



**Clatsop  
Community  
College**

**Board of Education**

**December 12, 2024**

**Board  
Packet**

# Minutes



Clatsop  
Community  
College

Board of Education

**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.**

# President's Report



Clatsop  
Community  
College

Board of Education

**President’s Report to the Board  
December 4, 2024**

**I. Lackner Family**

With heavy hearts, we share that Carly Lackner, interim Campus Store Director and wife of math Faculty TJ Lackner, passed away a couple weeks ago. We extend our deepest condolences to TJ and the entire Lackner family during this difficult time.

How to Help: Donations for medical and funeral expenses can be made through the business office, see Margaret Antilla.

**II. Enrollment (and Retention)**

Estimated Enrollment Comparison, YOY\* (AY24 vs. AY25)

Year	Fall Headcount	Fall FTE	Winter Headcount	Winter FTE
2023-24	1468	220	466	103
2024-25	1442	219	509	120

\* End of Fall term 2023 vs Dec 4, 2024

Retention and persistence efforts have been the focus over the second half of Fall Term. Several student belonging and appreciation efforts were held in partnership with ASG and thanks to donations from staff. At the student appreciation lunch, students were provided with reminders and materials on winter term registration.

**III. Leadership Vacancies:**

Several leadership positions at the college are unfilled and we are watching enrollment and revenue trends closely.

#### **IV. Strategic Planning**

Staff are signing up to lead strategic priorities and coordinate actions steps.

#### **V. Meetings and Activity Highlights (at time of this report)**

- Tony Johnson, Chairman of Chinook Indian Nation 11/11
- Title III Discussion 11/12
- ASG Lunch w/President 11/13
- CARES Group 11/13
- Col-Pac FEMA Meeting 11/13
- Bandit Scholarship Celebration 11/13
- Board of Education 11/14
- College Council 11/15
- Homeschool Network 11/15
- Foundation Director Interviews 11/18
- President's Cabinet 11/19
- President Mentorship Meeting 11/20
- Healthcare Grant Meeting 11/20
- Astoria-Warrenton Chamber Board Meeting 11/21
- Board Policy Committee 11/21
- Board Agenda Prep 11/21
- Lunch with Board Member Ashley 11/21
- Budget Meeting 11/25
- OPC College Going Culture Committee 11/25
- Astoria-Warrenton Chamber Morning Coffee 11/26
- CEDR Board Meeting 11/26
- Healthcare Grant Meeting 12/2
- STEP Grant Meeting 12/2
- Board Member Lloyd 12/4
- Foundation Director Interviews 12/3
- Board Member Jody 12/4
- Oregon President's Council @ MHCC 12/5

# Financials



Clatsop  
Community  
College

Board of Education

Clatsop Community College Financial Report as of November 30, 2024

General Operating Fund		FY2022			FY2023			FY2024		
Fund	Description	Fiscal Year Actual	Year-to-Date Actual	% of Full Year	Fiscal Year Actual	Year-to-Date Actual	% of Full Year	Fiscal Year Actual	Year-to-Date Actual	% of Full Year
11	Beginning Fund Balance	\$ 2,446,011			\$ 1,361,974			\$ 1,662,359		
								(\$826,332)		
	<b>Revenue</b>									
11	Tuition and Fees	\$ 2,520,305	\$ 1,059,528	42.04%	\$ 2,760,350	\$ 1,117,876	40.50%	\$ 2,953,091	\$ 1,193,693	40.42%
11	State Appropriations	\$ 4,191,126	\$ 2,211,303	52.76%	\$ 3,771,129	\$ 1,832,175	48.58%	\$ 4,106,512	\$ 2,050,596	49.94%
11	Property Taxes	\$ 5,287,617	\$ 4,766,165	90.14%	\$ 5,610,168	\$ 4,351,378	77.56%	\$ 5,903,094	\$ 5,122,701	86.78%
11	Other Revenue Including Transfers	\$ 1,356,055	\$ 182,818	13.48%	\$ 2,028,794	\$ 223,710	11.03%	\$ 1,291,788	\$ 194,534	15.06%
	Total Revenue	\$ 13,355,103	\$ 8,219,814	61.55%	\$ 14,170,441	\$ 7,525,139	53.10%	\$ 14,254,485	\$ 8,561,524	60.06%
	<b>Expenditures by Function</b>									
11	Instruction	\$ 5,224,084	\$ 1,817,689	34.79%	\$ 5,170,308	\$ 1,791,952	34.66%	\$ 5,462,231	\$ 1,882,820	34.47%
11	Instructional Support	\$ 1,748,586	\$ 699,042	39.98%	\$ 1,632,496	\$ 691,798	42.38%	\$ 1,870,684	\$ 800,476	42.79%
11	Student Services	\$ 1,529,740	\$ 600,107	39.23%	\$ 1,571,357	\$ 586,488	37.32%	\$ 1,489,137	\$ 700,696	47.05%
11	Institutional Support	\$ 4,223,801	\$ 1,202,365	28.47%	\$ 3,689,254	\$ 1,448,300	39.26%	\$ 3,561,504	\$ 1,923,280	54.00%
11	Operation and Maintenance of Plant	\$ 1,546,734	\$ 696,541	45.03%	\$ 1,638,689	\$ 717,796	43.80%	\$ 1,663,056	\$ 777,893	46.77%
11	Scholarships & Tuition Waivers	\$ 166,195	\$ 89,842	54.06%	\$ 167,952	\$ 65,702	39.12%	\$ 196,104	\$ 67,206	34.27%
	Total Expenditures	\$ 14,439,140	\$ 5,105,586	35.36%	\$ 13,870,056	\$ 5,302,036	38.23%	\$ 14,242,716	\$ 6,152,371	43.20%
	Net Revenue (Expenditures)	\$ (1,084,037)	\$ 3,114,228		\$ 300,385	\$ 2,223,103		\$ 11,769	\$ 2,409,153	
	Ending Fund Balance	\$ 1,361,974			\$ 1,662,359			\$ 1,674,128		
					(\$826,332)					
	<b>Expenditures by Category</b>			% of Total			% of Total			% of Total
	Salaries and Fringe Benefits	\$ 10,869,628		75.28%	\$ 10,749,041		77.50%	\$ 11,404,280	\$ 4,686,059	41.09%
	Contracted Services	\$ 1,750,072		12.12%	\$ 2,009,150		14.49%	\$ 1,515,779	\$ 1,033,964	68.21%
	Materials, Supplies, and Travel	\$ 575,117		3.98%	\$ 664,415		4.79%	\$ 968,908	\$ 287,351	29.66%
	Other Expenditures Including Transfers	\$ 1,164,806		8.07%	\$ 379,998		2.74%	\$ 351,486	\$ 142,734	40.61%
	Capital Outlay	\$ 79,517		0.55%	\$ 67,452		0.49%	\$ 2,263	\$ 2,263	100.00%
	Total Expenditures	\$ 14,439,140		100.00%	\$ 13,870,056	\$ -	100.00%	\$ 14,242,716	\$ 6,152,371	43.20%



# Clatsop Community College

## **Board of Education Meeting – FY24-25 Financial Summary – November, 2024 FY23-24 Financial Summary**

Attached is the Statement of Revenues and Expenditures for FY24-25 and FY23-24 by fund source.

November represents five months, or 42 percent of the FY24-25 fiscal year. The FY23-24 audit is underway and financial statements are expected to be presented at the December 2024 Board Meeting.

Historical annual audited financial statements are available at the following link:

<https://www.clatsopcc.edu/about-ccc/financial-budget-reports/audit/>

### **General Operating Fund**

(a) Tuition and fee revenue recorded through November FY24-25 is \$1.727 million, or 55.12 percent of the adopted budget. Current year includes \$512,482 for Winter term 2025 bringing the total down to 1.215 million compared to 1.193 million in Nov 2023. FY23-24 actual total tuition and fee revenue are \$2.952 million.

(b) Clatsop has received two distributions of State Appropriations totaling \$2.125 million. FY23-24 total state appropriations total is \$4.11 million.

(c) Property tax revenue is \$5.04 million. The actual FY23-24 total property taxes received are \$5.87 million.

(c1) FY24-25 other revenue recorded through November is \$192.6 thousand. FY23-24 Other Revenue total was \$1.05 million including \$660 thousand of timber revenue received in May.

(c2) The FY24-25 adopted budget beginning fund balance is \$1.39 million but is estimated to be \$1.49 million.

(d) Total actual General Fund expenditure through November is \$5.316 million, or 33.6 percent of budget, compared to \$6.152 million in November 23 representing a 13.6 percent decrease.

