that this is a vital position that should not be eliminated, and if it is, the consequences that will follow may be detrimental to the College. I even had a few staff suggest that I write something up about the importance of this position and they would be willing to provide their signatures... but I don't feel that this is necessary. However, I do want to emphasize this is not about me or the fact I am being laid off; rather, it is a concern about the negative side effects that will likely occur if this position is eliminated. Thus, I am writing not to necessarily save *my* position but rather to save *this* position.

I completely understand the College is struggling financially right now and that you have had to make some very tough decisions. At the same time, I feel the need to emphasize the vital role and positive impact this position has. The existence of an EHS Coordinator and its presence is so vital to the College. Other institutions, including our metro area community colleges, have actually added EHS departments and staff because of the importance of having them due to ever-increasing regulations, and they realize this is the future of things to come. For instance, MHCC has an entire EHS department which includes a manager and two EHS specialists; Chemeketa, Linn-Benton and COCC have their own EHS departments with several staff; and PCC has numerous staff in its EHS department. Their departments have not been eliminated due to budgetary issues.

The criteria used in deciding to eliminate this position, to the best of my understanding, was based on my low seniority in Campus Services rather than consideration of the significance of the position to the College. I am concerned that this may not have been the best approach. The decision was made to eliminate two current positions that are held by the two lowest seniority Classified staff in Campus Services. The responsibilities of my position will be farmed out among about five people, with Bob being one of these five. I have a great working relationship with Bob and I am truly grateful for this. I must say that he is very busy with other responsibilities as a Dean other than in an EHS role, so having him be one of these five staff that it gets farmed out to does not make sense, nor is it fair to expect him to take on and oversee this monumental role. It was done this way for about four years before I was hired into this newly-created position. One person needs to be in charge of all this (*i.e.*, an EHS Coordinator). Farming it out is like having the arms and legs doing all the work independently of each other, with no centralized head coordinating, overseeing and managing it all. As I stated, it was done this way for about four years before I arrived and it proved not to be an effective or efficient way of doing it... yet, this is exactly how it is going to be done once again which seems to be not the best approach. During this time, the College

was fined \$10,000 by DEQ for environmental violations/non-compliance. Soon afterwards, my position was created. By working in conjunction with Renee Harbor at the ELC, along with DEQ, I was able to divert 80% of that monetary penalty into the creation of 31 full-tuition scholarships for Kids Camps at the ELC. I am happy to say that all of these funds have been awarded in scholarships to kids that likely would not have otherwise been able to afford.

Moving forward, this position has much more work to do and accomplish, as well as to continue and maintain, in order to be in regulatory compliance and keep staff safe. I had hoped that I could continue to make this happen. This position requires a highly organized individual that is aware of external agency reporting requirements and deadlines; without these characteristics, things will be missed and violations will occur, and this is what concerns me if this position is eliminated. In fact, I had technicians in our IT department tell me that they have never seen such a detailed and organized email system as mine! My reply was that it needs to be this way for this position if it is to be done correctly.

When I first came on board, I was cautioned that the biggest hurdle in my role would be to establish effective and positive working relationships particularly with faculty; however, I have been successful at doing this and have actually received numerous appreciative comments and thank-you emails from faculty and staff. Additionally, I have established productive relationships with external institutions and agencies. In the two years that I have had the opportunity to be in this position, I have worked diligently to save the College approximately \$41,000 by taking the time and effort to look into alternative cost-saving measures. I have recently received an overall rating of "Outstanding" by Bob on my evaluation, along with two highly complementary peer reviews by both an Administrator and a Classified member. Bob has also recently written, without me asking him, a "letter of highest recommendation".

