

**MINUTES OF THE NOVEMBER 14, 2024
BOARD OF EDUCATION
Work Session and Regular Board Meeting**
Thanks to Mitra Vazeen for the pumpkin pie!

The Board of Education met in Executive Session pursuant to ORS 192.660(2)(i) to review and evaluate the President's performance. Executive Session was convened at 4:30 pm and adjourned at 4:55 pm.

Work Session

Board Members Present: Ashley Flukinger, Ed Johnson, Tim Lyman, Lloyd Mueller, Sheila Roley, Jody Stahancyk, Mitra Vazeen

Others Present: President Jarrod Hogue, Recording Secretary Felicity Green

Chair Ed Johnson called the meeting to order at 4:58 pm.

President Hogue spoke about his goals, which he created to mesh with the strategic plan.

Goal 1: By the end of 2024-25, the College will achieve 925 reimbursable student FTE. President Hogue began by explaining FTE, or full time equivalent enrollment, which accounts for about 20% of College revenues. He said that this goal, which represents a roughly 3 – 5% increase from the 2023-24 FTE of 883, is a stretch but he believes the College can do it as retention improves. Tim Lyman said that he felt it was important that FTE be broken down into departments rather than being presented as one number. He also stated that he felt CCC should focus more on current technical education rather than traditional college education as he did not believe the College would be in the general education business much longer.

Goal 2: By March 28, 2025 staff will have access to detailed enrollment dashboards and weekly enrollment updates will be shared with all staff.

President Hogue explained that the date was picked at random and may change over the year. He said that he wants the staff and board to have access to detailed enrollment dashboards and weekly enrollment updates and that he has been working with Ian Wilson in house and Justin Smith at Linn-Benton to make these available. He said that he hopes that as the system gets built out it will gain more and more functionality. He noted that one of the Ellucian components which the College has contracted for is visual analytics and reporting and he hopes that will add to the dashboard over time.

There was some discussion of Linn-Benton, who are contracted by the College to provide reporting and data services; they handle federal and state reporting needs for CCC. The College pays around \$60,000 a year to participate in Linn-Benton's data reporting service.

Goal 3: By January 31, 2025 95% of all full-time staff (Classified and S&S Staff) will have an updated annual performance evaluation signed on file with HR. President Hogue said that staff evaluations have fallen off the radar and that is not acceptable. He has met with leadership to address this

important issue. There was some discussion of job descriptions and whether it would be possible for staff to sign them when hired. Human Resources is in the process of updating all College job descriptions to ensure that they match current job duties.

Goal 4: By February 1, 2025, the President will work with the Facilities Director to complete a 10-year facilities maintenance plan. The President stressed that this is not a master plan but instead will focus on delayed maintenance needs. He hopes that with a maintenance plan, critical projects can be identified, approached and knocked off one by one, prioritizing by both criticality and expense. There was some discussion of expenses and fund-raising possibilities. The President recently met with Tongue Point Job Corps, who said that they can offer the College three students at a time to do full time work for six weeks. He is hoping that the College and workforce development will be able to fund a program using these students to work on many of the deferred maintenance projects.

Goal 5: By July 1, 2025 College reserves will be maintained (no operating budget deficit for 2024-25.) The President stressed that the College reserves are very low. He said they were at the absolute minimum they could be. He brought up the ERC credit, which was booked as revenue and still has not been received. He said that staying out of a deficit may require some tough decisions but that he wanted this goal to hold everyone involved in budgeting, including himself, accountable.

Goal 6: By May 1, 2025, the College will have completed and reported on both a staff climate survey and a student satisfaction survey, using the results to inform improvements in work culture and student experience. President Hogue said that this is the most important goal for him and he feels many colleges don't track this enough. He said that staff satisfaction is very important, particularly as the College moves out of a time of turmoil and lack of trust. He also stated that doing a better job assessing the whole student experience is very important. He said that he is working closely with ASG to build community and build a culture that students want to be a part of.

The Work Session adjourned at 5:21 pm.