### **Grants and Financial Aid Fund**

(e) FY24-25 expenditure through November is \$2.29 million representing 40.07 percent compared to budget.

### **Plant Fund**

(f1) FY24-25 Plant Fund November expenditures include \$641 thousand for the ERP implementation and \$32.7 thousand for plant equipment purchases.

(g) The Plant – Debt Fund expenditures are \$183 thousand for interest payments on debt.

### **Non-Plant Debt Fund**

(h) This fund represents interest earned and debt payments for PERS debt service. The first payment for FY25 will be in December.

Expenditures  
All-Funds  
Comparing YTD November 2024 to November 2023

REVENUES

Fund	Description	FY 2024-25		Revenue as of		% Change Nov		FY 2023-24		Revenue as of		Change in % received	Budget versus Actual Variance
		Budget		11/30/24	% Received	11/30/23	24 compared to Nov 23	Budget	6/30/24	% Received			
11	Tuition and fees (a)	\$ 3,134,503	20%	\$ 1,727,800	16%	55.12%	\$ 1,193,693	44.74%	\$ 3,218,183	\$ 2,952,815	91.75%	-36.63%	\$ (265,368)
11	State Appropriations (b)	\$ 4,273,514	27%	\$ 2,125,702	20%	49.74%	\$ 2,050,596	3.66%	\$ 3,885,176	\$ 4,106,512	105.70%	-55.96%	\$ 221,336
11	Property Taxes (c)	\$ 6,100,000	39%	\$ 5,035,919	48%	82.56%	\$ 5,122,701	-1.69%	\$ 5,561,500	\$ 5,866,328	105.48%	-22.92%	\$ 304,828
11	Other (c1)	\$ 918,976	6%	\$ 192,573	2%	20.96%	\$ 190,784	0.94%	\$ 933,741	\$ 1,048,250	112.26%	-91.31%	\$ 114,509
	Beg. Fund Balance (7/1/24) estimated	\$ 1,393,247	9%	\$ 1,491,066	14%	107.02%	\$ 1,662,359	-10.30%	\$ 1,852,332	\$ 1,662,359	89.74%	17.28%	\$ (189,973)
	<b>Total General Fund</b>	<b>\$ 15,820,240</b>	<b>100%</b>	<b>\$ 10,573,060</b>	<b>100%</b>	<b>66.83%</b>	<b>\$ 10,220,133</b>	<b>3.45%</b>	<b>\$ 15,450,932</b>	<b>\$ 15,636,264</b>	<b>101.20%</b>	<b>-34.37%</b>	<b>\$ 185,332</b>
21	Grants and Financial Aid (e)	\$ 5,723,026		\$ 2,152,222		37.61%	\$ 2,068,618	4.04%	\$ 5,556,733	\$ 5,651,446	101.70%	-64.10%	\$ 94,713
41	Plant (f) estimated	\$ 1,794,112		\$ 1,444,667		80.52%	\$ 1,825,068	-20.84%	\$ 1,718,822	\$ 2,037,783	118.56%	-38.03%	\$ 318,961
	Plant - ERP Implementation estimated	\$ 844,213		\$ 1,359,338		161.02%	\$ 2,314,895	-41.28%	\$ 1,876,038	\$ 2,314,895	123.39%	37.63%	\$ 438,857
42	Plant - Debt (g)	\$ 1,669,376		\$ 974,316		58.36%	\$ 968,343	0.00%	\$ 1,658,637	\$ 1,658,431	99.99%	-41.62%	\$ (206)
54	C&O - Special Revenue estimated	\$ 60,245		\$ 67,462		111.98%	\$ 68,786	-1.92%	\$ 72,718	\$ 93,349	128.37%	-16.39%	\$ 20,631
60	Non-Plant Debt Fund (i)	\$ 1,165,040		\$ 254,713		21.86%	\$ 279,948	-9.01%	\$ 1,172,000	\$ 687,194	58.63%	-36.77%	\$ (484,806)
	<b>Total Revenues</b>	<b>\$ 27,076,252</b>		<b>\$ 16,825,778</b>		<b>62.14%</b>	<b>\$ 17,745,791</b>	<b>-5.18%</b>	<b>\$ 27,505,880</b>	<b>\$ 28,079,362</b>	<b>102.08%</b>	<b>-39.94%</b>	<b>\$ 573,482</b>

EXPENDITURES

Fund	Description	FY 2024-25		Expended as of		% Change Nov		FY 2023-24		Expended as of		Change in % expended	Budget versus Actual Variance
		Budget		11/30/24	% Expended	11/30/23	24 compared to Nov 23	Budget	6/30/24	% Expended			
11	General Operating (d)	\$ 15,820,240		\$ 5,315,697	33.60%	\$ 6,152,371	-13.60%	\$ 15,450,932	\$ 14,277,372	92.40%	-58.80%	\$ (1,173,560)	
21	Grants and Financial Aid (e)	\$ 5,723,026		\$ 2,293,463	40.07%	\$ 2,176,954	5.35%	\$ 5,556,733	\$ 5,757,965	103.62%	-63.55%	\$ 201,232	
41	Plant (f)	\$ 1,794,112		\$ 32,748	1.83%	\$ 47,096	-30.47%	\$ 1,718,822	\$ 832,646	48.44%	-46.62%	\$ (886,176)	
	Plant - ERP Implementation	\$ 844,213		\$ 641,282	75.96%	\$ 452,211	41.81%	\$ 1,876,038	\$ 955,557	50.93%	25.03%	\$ (920,481)	
42	Plant - Debt (g)	\$ 1,669,376		\$ 183,380	10.98%	\$ 201,955	-9.20%	\$ 1,658,637	\$ 1,658,431	99.99%	-89.00%	\$ (206)	
54	C&O - Special Revenue	\$ 60,245		\$ 7,036	11.68%	\$ 21,317	-66.99%	\$ 72,718	\$ 36,093	49.63%	-37.96%	\$ (36,625)	
60	Non-Plant Debt Fund	\$ 1,165,040		\$ -	0.00%	\$ -	0.00%	\$ 1,172,000	\$ 802,564	68.48%	-68.48%	\$ (369,436)	
	<b>Total Expenditures</b>	<b>\$ 27,076,252</b>		<b>\$ 8,473,606</b>	<b>31.30%</b>	<b>\$ 9,051,904</b>	<b>-6.39%</b>	<b>\$ 27,505,880</b>	<b>\$ 24,320,628</b>	<b>88.42%</b>	<b>-57.12%</b>	<b>\$ (3,185,252)</b>	
	<b>Total Receipts over (under) Total Expenditures</b>	<b>\$ -</b>		<b>\$ 8,352,172</b>		<b>\$ 8,693,887</b>		<b>\$ -</b>	<b>\$ 3,758,733</b>				