A few additional points about the importance of this position to the College. It is a necessary position to have for staff and student safety; it helps save the College from monetary fines and negative publicity; it's directly responsible for bringing all three campuses up to compliance standards mandated by numerous regulatory agencies, and maintaining these standards so penalties are not assessed on the College. The position requires actively taking on a multiple of roles and responsibilities to ensure the College and its personnel are in regulatory compliance with, and have annual required inspections by, numerous local, county and state agencies including, for example: Oregon OSHA, DEQ, Office of State Fire Marshal/Community Right-To-Know, Oregon Department of Agriculture, Board of Education/ADA compliance, Clackamas Fire District (many annual required inspections), Clackamas County Water Environment Services, etc. (in addition to numerous outside contractors). The position ensures that College staff are up to date on trainings, certifications and recertifications in areas such as CPR/AED/First Aid, hazardous waste handling, forklift operation, and OSHA safety and compliance. It is directly responsible for managing the College's on-site storage and proper disposal of hazardous and non-hazardous wastes that are generated by several departments, and submitting annual reports to various regulatory agencies; and being readily available to employ emergency spill response measures if needed. It is responsible for ensuring the College remain in compliance by conducting periodic required inspections as well as the continued maintenance of AEDs, first aid kits, emergency eye washes and showers, interior building emergency egress lighting and exit lighting, exterior campus lighting, and annual inspections of equipment. This position includes the important role of performing as the College's IPM (Integrated Pest Control) Coordinator. It requires me to be the chairperson of the Safety Committee and to conduct OSHA-required monthly meetings and quarterly walk-through inspections of our 27 occupied buildings on the three campuses. It requires the ability to coordinate and schedule the many different fire-related required inspections, including fire signage on the three campuses, and regular inspections that include the local fire department, Barlow boiler exhaust system, fire alarms, fire extinguishers, fire hydrants, fire sprinklers, fire suppression systems, fume hoods, kitchen range hoods, and rolling door drop tests; also includes maintaining and updating the College's online MSDS database.

Also, not to forget the need to be adequately ready for the announced - and unannounced - inspection visits of our campuses by regulatory agencies. As I know Bob has given you and Alissa a heads-up, I was told directly at a meeting by a staff member of the Oregon Board of Education that an ADA audit at CCC is likely to occur in the next two years. The list of important responsibilities continues, to say the least.

As you can see, the roles and responsibilities of this position are very comprehensive in scope. Without a dedicated person in this EHS position coordinating all of these multitude of responsibilities, I am fearful that they will be missed, or even worse, neglected and fines will be incurred by the College. I do not know how all this will be achieved with five different people doing it and no one person in a dedicated role overseeing and managing it. It is not fair to ask Bob to oversee all of this and still expect regulatory deadlines be met, reports be submitted on time, inspections be conducted, and problems that arise be handled in a timely manner. Bob has even told me on a few occasions that he's glad someone is in this role because he can sleep better at night because of it. That simply tells you what I am trying to emphasize in this letter.

I thought it might be helpful in understanding the significance of this position if I include the following comment which I received from an Administrative staff member: *"Your role has been incredibly helpful for all three of the CCC campuses. I am not sure of the reasoning for letting go of a person whose role is the safety & protection of our students and staff, especially at what feels like a critical time to be paying attention to these details."*

In conclusion, I am simply asking that you reconsider your decision to eliminate this vitally important position. I would be willing to participate in a discussion to work with the College if an idea was presented to somehow restructure this position to make this possible.

Thank you again, Tim, for your consideration and taking the time to read this letter. I appreciate it.

Brian

Brian Puncocher

Environmental, Health and Safety Coordinator

Clackamas Community College • Campus Services

19600 Molalla Ave, Oregon City, OR 97045

brian.puncocher@clackamas.edu • 503-594-1456



Education That Works • www.clackamas.edu

June 10, 2020

Dear Members of the Clackamas Community College Board of Education,

As chair of the English for Speakers of Other Languages Department, I am writing to you to express my concern about the elimination of vital classified positions at the college. I wish to frame my concerns by addressing the elimination of a specific position with which I am most familiar, that of the Adult Basic Skills Outreach Coordinator, a position which serves the two ABS Departments: ESOL and Skills Development. Located at the Harmony Campus, this position is invisible to most members of our college community, yet serves a critical function.