REGULAR BOARD MEETING

Board Members Present: Ashley Flukinger, Ed Johnson, Tim Lyman, Lloyd Mueller, Sheila Roley, Jody Stahancyk, Mitra Vazeen

Others Present: Holly Tumbarello, Carla Moha, Bill Meck, Tina Kotson, Teena Toyas, Tom Ank, Anita Jensen, Kevin Leahy, Evon Jacobsen, Tamara Blackford, TJ Lackner, Josie Kero, President Jarrod Hogue, Recording Secretary Felicity Green

Ed Johnson called the meeting to order at 5:30 pm.

Jody Stahancyk moved to approve the agenda as presented. Mitra Vazeen seconded the motion. Ashley Flukinger, Ed Johnson, Tim Lyman, Lloyd Mueller, Sheila Roley, Jody Stahancyk and Mitra Vazeen voted Aye. The motion carried.

Public Comment: There was no public comment.

TEN MINUTE PRESENTATION: *Holly Tumbarello, Medical Assisting Instructor, Certified Allied Health Instructor.*

Holly Tumbarello gave a presentation about the Medical Assisting Program structured around the strategic plan. She stressed that Medical Assistants are highly trained staff in every medical center and that 95% of them in the area are CCC graduates. She said there are lots of empty positions and the field is growing rapidly. She has graduated over 300 students in her 20 plus years at the College. Recently, there have been more younger students coming directly out of high school into the MA program, which then often serves as a gateway into other medical careers. This year however there is an older class.

The admissions process has been recently streamlined; students must pass a criminal background check and a drug screen but that is all. CMH offers a fully paid scholarship for ten students who must work at the hospital for a year after graduation. There are other scholarship opportunities available as well. The College has 19 practicum sites in the area and an active advisory committee who help find more. The MA program is a 9 month certificate program; the College is certified by AMT – American Medical Technologists. 95 – 100% of students pass the certificate exam the first time they take it.

There were questions about the possibility of growing the program. Holly Tumbarello said that there is often significant attrition in the program due to life circumstances. It is an intensive fast paced program: students are in classes four to five days a week, all day. As students cannot work full time while they are in school, many drop out due to financial concerns or other life issues. Starting salaries for Medical Assistants in the area range from \$22 to \$24 an hour.

Tom Ank commented that he wanted the Board to know that DHS is moving into the Services building this month and will be able to provide students with services right on campus.

APPROVAL OF MINUTES

Jody Stahancyk moved to accept the September 4, 2024 Board Retreat Minutes as presented. Mitra Vazeen seconded the motion. Ashley Flukinger, Ed Johnson, Lloyd Mueller, Sheila Roley, Jody Stahancyk and Mitra Vazeen voted Aye. Tim Lyman abstained. The motion carried.

Felicity Green explained that the October 10 minutes had contained an error on page 5 about the changes in public comment on the Board meeting agendas but that she had corrected the error.

Mitra Vazeen moved to accept the October 10, 2024 Regular Board Meeting Minutes as amended. Jody Stahancyk seconded the motion. Ashley Flukinger, Ed Johnson, Lloyd Mueller, Sheila Roley, Jody Stahancyk and Mitra Vazeen voted Aye. Tim Lyman abstained. The motion carried.

REPORT OF THE PRESIDENT

President Hogue spoke briefly about the OCCA Conference at Salishan last week. He said that he enjoyed seeing colleagues and friends from other colleges and spoke with a college president who was also having trouble with Anthology.

The recent NWCCU visit went well with some challenges. He said that Teena Toyas would speak about it later in the meeting and that they would both address it in depth at the December Board meeting. The College is in the fifth year of their seven-year accreditation cycle. This year, they will need to focus on policies and procedures. The College also needs to address the continued finding on the lack of data driven decision making. The President feels that this is underway with the passage of the Strategic Plan but cautioned that the College will have to develop their metrics and goals and take positive steps towards implementing them.