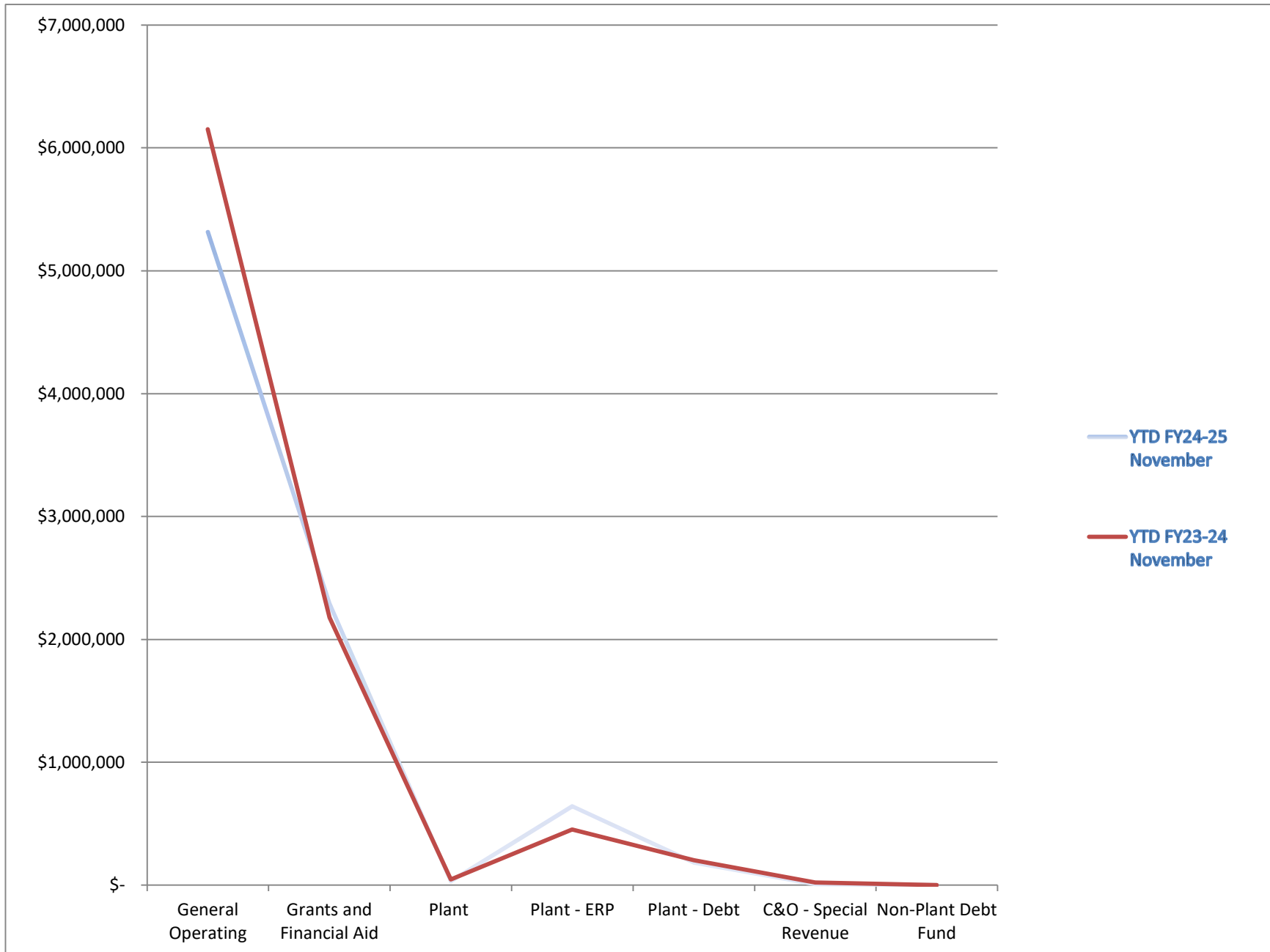
GENERAL FUND (11)

EXPENDITURES BY FUNCTION

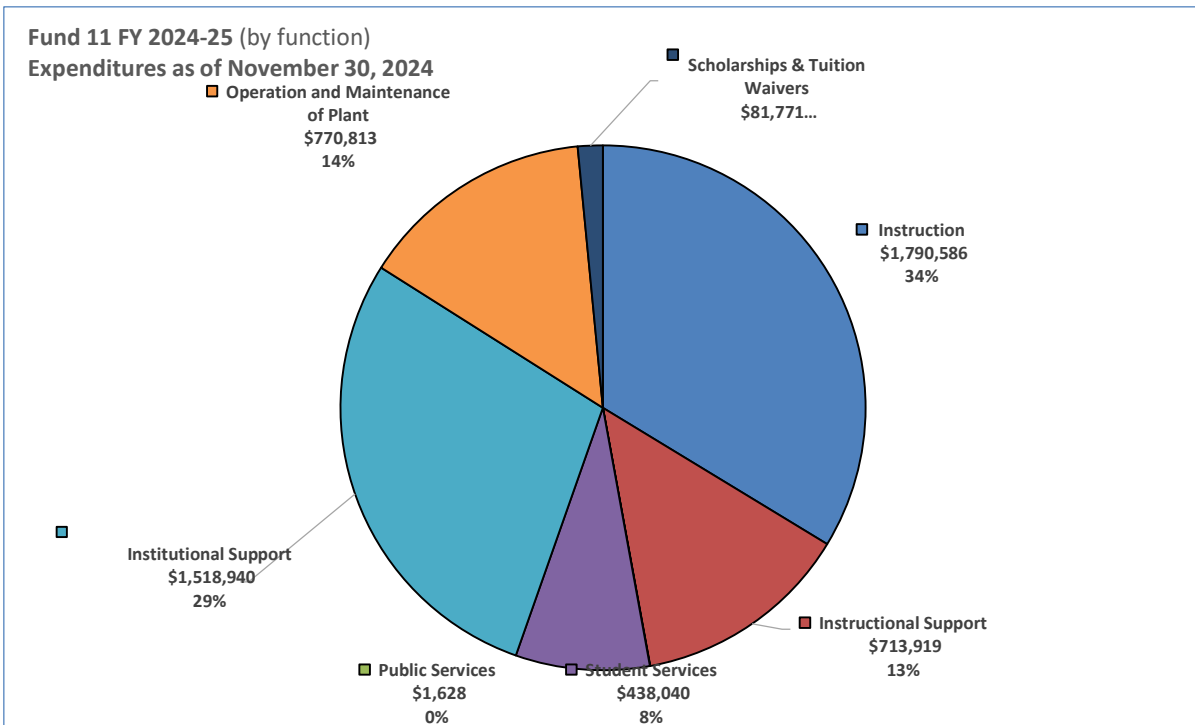
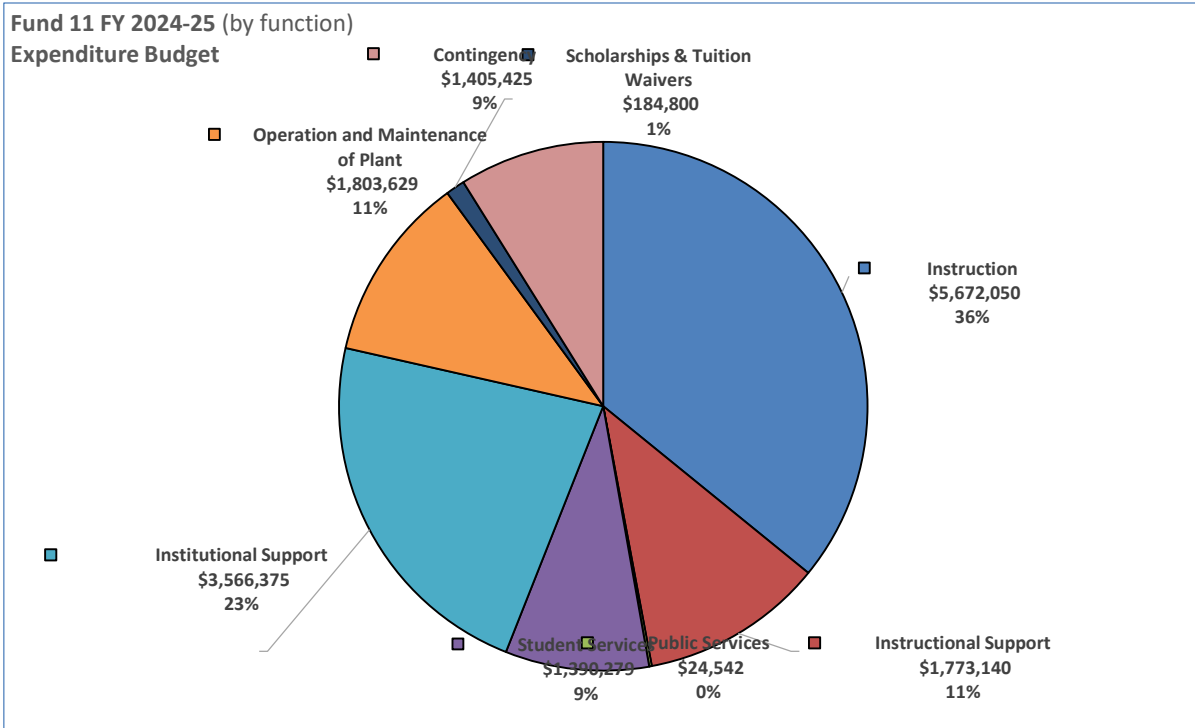
Description	FY 2024-25		Expended as of		% Change Nov		FY 2023-24		Expended as of		Change in % expended	Budget versus Actual Variance
	Budget		11/30/24	% Expended	11/30/23	24 compared to Nov 23	Budget	6/30/24	% Expended			
11 General Operating (d)	\$ 15,820,240		\$ 5,315,697	33.60%	\$ 6,152,371	-13.60%	\$ 15,450,932	\$ 14,277,372	92.40%	-58.80%	\$ (1,173,560)	
<b>By Function</b>												
Instruction	\$ 5,672,050	36%	\$ 1,790,586	34%	31.57%	\$ 1,882,820	-4.90%	\$ 5,643,981	\$ 5,452,589	96.61%		\$ (191,392)
Instructional Support	\$ 1,773,140	11%	\$ 713,919	13%	40.26%	\$ 800,476	-10.81%	\$ 1,923,176	\$ 1,886,637	98.10%		\$ (36,539)
Public Services	\$ 24,542	0%	\$ 1,628	0%	6.63%	\$ 1,843	-11.67%	\$ 35,424	\$ 8,854	25.00%		\$ (26,570)
Student Services	\$ 1,390,279	9%	\$ 438,040	8%	31.51%	\$ 698,853	-37.32%	\$ 1,813,140	\$ 1,541,122	85.00%		\$ (272,018)
Institutional Support	\$ 3,566,375	23%	\$ 1,518,940	29%	42.59%	\$ 1,923,280	-21.02%	\$ 3,666,670	\$ 3,528,128	96.22%		\$ (138,542)
Operation and Maintenance of Plant	\$ 1,803,629	11%	\$ 770,813	15%	42.74%	\$ 777,893	-0.91%	\$ 1,714,725	\$ 1,663,938	97.04%		\$ (50,787)
Scholarships & Tuition Waivers	\$ 184,800	1%	\$ 81,771	2%	44.25%	\$ 67,206	21.67%	\$ 184,800	\$ 196,104	106.12%		\$ 11,304
Contingency	\$ 1,405,425	9%	\$ -	0%	0.00%	\$ -	0.00%	\$ 469,016	\$ -	0.00%		\$ (469,016)
<b>Total General Fund Expenditures</b>	<b>\$ 15,820,240</b>	<b>100%</b>	<b>\$ 5,315,697</b>	<b>100%</b>	<b>33.60%</b>	<b>\$ 6,152,371</b>	<b>-13.60%</b>	<b>\$ 15,450,932</b>	<b>\$ 14,277,372</b>	<b>92.40%</b>		<b>\$ (1,173,560)</b>



