

MINUTES OF THE SEPTEMBER 4, 2024
BOARD OF EDUCATION RETREAT

Board Members Present: Ashley Flukinger, Ed Johnson, Lloyd Mueller, Sheila Roley, Jody Stahancyk

Others Present: Rebecca Norden-Bright, President Jarrod Hogue, Recording Secretary Felicity Green

Ed Johnson called the meeting to order at 11:15 am. He commented that as this was a retreat, the agenda was loose. Jody Stahancyk asked that in the future, printed materials be printed in a larger font. Jody Stahancyk also emailed Board members a copy of an acrostic poster she made based on the word Bandit (appendix A.)

Board and President Roles and Workflow

President Hogue began the discussion by asking that he be the point of contact for the College and if the Board has questions that they reach out to him rather than to individual staff members. There was a question as to what to do if, for example, a faculty member reaches out to a Board member with a question. After a lengthy discussion, the Board agreed that the best practice would be to refer questions or comments about the College from employees or the public to the President. He also asked the Board to be sure to cc him in emails to the Board Secretary. There was some discussion about the importance of timely responses to emails and phone calls.

President Hogue said that he has been going over contracts and MOUs. He committed to the Board that he would not give them contracts to sign that they do not have time to go over. He also pledged to explain the contract and expenditures that the Board is asked to sign. He agreed that document flow needs to be better and said that the College needs to use available technology better. There was some discussion about the use of availability polls such as Doodle and responding to them in a more timely manner. There was also a discussion of calendars. The Board has access to Outlook calendar through their College account.

President Hogue suggested that the discussion move down to Priority 4 from the President's Expectations for Working with the Board document in the packet: *Board Meetings and Holding Ourselves Accountable*. He asked that the Board take time to review the Board packet before meetings. He also asked that Board members refrain from gossip and fishing expeditions as they reflect poorly on the College. There were some comments that staff were not forthcoming when asked questions by the Board. The discussion reiterated that President Hogue should be the point of contact with staff and faculty. Hopes were expressed that this would reset relationships between the Board and faculty and staff.

President Hogue spoke about the VPFO position. He said that as it has been difficult for the College to find someone with both finance and operations experience, he feels it is more important to focus on the finance portion of the position. There was a lengthy discussion of Board involvement with hiring procedures, particularly for senior level positions. The President also shared the newly revamped senior leadership org chart. Some Board members expressed that they would like more involvement

with hiring decisions while others felt that the Board should step back and trust the College hiring process. The Board and President agreed that is ultimately the President's responsibility to fill senior level positions. President Hogue stated that Board members will have an opportunity to attend the candidate forums for all staff and that he will listen to their opinions. He also said that he would like to have hiring a leadership team be one of his key goals.

There was some discussion of the President's communication with the Board. He agreed that he would send out a weekly wrap up as well as meeting individually with Board members regularly.

The President and Board discussed the Board's relationship with the Foundation. President Hogue stressed that the Foundation is critically important to the College and to students. He said he would like to hire the Foundation director position as soon as possible. There was a lengthy discussion of the Foundation's structure and the funding for the director's position. Some Board members were concerned that there seems to be no signed original MoU between the Foundation and the College. A Board committee had been formed to look into this question but was put on hold while HR was crafting the Director's job description. Some Board members felt that the Foundation should pay their director's full salary. President Hogue asked the Board to continue the funding relationship that already exists and allow the College to hire for the position. He reiterated that the Foundation support for CCC students is vital to the College.

There was some discussion of Board committee assignments. The Board considered forming a new committee to explore partnerships with the K-12 community. No decision was made, but Sheila Roley volunteered to be the liaison to that community.

Board Goals, Presidential Goals and Strategic Plan Goals

President Hogue said that he would like to discuss the Board's goals for the President. One Board member said that his primary goal should be to change the climate at the College. President Hogue suggested using the Pew Research survey of staff level of satisfaction / employee engagement on an annual basis to measure this goal. There was some discussion of College employee morale and of improving accountability. Concerns were expressed about College cliques and employees focused on causing chaos. There was agreement that the Board and the President would like to rebuild the College culture. A Board member emphasized that seeing growth in action and growing in a positive way would raise the culture. It was agreed that building culture takes time.

President Hogue said that he would like to see Board and Presidential goals aligned with strategic priorities. He shared the Strategic Plan priorities with the Board. They are:

- Improve Student Access (Enrollment)
- Increase Student Retention and Success
- Strengthen our Reputation
- Increase Organizational Effectiveness
- Build and Sustain Academic and Workforce Partnerships

There was discussion of which of these priorities is the most important. There was some discussion of improving communications among the Board and a suggestion that that should be a goal. A Board member said that College employees do not like the Board and that it was important to change this perception. There was some discussion of how to reestablish and rebuild the Board's reputation, as well as a discussion of decorum. Sheila Roley shared the Astoria school district Board ground rules and suggested that they might be helpful for the Board of Education to adopt.