President Hogue said that he has been enjoying building a team and being involved in the community. He said that it is important that the College tell their success stories; there are so many great stories that the College should be proud of as they work to rebuild their reputation in the community. He thanked Kevin Leahy for connecting him with so many local organizations.

Ed Johnson asked him to speak a little more about item five in his written report. He said that he met Jay Blake, Planning Manager for Clatsop County at the CEDR Board meeting and spoke with him about how the College can help meet the county's workforce goals. The College is going to be part of their strategic plan and will be in a publication they are producing about the future of Clatsop County.

Tim Lyman asked if there was any update on the ERC. The President said that the College has received a notice from the IRS that things are being processed and they should hear the results soon. He said there was reason to be cautiously hopeful as they did not say it was denied. Tim Lyman asked if there was any information about extending the match program for the MERTS project. The President said that he and Kristen Wilkin have reached out and the College needs to provide a letter asking for the extension.

FINANCIAL REPORT

Bill Meck gave the financial report. At the start of the fiscal year, the College had an operating budget of \$14,427,000. The College has had to reduce that by \$247,000 because of the state appropriations adjustment. There will be another adjustment in January, which is a property tax adjustment. Last year that was minor and he hopes that it will be this year as well. The new operating budget expense total is \$14,180,000. He identified resources that were not being spent, primarily salaries and benefits from open positions which have not been filled for six months. Due to these savings, the budget remains balanced.

There was some discussion of why this adjustment was needed. The state appropriations are not calculated at the time that the budget is drawn up. The budget was created on the assumption that enrollment would be flat. The error in FTE calculation that occurred due to the loss of the DPSST program did not get to the decision makers hands. The President stressed that the College has not done a good job for the last several years knowing their enrollment numbers and that needs to change.

Bill Meck explained that the budget under discussion is the operating budget and none of these changes will require reconvening the budget committee. He also explained that this year, due to the changeover to Colleague, there will be a significant timing difference in when revenue is received. So

although it may look like the College is up over \$300,000 in revenue at this point, it is actually only up \$47,000 due to that timing difference.

There was some discussion of the Wauna Mill property tax appeal. This issue may end up costing the College as much as \$112,000 if they are awarded all they are requesting. Bill Meck plans to sit down with President Hogue and go through the budget to find the extra funds. He is confident that the budget can stay balanced and they will not have to dip into contingency. There was also some discussion of timber revenues; the College will continue to monitor these revenues. Bill Meck and Jarrod Hogue agreed that they are working very closely together on the budget and feel cautiously optimistic, even given the setbacks.

Report from the ASG Representative

Josie Kero, ASG President, said that ASG celebrated world kindness day yesterday by giving out cupcakes and doing a drop in craft table for students. ASG also spoke at the Foundation scholarship celebration event.

OLD BUSINESS

Adoption of the Strategic Plan Framework

The President said that he had added more details as per the Board's request. He said that as the Plan progresses, the College will need to drill down and say what the actions and indicators are, where they are now and what are their goals. He said that building and finding baseline numbers is a work in progress. He said he planned to break the staff into groups and start working on these goals, beginning with building action steps to meet the goals. He said that over the next five years they will see growth on the indicators. He asked the Board to approve the plan so that staff can move forward.

Jody Stahancyk moved to accept the strategic plan. Mitra Vazeen seconded the motion. Ashley Flukinger, Ed Johnson, Tim Lyman, Lloyd Mueller, Sheila Roley, Jody Stahancyk and Mitra Vazeen voted Aye. The motion carried.

Review NWCCU Ad Hoc Committee Visit

President Hogue asked Teena Toyas, who has been the NWCCU liaison, to review the NWCCU visit on October 28. Dr. Krissy Kim and Chris Bragg were the accreditors who visited. Dr. Kim conducted the interviews for the Coast Guard and Tongue Point Job Corps unsolicited complaint which was received by NWCCU last February.