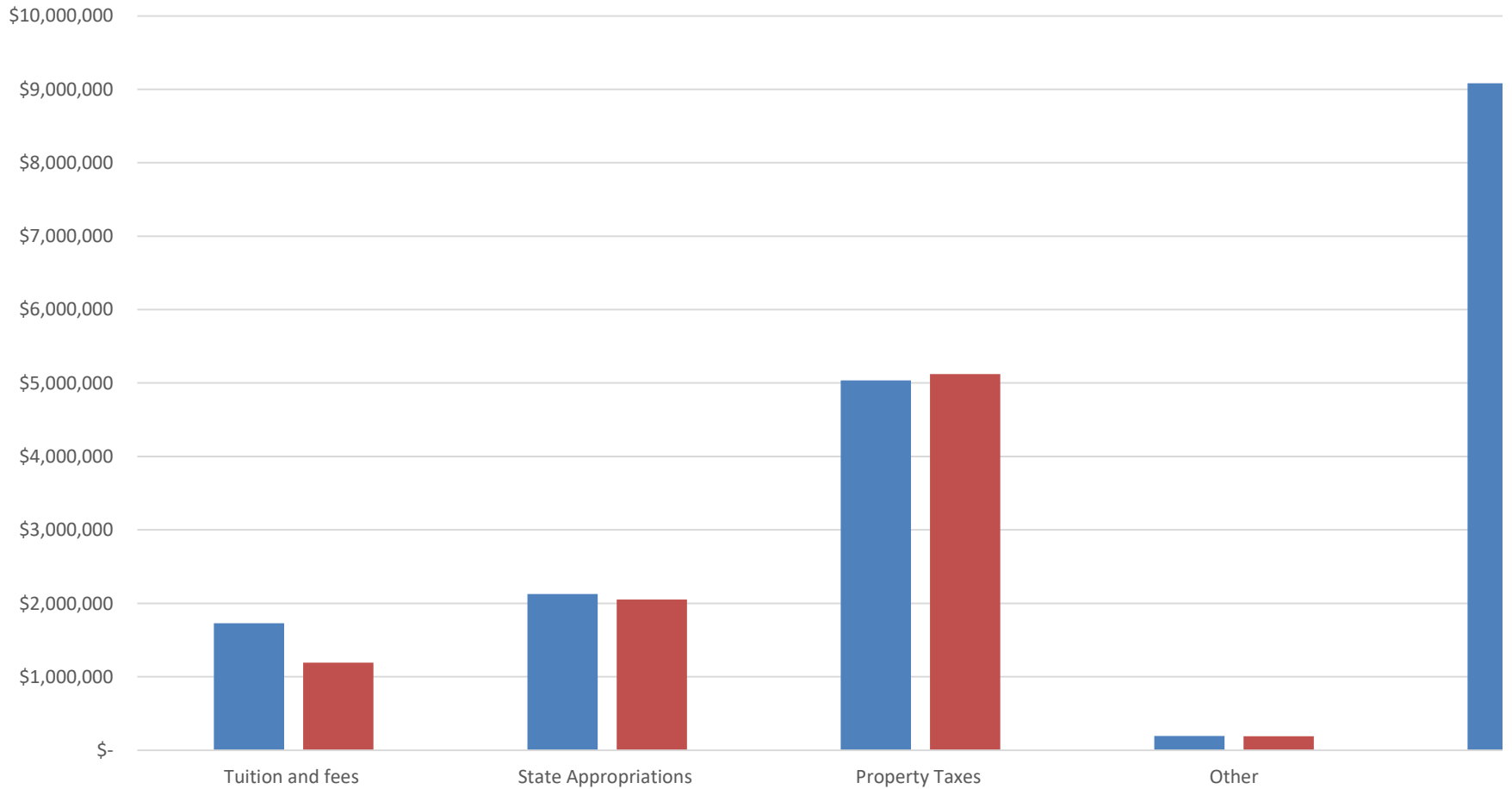
Expenditures  
All-Funds  
Comparing YTD November 2024 to November 2023



## General Fund (11) FY 2024-25 by function Expenditures



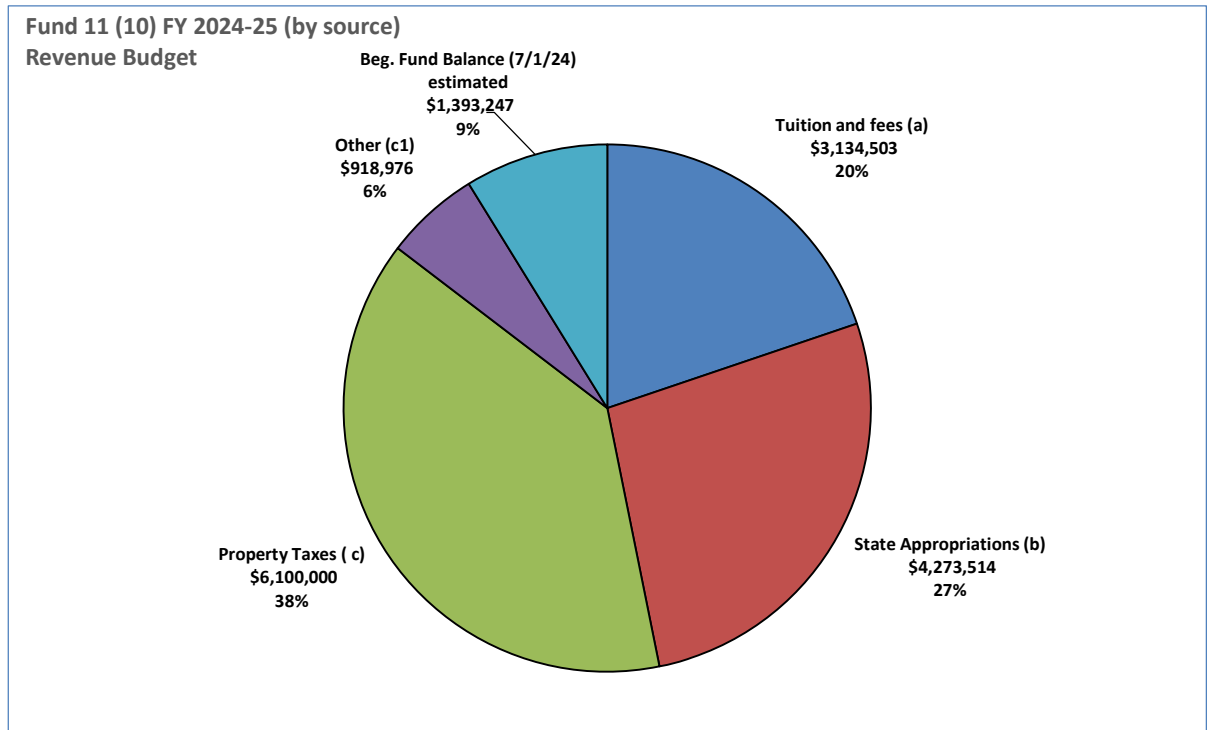
### General Fund Revenue November 2024 to November 2023