1. Be respectful of each other
2. Willingness to listen to each other's point of view
3. Courtesy
4. Speak your opinion
5. Cooperative spirit
6. Disagree agreeably
7. Support your group's decisions
8. No surprises
9. Come prepared for Board meetings: do not bring the packet and open the envelope
10. Serve and represent the district.

The Board discussed their goals for 2024 – 25. They agreed that supporting the President's goals was key and that it should be a goal. Goal: **Support the goals of the President of the College.**

They discussed fiscal stewardship and possible trainings for Board members on best fiscal practices for College boards. They also discussed the budget process and agreed that it should be revamped in order to start sooner. Goal: **Ensure fiscal responsibility.**

The Board agreed that improving their relationship with the Foundation Board was very important. Goal: **Strengthening the collaborative relationship between the Board and foundation.**

The Board discussed having a goal which incorporated students and the greater College community. Goal: **Create a positive atmosphere for students, faculty and staff.**

The Board then decided to rank their goals in order of importance.

1. **Create a positive atmosphere for students, faculty and staff.**
2. **Ensure fiscal responsibility.**
3. **Strengthen the collaborative relationship between the Board and Foundation.**
4. **Support the goals of the President of the College.**

MERTS Match

The President asked the Board what their goals were with regards to MERTS. He stressed several times during the following discussion that it was important to have a clear idea of the scope of the project, what will happen going forward and how to staff and maintain it into the future. The Board discussed the history of the MERTS project. The project was originally slated to receive \$8 million in matching grants from the state if the College raised \$8 million. That goal has been downsized and the College is now hoping to raise \$4 million with an additional \$4 million matching funds from the state. There was some discussion of available grant writers and capital campaign consultants. President Hogue said he felt a needs assessment should happen before discussion of fundraising and grant writers. The first step will be determining if an extension is possible.

Increasing Enrollment and Improving Outcomes

The President stated that the strategic plan goal for enrollment is a 30% increase over 5 years, which will bring the College back to pre-covid levels. There were comments that the lack of data on current enrollment is an issue. President Hogue said that he has asked Justin Smith at Linn-Benton to build a dashboard so the Board will be able to log in and see the data whenever they want.

There was a discussion about the enrollment and area high school students. There was general agreement that the percentage of local high school graduates who attend CCC should be higher. Housing and lack of sports were considered as potential issues preventing enrollments as well as the past year's FAFSA problems. The President said it was very important that parents be made aware of Oregon Promise and other available financial aid. There was some discussion of the 2+2 program, where students can transfer directly to four year colleges and universities after completing two years at a community college. Ed Johnson said the Board had heard criticisms that CCC students cannot graduate in two years. The President discussed some of the challenges in offering under enrolled sections of required courses at different times during the year. The College currently participates in Acadeum, a program which enables students who need a class that is not being offered at CCC to take the class online at another college.

There was no public comment.

The meeting was adjourned at 5:43 pm.

Jarrold Hogue, President

Ed Johnson, Board Chair

Felicity Green, Board Secretary

Bandit

Bbrave

A....accountable

N....no gossip

D.....Deliver service to students and
community

I...inclusive

T...Thankful



BRAVE is a quality needed by Clatsop Community College as we ascend to heights not ever before achieved with our new leadership, expanded horizons, community and k-8 connections. Each CCC person possesses the qualities to be brave. This emotional muscle must be regularly used to become one's first response.

ACCOUNTABILITY shows respect for self, organization and the college. Each individual shall show accountability by checking all dates before publishing them, reading all documents to insure no misspelled words or document inconsistencies and by doing what is

inconsistencies and by doing what is requested of them in a timely fashion. Inconsistencies and lack of accountability weaken the fabric of the reputation of the college showing a disregard for other members of the college, students and community.

NO GOSSIP shall be tolerated in any area of the college. Gossip is the devils telephone. Strive to demand that all statements must be backed by actual observation by the person making the statement. Boot strapping, using anonymous sources and slander will not be allowed.

DELIVER SERVICES to students and community going above and beyond their expectations. Communicate by anticipating their needs, communicating clearly and succinctly, and delivering the service in a way that the recipient wishes they had your skill or you worked for them. The reputation of Clatsop community college rests on our shoulders as evidenced through our delivery of services.



INCLUSIVENESS means including everyone not just those who share your views, beliefs and ideals. There are no BUTS in being inclusive. Whatever your economic, gender, political, or ethnic circumstances, there is a place at Clatsop Community College for each individual.

THANKFULNESS, an attitude of gratitude is a powerful way to bring everyone together. No matter the circumstances there is always something for which to be thankful. Celebrating our many gifts gives true meaning to the BANDIT....



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