When the complaint was received in February, the College sent a packet of documents assembled by Teena Toyas, Kristen Wilkin and Mirranda Saari, who was Dean of Student Services at the time, to NWCCU. The College had not heard anything back from them about the complaint since then until they announced they were going to send someone with the ad hoc visit. They requested more information directly before the visit as well. The accreditors interviewed a student and an instructor. The Coast Guard currently doesn't have any new instructors and the ones who worked with the College in the past have been transferred. The College is not teaching those classes right now due to this lack of instructors; the Coast Guard will have to bring in instructors who have gone through their lengthy qualification process. Tongue Point Job Corps' maritime department is on hiatus right now as well. Job

Corps is making decisions about that program and the College will have to wait and see what happens there.

NWCCU also wanted to follow up on a student complaint that was originally received in 2022. They dismissed the complaint last spring but wanted to follow up on changes the College has made to advising programs. The accreditors interviewed some students, advisors and student services and that went very well. They felt that College advising is moving in the right direction.

The accreditors acknowledged that the College had done great work with the Strategic Plan; however, they have not yet met the mark that they will need to prevent further findings. There has been a consistent issue with data driven decision making for several years. There are things that will have to be turned around in a short period of time; there are only two years left in this accreditation cycle. Looking at the institutional effectiveness report, there will be things that the College must get to work on immediately. The President reiterated that the work starts now. This report, which was just received, will be discussed in detail at December's Board meeting.

Teena Toyas continued by saying that there have already been some big turnarounds and that key staff positions such as the curriculum coordinator are being filled. The College has hired an Enrollment Systems Analyst in Student Services who has been doing behind the scenes work and has already made some gains. She said that NWCCU likes to see progress and feels that the College is moving in the right direction. She will be attending the NWCCU conference in Seattle next week and plans to meet with Dr. Selina Grace, who is CCC's main liaison.

NEW BUSINESS

Policies and Corresponding Procedures for Review

Jody Stahancyk moved to approve BP 2435 Evaluation of the President, BP 7145 Personnel Files, BP 2320 Special and Emergency Meetings, BP 2315 Closed/Executive Sessions, BP 2110 Vacancies on the Board of Education, AP 2110 Vacancies on the Board of Education, BP 2200 Board of Education Duties and Responsibilities and AP 2200 Board of Education Duties and Responsibilities for First Reading. Lloyd Mueller seconded the motion. Ashley Flukinger, Ed Johnson, Tim Lyman, Lloyd Mueller, Sheila Roley, Jody Stahancyk and Mitra Vazeen voted Aye. The motion carried.

Board Work Sessions

Ed Johnson said that there had been discussion about doing a work session before every Board meeting. He asked if the Board should have a work session in December on the Strategic Plan. The President said that he felt the College Council needed to sit down first to begin work on the plan. He said that at some point there would be updates but he didn't know if they would need to be discussed in a work session. There was general agreement that there should be a specific reason for work sessions. Tim Lyman said that the Budget Committee had wanted to have a meeting in the fall and that had not happened; he suggested that there should be training and planning meetings for the Budget Committee soon.

ANNOUNCEMENTS/COMMUNICATIONS

Jody Stahancyk moved to accept the information in the packet. Lloyd Mueller seconded the motion. Ashley Flukinger, Ed Johnson, Tim Lyman, Lloyd Mueller, Sheila Roley, Jody Stahancyk and Mitra Vazeen voted Aye. The motion carried.

BOARD FORUM

Lloyd Mueller said that he felt the Presidential review process went very well and that the Board came up with solid ideas during the executive session.

Tim Lyman said that he highly recommends the OGEC training webinars; he learned a lot and felt they were very engaging.

Jody Stahancyk thanked Tom Ank and the College for accommodating her eyesight issues and making this meeting much more pleasant.

Mitra Vazeen said that she seconded what Lloyd Mueller said: the review was a good exercise and supportive for Jarrod Hogue.

Ed Johnson thanked Mitra Vazeen for the pumpkin pie.

Sheila Roley said that it was nice to see everyone on this rainy night and she is looking forward to seeing everyone face to face in December.

The meeting was adjourned at 7:08 pm.