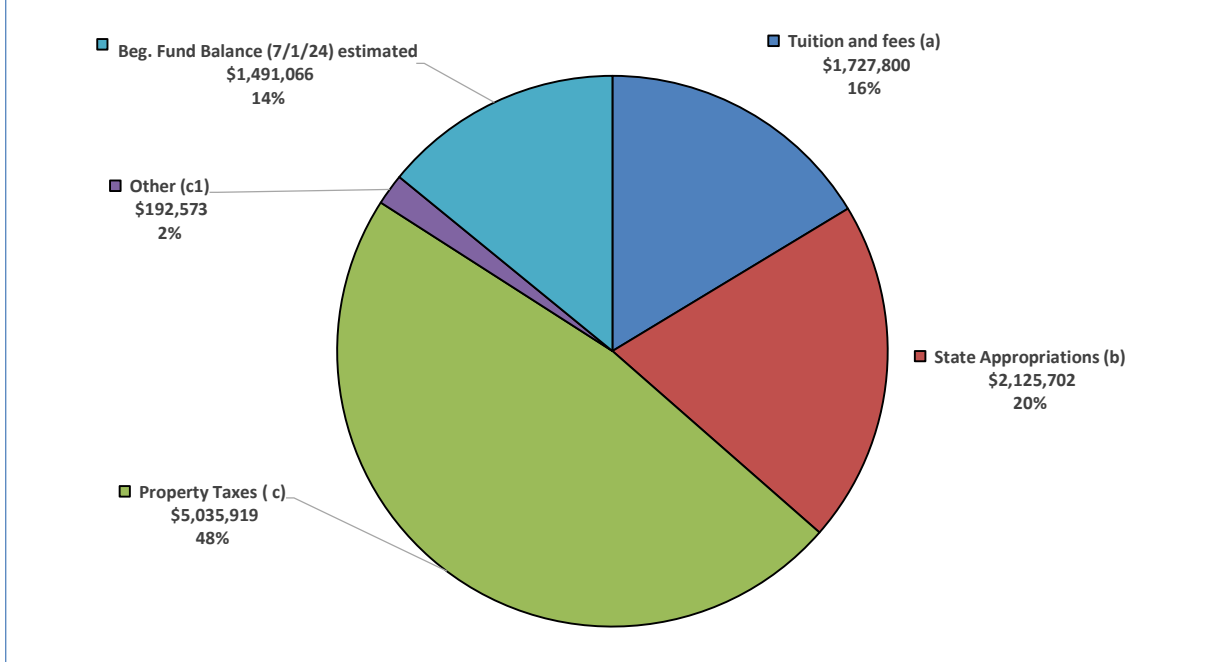
# General Fund (11) FY 2024-25

by source

## Revenue



Fund 11 (10) FY 2024-25 (by source)  
Revenue as of November 30, 2024



# ASG



Clatsop  
Community  
College

Board of Education

## **Associated Student Government Report for Thursday, December 12th, 2024**

### **BOE Meeting Submitted by Josie Kero, 12/04/24**

#### Internal Organizational Activities

- 11/16 Monthly College Council Meeting. ASG attended and represented students. The following items were discussed: College Council Charter, Strategic Plan, and council responsibilities.
- 11/15 Parade Committee Meeting: ASG members engaged in the planning for CCC's participation in the Annual Seaside Parade of Lights. This year's theme was "Under the Sea".
- 11/13 - 12/2, team meetings were conducted every Monday, 11:30AM to 12:30PM. Note: due to academic responsibilities, no meetings are planned for fall term finals week. Starting 01/06/2025, ASG meetings will be on Mondays from 9:00 to 10:00AM.
- 12/04 Monthly Lunch with President Hogue: ASG will discuss recent initiatives and outcomes from the last board meeting.

#### Service to Students

- 11/19 ASG's Community Kit Event encouraged students to earn volunteer hours by packing bags with winter necessities and toiletries for unhoused peers. In 30 minutes, they assembled 60 bags using supplies donated from a 2021 ASG initiative. Bags are available in several places on campus including admissions, first stop, the library, and GED. ASG is working to reach out to the benefits navigator and TRIO Advising.
- As of 11/07, the Natural Exploration Club & Game Development Club are officially sanctioned by ASG:
- ASG announced the following updates to clubs: Title 4 compliance requirements (ADA statement on all flyers); the opportunity for clubs to have a bio, photos, and advisor contact featured on the college's website; and reminded clubs to submit their yearly renewal paperwork.
- The Ceramics Club and Fiber Art Club are planning a collaborative winter sale. The sale will take place Friday and Saturday, 12/6 & 12/7 from 10AM to 4PM in the Lexington Campus Art Building

#### Student Engagement and Upcoming Student Events

- 11/25 ASG Presence at Bandit Thanksgiving. ASG wants to share gratitude for all of those who made the event happen!

- 11/28 ASG Participation in the Annual Seaside Parade of Lights. ASG created handmade posters and invited students to showcase school spirit. CCC won the Mayor's Choice Award!!!
- 12/03 Cookie Decorating Event. The Bandit Cafe supplied cookies and frosting for this fun, stress-relieving activity for students gearing up for finals week.
- 01/06/2025 Winter Term Bulletin Board Event in Towler Hall: A weeklong community initiative for students to set goals for the term.
- CCCF Letter-Writing Event: ASG has connected with the Foundation and will work to coordinate this event at the start of the Winter Term. This event will allow scholarship recipients to express appreciation to the foundation and donors.

# OCCA



Clatsop  
Community  
College

Board of Education



## OCCA Update for College Boards – November 2024

### OCCA Annual Conference

The OCCA Annual Conference was held Nov. 6-8 at Salishan Coastal Lodge in Gleneden Beach, Ore., and nearly 160 community college board members, presidents, administrators, students and other stakeholders attended. OCCA would like to thank everyone who took the time to attend, share their expertise as a presenter, nominate a Howard Cherry Award winner, and/or network with colleagues from around the state. OCCA would also like to thank its Member Services Committee for their work in guiding the conference. Attendees are asked to please take the feedback survey using the link sent via email following the conference. Your feedback provides guidance for making improvements for future events.

OCCA would also like to thank Southwestern Oregon Community College for bringing their entire board to the conference, and to Rogue Community College for bringing students to attend the entire conference. We're also grateful to the Linn-Benton and Oregon Coast community college students who participated in the Student Voices Panel during the conference Welcome Dinner. Their perspectives were helpful and honest.

Congratulations to the 2024 Howard Cherry Award winners:

- Outstanding Administrator: **Dr. Lisa Skari**, President, Mt. Hood Community College
- Outstanding Board Member: **Chris Brown**, Board Member, Blue Mountain Community College
- Outstanding Advocate: **Senator Michael Dembrow** (D-Portland)

OCCA would also like to recognize the college Board members honored during the Howard Cherry Awards Banquet with Distinguished Service Awards for 2024-25. Thank you to the following individuals for your service:

- **Ron Pittman**, Chemeketa Community College – 20 years
- **Dave Jensen**, Klamath Community College – 16 years
- **Joe Krenowicz**, Central Oregon Community College – 12 years
- **Jackie Franke**, Chemeketa Community College – 12 years
- **Debbie Kilduff**, Oregon Coast Community College – 12 years
- **Ken Hector**, Chemeketa Community College – 12 years
- **Alison Nelson-Robertson**, Oregon Coast Community College – 12 years
- **Roger Findley**, Treasure Valley Community College – 12 years
- **Alan Unger**, Central Oregon Community College – 8 years
- **Kate Marquez**, Klamath Community College – 8 years
- **Stephen Crow**, Treasure Valley Community College – 8 years
- **Erika Skatvold**, Central Oregon Community College – 8 years
- **Diane McKeel**, Mt. Hood Community College – 8 years
- **David Littlejohn**, Umpqua Community College – 8 years
- **Rob Wheeler**, Clackamas Community College – 8 years
- **Annette Mattson**, Mt. Hood Community College – 8 years
- **Guy Kennerly**, Umpqua Community College – 8 years

- **Irene Konev**, Clackamas Community College – 8 years
- **Mary Jones**, Tillamook Bay Community College – 8 years
- **Steve Loosely**, Umpqua Community College – 8 years
- **Kim Morgan**, Columbia Gorge Community College – 8 years
- **Tamra Perman**, Tillamook Bay Community College – 8 years

Mark your calendars now for the 2025 OCCA Annual Conference, which will take place Nov. 5-7, 2025, at the Best Western Plus Hood River Inn in Hood River.