This position supports some of the most at-risk students served by our college. The students in the ESOL and Skills Development Departments include: newcomers to the US; refugees; individuals with language barriers to employment and educational attainment; individuals with low socio-economic status; justice-involved adults and youth; individuals with diagnosed and undiagnosed disabilities; and individuals with complex traumas. These students, even more than most, need individual attention. They need help navigating language, procedures, deadlines, and resources in a way that many students do not. The position elimination demonstrates a clear lack of commitment to DEI by Clackamas Community College. Although the college has stated a commitment to diversity, equity, and inclusion, this decision removes direct support and services from diverse groups who have some of the most complex student service needs.

The position elimination will impede ABS student transition goal attainment efforts. The ABS Outreach Coordinator position was in part created to facilitate transition to college, career, and training in accordance with the objectives of the new Workforce Innovation and Opportunity Act in 2014. These goals align with the state's 40-40-20 Educational Goal (2011) and the Adult Education and Training Goal (2018). The ESOL and Skills Development Departments' programs offer many students the means to better their lives through education and training. However, to attain these goals, students need different supports at different times. One role the ABS Outreach Coordinator served was to build relationships with students and connect them to needed internal and external partners at the right time. The work involved building and strengthening a coordinated system, which involved knowledge of college and community resources; building internal and external partnerships; excellent following through on the ground with the students and partners; and directly coordinating with programs.

I understand that the college cannot continue with business as usual. Having worked at the college since 1993, I am very aware of the financial crisis facing our state and our college. It is natural at the onset of a crisis to feel compelled to take immediate action, as in the case of these position eliminations. However, the decision to eliminate this position and 24 other full-time classified staff positions will have significant consequences on students that were not fully recognized or considered. The seriousness of the decision to eliminate each position deserves careful consideration from multiple perspectives. It deserves a collaborative and rational approach that examines how students will be affected by the elimination of the position. Therefore, I request that the Board direct the college leadership to halt the elimination of positions and resulting layoffs until a more careful and collaborative process takes place.

Thank you for your consideration of my remarks. I would appreciate a response to my request, and am willing to be part of the process I have recommended. You can contact me at munros@clackamas.edu.

Your service to the college is always important, and never more so than now.

Sincerely,

Suzanne Munro

(she/her/hers)

ESOL Instructor and Department Chair

Clackamas Community College

English for Speakers of Other Languages Department

19600 Molalla Ave, Oregon City, OR 97045

503-594-3236 • munros@clackamas.edu



Education That Works • www.clackamas.edu

To: CCC Board of Education
From: Alice Lewis, Communication and Theatre Arts Department (Chairperson from 2010-2020)
Date: June 16, 2020
Re: Administrative Assistant Position Eliminations for Two Instructional Departments (4 disciplines)

“One of the primary factors affecting college retention is the quality of interaction a student has with a concerned person on campus.”

-- [The role of academic and non-academic factors in improving college retention](#)

The college has repeatedly identified student retention as a way to support financial stability and it's a documented fact that connection to a real live person is critical in achieving this goal. Recently, college administrators decided to eliminate two of the most highly visible administrative positions on campus. These assistants interact with close to two thousand enrolled students each year, day in and day out, on our Oregon City campus as well as fulfill myriad roles in preparing events at the college. **These eliminations harm students and the community we serve.**

To provide some context, let's review some facts from data posted on CCC's Institutional Research's internal dashboard:

- 1) Most of our students attend classes at the Oregon City campus.
- 2) Most of our students are enrolled in Lower Division Collegiate courses.
- 3) Of the Lower Division FTE earned at the Oregon City campus, **10%** of that is attributable to Communication, Journalism and Theatre Arts and Music departments.
- 4) About *2,000 individual students* take classes in Communication, Journalism, Theatre Arts and Music every year; a number that has been consistent for the past five years. (Public Speaking alone is the 4th highest enrolled class at the college according to recent data.)