#### **4<sup>th</sup> Week Enrollment Report Coming Soon**

The Higher Education Coordinating Commission (HECC) will release community college 4<sup>th</sup> week enrollment numbers on Nov. 15, and OCCA will soon afterwards send a press release out to media highlighting those figures. Stay tuned for details on the OCCA website!

#### **OCCA Board to Meet Dec. 6**

The OCCA Board of Directors will meet for their winter quarterly meeting on Friday, Dec. 6. The meeting will be hybrid, with those in-person attending at Mt. Hood Community College in Gresham. The Board will consider approval of the OCCA 2025 Legislative Session Priorities, which sets the legislative platform for OCCA for the 2025 Legislative Session. In addition, the Board will approve the 2025-27 Legislative and Regulatory Policy Positions document, which guides OCCA staff in taking policy positions during legislative sessions for the next biennium. In addition, the Board will hear the annual update on the Student Success Metrics (aka, the EMMs). The full agenda can be found one week prior to the meeting at <https://occa17.com/occa-meetings/>.

#### **Upcoming Events & Trainings**

OCCA has a great schedule of events set for 2024-25! [Click here](#) to see an overview (or visit our website, <https://occa17.com/calendar/>) and see below for details about events coming this fall that will benefit board members.

- **Lunch & Learn Webinars**

***Learn about Local Budget Law*** - The next Lunch & Learn webinar is set for Nov. 21 at noon and will highlight what boards need to know about Local Budget Law. Attendees will learn directly from the Oregon Department of Revenue about local budget law and how your college can plan for budgeting responsibly. Register for this and other Lunch & Learn webinars on the OCCA website: <https://occa17.com/lunchandlearn/>.

Thank you to those who attended the Oct. 31 OCCA Lunch & Learn webinar, “OCCA 101.” This webinar provided an overview of all things OCCA, from what staff roles are to the services offered to how OCCA serves community colleges. Missed out? Feel free to check out the recording and use it as a tool for new board members and administrators; the link is on the OCCA website: <https://occa17.com/lunchandlearn/>.

- **December Interim Legislative Days – Dec. 10-12, 2024**

Legislators will meet for their final interim committee meetings Dec. 10-12 with an eye

toward the 2025 Legislative Session, which begins on Jan 21. Committees hold informational hearings during these interim meetings on current topics and hear updates on previous legislation and potential legislation for the upcoming session. OCCA and community college partners will meet with legislators and staff. OCCA looks forward to updates on who is selected for chairman roles and leadership positions in the Legislature.

- **Higher Ed 101 – Dec. 12, 2024**

OCCA will participate in a “Higher Education 101” event for legislators this December organized by the Higher Education Advocacy Group – an informal coalition of Oregon community colleges, public universities and private non-profit colleges and universities. Topics covered will include:

- Higher education structure and governance
- Financial aid and state investment
- Affordability and access (including supporting underrepresented students)
- Economic impacts of post-secondary education

- **2025 OCCA Legislative Summit & Lobby Day – March 5-6, 2025**

The 2025 Legislative Summit & Lobby Day will take place March 5 and 6 at the Salem Convention Center. This important event is a great opportunity for college presidents, board members, campus advocacy coordinators, students and other advocates to learn more about how proposed bills could impact community colleges during the Legislative Session. You’ll hear from legislators, experienced community college advocates, and students. Learn advocacy best practices and important messaging as we work to support community colleges during the 2025 Legislative Session. The Summit will take place March 5 at the Salem Convention Center, while March 6 will be for colleges to meet with legislators at the Capitol.

- **2025 All-Oregon Academic Team Luncheon – April 18, 2025**

The AOAT Luncheon is set for April 18, 2025, at Chemeketa Community College’s Eola Center in Salem to honor outstanding community college students. This honor recognizes high-achieving community college students who demonstrate academic excellence and intellectual rigor combined with leadership and service that extends their education beyond the classroom to benefit society. Be on the lookout in early spring for details on how to register to attend this inspiring event.

### **OCCA Digest e-newsletter**

The *OCCA Digest* is a monthly e-newsletter that highlights updates during the Legislative Session, important events, news, and announcements. It’s a great way to stay connected with information important to community colleges in Oregon and learn how you can take action to support colleges and students. The newsletter is published the first Friday of each month, except for during a legislative session, at which time it becomes a weekly publication.

To sign up to receive this free e-newsletter, visit <https://occa17.com/resources/newsletter/> and click the “Sign Up” button. The OCCA Digest will come from OCCA Communications Director



260 13<sup>th</sup> Street NE  
Salem, OR 97301  
503.399.9912  
<https://www.occa17.com>

Casey White-Zollman at [casey@occa17.com](mailto:casey@occa17.com), so be sure to add her email to your contacts to ensure the email arrives in your inbox and not your spam folder.

###

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## OCCA Update for College Boards – December 2024

### **4<sup>th</sup> Week Fall Enrollment Released**

Oregon's community colleges are celebrating a promising increase in enrollment as the fourth-week enrollment reports from the state's Higher Education Coordinating Commission (HECC) revealed significant growth in overall headcount and Full-Time Equivalent (FTE) enrollment at the majority of community colleges statewide. The 4<sup>th</sup> Week Fall Enrollment Report was released by the HECC on Nov. 15.

According to the HECC, the overall college headcount during the fourth week of the fall term was 4.3 percent higher this year than in 2023 (90,961 students). This is the same as the national trend in headcount enrollment for community colleges. The number of FTE students is also higher in 2024 at 21,897 students, a 7 percent increase over this time in 2023. Though statewide enrollment has continued on an upward trend since 2023, it remains lower than pre-pandemic levels. Headcount is 17.6 percent lower than in fall 2019, and FTE is 14.2 percent lower.

It's important to note, however, that the decrease in FTE for 2024 occurs at two of the smallest Oregon community colleges representing a total of just under 6 students, whereas statewide the increase to FTE was 1,437 students.

Read more about the 4<sup>th</sup> Week Enrollment Report on the OCCA website: <https://occa17.com/oregon-community-colleges-see-enrollment-surge/>.

### **Fall State Revenue Forecast**

State economists presented their quarterly economic and revenue forecast to legislators last week, showing state revenues up \$950 million from the previous forecast and triggering Oregon's unique kicker law. State economists predict Oregon will send roughly \$1.8 billion back to Oregon taxpayers based on the state's kicker law. Forecasters now expect \$28.1 billion in General Fund revenue during Oregon's current budget cycle. That's nearly \$3 billion more than the state's original forecast in 2023, and almost \$1 billion more than the most recent forecast update in August. [Click here](#) to read OCCA's full response to the economic forecast.

### **OCCA Board to Meet Dec. 6**

The OCCA Board of Directors will meet for their winter quarterly meeting on Friday, Dec. 6. The meeting will be hybrid, with those in-person attending at Mt. Hood Community College in Gresham. The Board will consider approval of the OCCA 2025 Legislative Session Priorities, which sets the legislative platform for OCCA for the 2025 Legislative Session. In addition, the Board will approve the 2025-27 Legislative and Regulatory Policy Positions document, which guides OCCA staff in taking policy positions during legislative sessions for the next biennium. The Board will also hear the annual update on the Student Success Metrics (formerly referred to as Early Momentum Metrics). The full agenda can be found one week prior to the meeting at <https://occa17.com/occa-meetings/>.

Once the OCCA Board approves its 2025 Legislative Priorities, college boards will be asked to

support a resolution in support of those priorities. Stay tuned for a draft resolution. OCCA will also update its online [2025 Advocacy Toolkit](#) with an informational one-pager outlining these priorities.

### **Post-Election Concern: Protecting Undocumented Students**

With the recent election of Donald Trump as the next President, many colleges and universities across the country – including in Oregon – have expressed concerns about how they can protect undocumented students. President-elect Trump has on multiple occasions expressed his intentions to deport undocumented immigrants *en masse* and quash the Deferred Action for Childhood Arrivals (DACA) program, which protects immigrants brought to the U.S. as children from deportation and allows them to work and go to school in the U.S. *Inside Higher Ed* published an article Nov. 18 that outlines how leadership at some institutions across the country are responding, walking the fine line between preparing for potential policy changes while trying to avoid panic, and promising protections without stepping out of legal bounds or courting backlash. Check out the article by [clicking here](#).

### **HECC approves BSN programs at community colleges**

In November, six community colleges that are part of a consortium for Bachelor of Science in Nursing (BSN) programs submitted a notice of application for the degrees to the Higher Education Coordinating Commission (HECC). Their applications are now in progress and are in Phase 2 of 3 in that process. HECC consideration of approval will be done at a future meeting. The six colleges that submitted applications for approval of a BSN program include Central Oregon CC, Chemeketa CC, Klamath CC, Linn-Benton CC, Oregon Coast CC, and Treasure Valley CC. Lane CC has also submitted an application, but is only in Phase 1 of the process.

### **Upcoming Events & Trainings**

OCCA has a great schedule of events set for 2024-25! [Click here](#) to see an overview (or visit our website, <https://occa17.com/calendar/>) and see below for details about events coming this fall that will benefit board members.

- **Lunch & Learn Webinars**

- **2025 Legislative Priorities & Advocacy** – Due to the holidays, there will be no December Lunch & Learn webinar. The next Lunch & Learn webinar is set for January 30, 2025, at noon and will highlight OCCA’s 2025 Legislative Priorities and how community college stakeholders can prepare to be effective advocates. Register for this and other Lunch & Learn webinars on the OCCA website: <https://occa17.com/lunchandlearn/>.

- **December Interim Legislative Days – Dec. 10-12, 2024**

- Legislators will meet for their final interim committee meetings Dec. 10-12 with an eye toward the 2025 Legislative Session, which begins on Jan 21. Committees hold informational hearings during these interim meetings on current topics and hear updates on previous legislation and potential legislation for the upcoming session. OCCA is planning to meet with numerous legislators during this time period, and looks forward to meeting with the new leadership, including:

- Sen. Rob Wagner (D-Lake Oswego) - Senate President
  - Sen. James Manning (D-Eugene) - Senate President Pro Tempore Designate
  - Sen. Kayse Jama (D-East Portland, Damascus, Boring) - Senate Majority Leader
  - Sen. Wlinsvey Campos (D-Aloha) - Senate Deputy Majority Leader
  - Sen. Sara Gelser Blouin (D-Albany, Corvallis, S. Salem & surrounding areas) - Senate Majority Whip
  - Sen. Lew Frederick (D-N/NE Portland) - Senate Majority Whip
  - Sen. Janeen Sollman (D-Hillsboro) - Senate Asst. Majority Leader
  - Sen. Khanh Pham (D-NE/SE Portland) - Senate Asst. Majority Leader
  - Rep. Julie Fahey (D-West Eugene & Veneta) - House Speaker Nominee
  - Rep. Ben Bowman (D-Tigard, Metzger & S. Beaverton) - Majority Leader
  - Rep. David Gomberg (D-Lincoln & Western Benton/Lane counties) - Speaker Pro Tempore Nominee
  - Rep. Andrea Valderrama (D-Outer E. Portland) - Majority Whip
  - Rep. Jason Kropf (D-Bend) - Deputy Majority Whip
  - Rep. Pam Marsh (D-S. Jackson County) - Asst. Majority Leader (Policy)
  - Rep. Anessa Hartman (D-Gladstone, Oregon City & N. Clackamas County) - Asst. Majority Leader (Political)
  - Rep. Hai Pham (D-S. Hillsboro & W. Beaverton) - Asst. Majority Leader (Professional Development)
  - Sen. Daniel Bonham (R-The Dalles) - Republican Leader
  - Sen. David Brock Smith (R-Port Orford) - Deputy Republican Leader
  - Sen. Cedric Hayden (R-Fall Creek) - Deputy Republican Leader
  - Sen. Dick Anderson (R-Lincoln City) - Deputy Republican Leader
  - Sen. Suzanne Weber (R-Tillamook) - Republican Whip
  - Rep. Christine Drazan (R-Canby) - House Republican Leader
  - Rep. Lucetta Elmer (R-McMinnville) - Deputy House Republican Leader
  - Rep. Virgle Osborne (R-Roseburg) - House Republican Whip
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# CEDR &

# SBDC



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Community  
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Board of Education

## **BOARD REPORT – December, 2024**

### **CEDR**

#### **Clatsop Center for Business, Community & Professional Development Clatsop WORKS & Cooperative Work Experience**

### **CEDR**

*Submitted by: Kevin Leahy, CEDR Executive Director & CCC Associate Vice-President*

- Met with Seaside Chamber of Commerce Board members and Executive Director on November 6 with Jessica Newhall to review their board goals of strengthening ties with CCC, CEDR & SBDC. Reviewed actions already taken and will set specific meetings in December to lay out the strategy.
- Facilitated City & County Managers in monthly lunch meeting at Warrenton City Hall on November 19.
- Attended OCE Lunch & Learn session with Misty Bateman at Astoria High School on November 20. Detailed in Misty's recap how the Clatsop WORKS program is a shining example statewide including receiving employer scholarships to fund internships so that funding is not a barrier to participate.
- Met with EDA (U.S. Economic Development Administration) economic development representative Wes Cochran, Col- Pac Interim Executive Director Sarah Lu Heath, Business Oregon Regional Development Officer Melanie Olson, and Clatsop County Commission Chair Mark Kujala on November 21 to give Wes an overview of the Clatsop County Economic Landscape, and shared the positive momentum at CCC under the leadership of Jarrod Hogue and the Board of Education, and grants we are pursuing that can assist in our strategic plan growth. Wes has a history of funding some Community College projects in Oregon, and we are providing more details to him in December.
- Kevin & Jessica Newhall co-presented an annual update to Seaside City Council on November 25 and the Mayor and Councilors were extremely complimentary of the work and results of the entire team! I did request the Councils help in getting the word out about the South County Lives in Transition program we are restarting for Winter term after many years but need to have a full cohort to launch.
- CEDR Board meeting and annual meeting was held on Tuesday, November 26 before the Thanksgiving holiday. President Hogue updated the board on his first 90 days in the position and reviewed initiatives the college is undertaking to regain enrollment and enhance existing programs. CEDR liaison BOE member Mitra Vazeen participated, as well. Jon Hie from Hyak Maritime was voted on to the board to replace Bob Dorn, who has retired. Lindsay Davis from Hampton Lumber and Chris Nemlowill from Fort George Brewery were re-elected to second terms on the board.

### **CENTER FOR BUSINESS, COMMUNITY & PROFESSIONAL DEVELOPMENT**

*Submitted by Jessica Newhall, Director CBCP*

#### *Small Business Development Center*

- *Small Business Management Program Level 1, an 11-session program combined with advising, kicked off in November with 12 participants (up from 7 in 2023). Session is*

*being taught by Grant Lehman. Level 2 (Advanced Small Business Management) kicks off in January.*

- *Kevin and Jessica attended Fall Director's retreat in Silverton where Jessica presented to fellow directors about AI. Clatsop SBDC continues to be recognized as a leader and model in the state.*
- *Jessica was featured speaker at Seaside Downtown Development Association meeting where she presented on 'Trends to Watch in 2025' Business Outlook*

#### *Community Education & Professional Development*

- *Fall registrations for community education up 3.3%*
- *39 courses being offered for Winter Term*

#### **Clatsop WORKS Paid Internship Program & CCC Cooperative Work Experience**

*Submitted by Misty Bateman, Program Manager*

#### **Clatsop WORKS**

- 19 employers have registered so far to host a student intern next summer with a total of 28 internships. Eight more employers have let me know they will be registering before the deadline. Many of these employers are new to the program! Employers have until December 16<sup>th</sup> to register.
- Clatsop WORKS will be receiving funding again next academic year from Oregon Dept of Education to help facilitate more internship opportunities and career exploration for Clatsop County students! Last summer, we used our ODE grant to fully fund 4 internships. So far for summer 2025, we have approved five internships that we will fund from our ODE grant.
- Brandie Clark; Work-Based Learning Specialist at Oregon Department of Education (ODE), is showcasing our Clatsop WORKS program as a successful student work-based learning model to other educational institutions in Oregon. She attended our session in the summer when the intern cohort gave final presentations on their experiences, and on November 20th we gathered a panel of previous Clatsop WORKS interns from Astoria High to speak to their experience during ODE's monthly Work-Based Learning Lunch & Learn.
- Clatsop WORKS internships are providing long-term employment opportunities, which benefit students as well as local businesses. In the past few years, I know of at least 16 students who have been hired on as regular employees after the internship ended!
- I've been asked to serve on the Executive Leadership Team for the Northwest Regional Education Service District STEM Hub, which will allow me to represent Clatsop County's

needs, better understand the NW STEM Hub’s goals, programming, and resources, share CCC’s opportunities and successes with other communities, and advise NWRESD on future directions and new connections.