These students are supported directly and indirectly by the 2 “student-facing” colleagues in question. So, 1 in 10 students earning college credit--roughly two thousand students a year--are affected by this decision. That's two thousand students we connect with, teach, coach, mentor and help retain every day of the term.

Eliminating these assistants leave about 40 faculty who serve these students without any administrative support in the building. Layoffs were announced May 15 and, to date, we have no clear answer about who will rescue us when the copy machine inevitably breaks or classroom equipment malfunctions. We have asked the VP of Instruction, the Dean of our Division, the Associate Dean of our Division and none of them can identify who we are supposed to ask for help when these positions go away next month. **These eliminations harm students and our ability to instruct them.**

Let's remember that the mission of the college is to instruct, so it's difficult to understand the choice to eliminate these positions that directly support instruction for so many students.

Besides instruction, the college is committed to “the lifelong professional, cultural and personal development of our community members.” Significantly, the college provides these opportunities through student performance events in our outstanding Osterman Theatre and the music and band rooms in the Niemeyer Center.

Each year, our Communication and Theatre Department holds nearly 40 performances and events, and the Music Department has over 30 concerts and events. That's 70 different events to plan, coordinate, promote, execute, and host during a 9-month academic year, each of which provide learning outcomes for hundreds of our student performers and offers cultural opportunities to the public. Last year, over 3,300 patrons came to our campus just to see our theatre performances. Our arts programs and events are important recruiting, retention, and fundraising tools. These events are impossible without administrative support! **These eliminations harm our ability to provide learning opportunities for students and present cultural events that fulfill the college mission.**

We faculty anxiously wonder how we will manage our students, classes, programs and events without any help in the building. Supervisors tell us that the work will (somehow) be redistributed among remaining classified staff. College history shows us that splitting up job duties was unmanageable when we lost only one of these positions.

In 2011, due to the Great Recession, we were forced to function without our person in Communication and Theatre Arts. Communication and Journalism support landed with the Music department and Theatre instructional support and events management went to the Art department. Both assistants in these areas already had full time work in their original departments.

The situation proved highly stressful to those impacted and ultimately unmanageable. By 2014, the college recognized we desperately needed help and re-funded half-time support. It took three more years to restore fulltime support and that happened because we had a demonstrated need.

Knowing what we know and having lived through this unsustainable circumstance before, we cannot fathom that **both** assistants in the building will be let go and others will be expected to absorb two full time events-heavy workloads. Theatre and music performances happen during the last few weeks of each term and it is physically impossible for one person to do both jobs. This affects our ability to assess student learning. **These eliminations prevent us from adequately providing culminating instruction to students.**

Events aside, these layoffs leave a building full of hundreds of thousands of dollars' worth of equipment and rotating visual arts exhibits left unattended. The building will be empty for long stretches with instructors occupied in classrooms. This is a high-traffic facility bought with a 30-year bond that taxpayers will continue paying for over the next 15 years. This community and a wall full of donors voted yes for the arts by funding our building, while this decision puts our arts programs and property at risk. **These eliminations jeopardize our fiscal responsibilities to our taxpayers.**

Cutting these positions and gutting service to our programs may save a bit of money (how much is unclear), but at what cost to our stated mission? These reductions severely hinder our ability to instruct students, maintain our programs, serve the public, and preserve the safety of the building.

You may ask, what about Covid19? And I will counter with, what are **you** looking forward to when we open back up? Music events? Live theatre? Yes, me too! Instead of eliminations, I urge the Board to consider saving through furloughs as an alternative to irreversible cuts.

Thank you for your time and thoughtful consideration.

With high regards,

Alice Nelson Lewis
Communication and Theatre Arts Faculty and Department Chair 2010-2020