- In addition, I am currently serving on the NW Regional ESD Career Connected Learning Steering & Advisory Board, as well as a member of the Oregon Community Colleges Cooperative Work Experience Professionals Group.

**Cooperative Work Experience (CWE)**

- Students who are registering for MTH212 for Winter term are being advised by instructor Celeste Petersen to also arrange a CWE experience in a local school, so we should see some Education CWE students for WI25 term.
- Employers who have expressed an interest in hosting a Cooperative Work Experience student:

<b>EMPLOYER</b>	<b>FIELD</b>
Wildlife Center of the North Coast	vet / biology / zoology
Columbia River Maritime Museum	education / museum
Fast Lube	automotive
Integrated Business Services	Payroll / Bookkeeping
Coast Auto Repair	automotive
Port of Astoria	maritime
Seaside Convention Center	Business
Seaside Museum	Historic Preservation
The Healing Circle -Lives in Transition	Social Work
Stephanie Inn / hospitality	hospitality
Cannon Beach Rural	Social media and digital content development, Marketing and community outreach, Fire inspections, Fire investigation
Oshkosh AeroTech	operations role, admin, computer work, assembler and metal prep

# Communications and Marketing



Clatsop  
Community  
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Board of Education

## Communications and Marketing Report for Thursday, December 2024 BOE Meeting

Submitted by Julie Kovatch, 12/2/24

### Communications - Internal

- Website-
  - Nov. website use: Users: 5.8K
  - Highest visited pages for Nov: Homepage, Canvas, Faculty Staff, Library, Areas of Study
- Worked with Admissions Director on creation of Contact Cards for interested prospective students to fill out when out at various community events representing the college. These contact cards will allow us to capture the prospects information to put into the new Recruit system so we can communicate with them for better transition from an inquiry to an applicant.
- Worked with Foundation and Welding department on marketing funds for welding helmet sticker design and purchase. They are on order now.
- My works study Student Content Creator had now given me a few content bits to work with for social media posts from the student perspective. We are still figuring out what works for this position.
- Communications and Marketing is still serving as a backup and overflow location for student ID's. Our next batch of students ID's is the EMT group. After that, we will focus on staff ID's.
- I continue to serve as the ASG advisor. There is a full ASG group now and they are an amazing bunch that are tackling monthly activities, community service, and student engagement.
- Also along the lines with ASG, I have worked with them to get the word out about ADA/Non-Discrimination statement compliance for Title IV. We need all entities on campus including student groups to utilize the statements on promotional material and information has been sent to all registered clubs now.
- Strategic Planning: Pulled and organized implementation documents to review with president to determine use.
- Assisted in organizing and promoting the Thankful for CCC Students lunch event on Nov. 26<sup>th</sup>. The event went great. Based on loose food count, we served close to 250 people and the left over food when to Clatsop Community Action that serves both Astoria and Seaside locations.

### Communications - External

- Online Bookstore: Communications went out to get students ready for Winter Term book purchases.
- Organized a presentation for Pres. Hogue to present at the Astoria Rotary on Dec. 9<sup>th</sup>.
- Attended and took photos at the Foundation's Bandit Scholarship Celebration event.
- Attended the bi-weekly College Advocacy Coordinator meetings and the monthly Oregon Community College Marketing Public Relations Group meetings. The main topic has been the predicted stated allocation of moneys for community colleges and what messaging is recommended from the community colleges, students, and communities regarding it.

## Communications and Marketing Report for Thursday, December 2024 BOE Meeting

Submitted by Julie Kovatch, 12/2/24

Marketing – Printed Media, Radio, and Publications, Marketing events

- Radio ads are running continue to run during local high school games that focus on Oregon Promise, then during College football games the ads focus on transfer options and the benefit of staying local the first two years, and Seattle pro games that focus on adult learners wanting to go back to college to get training in skills for better jobs. I have also started incorporating our new mission into the radio ads using the phrase “reach your full potential”.
- Astorian ad purchased for Veterans Day thanking veterans for their service and that we are here to serve their educational needs.
- Seaside Parade of Lights CCC Entry- A small volunteer crew of staff and students pulled off another great parade entry in the Seaside Parade of Lights. The parade theme was “under the sea” and the college was able to turn that into “under the cc-sea” complete with our Bandit mascot in light up scuba gear. Thanks to Becky Kraft and husband, Margaret Antilla and husband, Kristi Polus, and ASG members Gaby and Miriam along with a few more CCC students that made up our parade crew. Our entry won the Mayor’s Choice Award and we are very proud. (See photo below)
- Social Media- Audience- Nov. #'s-
  - Facebook followers: 3,465 (up 2)
  - Instagram Followers: 1,245 (up 10)
  - Organic post reach #'s Facebook: 4.6K Instagram: 727

### Events – Recent and Upcoming

- Dec. 3- PTK Induction Ceremony. 4 p.m. Towler
- Dec. 5- Student Holiday Fund Basket Auction and PTK CCC Employee Appreciation 3p.m. in Columbia Hall
- CCC events and important dates can be seen on the CCC Calendar at: [www.clatsopcc.edu/events/](http://www.clatsopcc.edu/events/)

### CCC Entry for Seaside Parade of Lights with theme “Under the CC-Sea”



# Instruction and Student Success



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**December 2024 Report to the Board**  
**Vice President of Instruction and Student Success**  
**Teena Toyas**  
12/2/24

**Accreditation Updates**

Vice President Teena Toyas attended the NWCCU Annual Conference in Seattle November 20<sup>th</sup> to November 22<sup>nd</sup> , 2024.

Activities attended at the conference included the following workshops and sessions.

Wednesday, November 20<sup>th</sup>:

- Workshop Part One: Peer Data-Informed Planning and Decision Making
- Workshop Part Two: Peer Data-Improving Institutional Effectiveness

Thursday, November 21<sup>st</sup>:

- Conference Welcome and General Session
- Continuous Innovation for Continuous Improvement: Weaving a Data Web to Inform Student Success Initiatives
- Beacon Awards Luncheon
- Assessing Core Competencies (Mission Fulfillment and Sustainability Fellowship)
- Peer Pressure: Identifying Peer Comparators to Strengthen Institutional Effectiveness
- Conference evening reception

Friday, November 22<sup>nd</sup> :

- AI and the Future of Higher Education
- Making the Case for Higher Education—and Acknowledging Its Shortcomings

**Multiple Measure Conference at Portland Community College  
Rock Creek Campus**

Vice President Teena Toyas attended a Multiple Measures Conference sponsored by OCCA. The event featured the following:

- Most Community Colleges were represented at the conference.
- Participants engaged in a dynamic and comprehensive conversation related to expanding Multiple Measures-based placement for Math and English courses across the state.
- The discussions and presentations provided information related to the latest

research on Multiple Measures Assessments, practical insights from colleges already involved in this work, and engagement in collaborative sessions to help evaluate and enhance each college's readiness to improve placement practices.

- Conference participants received a presentation by the Center for the Analysis of Postsecondary Readiness.
- Clatsop implemented a very successful and current Multiple Measure Plan several years ago. We continue to review the plan and make any necessary adjustments or changes. The use of this plan assist our Director of Enrollment Services, Kasey White and others to effectively place students into courses at the appropriate level.

### **Chief Academic Officer and Provost Fall Meeting**

- Vice President Teena Toyas will attend via Zoom the quarterly CAO and Provost meeting on Thursday, December 5, 2024. Topics to be discussed at the meeting are Transfer Council updates, AI, grant collaboration, faculty governance similarities and differences at community colleges and universities, corequisite workgroup updates, shared values, and individual community college and university updates.

### **Faculty and Instruction Updates**

- Faculty are working hard grading final exams and projects to finish the end of a successful fall term. The final workday for the full-time faculty for the fall term is December 13, 2024. Full-time faculty will return to work on January 2<sup>nd</sup>. They will be participating in service opportunities and faculty workdays.
- Full-time faculty Communication Instructor Deac Guidi was selected to serve on the Major Transfer Map Committee for Communications. The MTM committees work in conjunction with the Higher Education Coordinating Commission to develop Major Transfer Maps that assist students to successfully transfer to a college or university and be accepted into a major's program.
- Fernando Rojas Galvin, with the assistance of Anita Jensen and others has been leading the way for the DEI Council and setting goals and opportunities for students and staff.
- Faculty and staff have been participating in hiring committees for several open instructional and student success positions. Some of the positions have been successfully filled. Human Resources will provide updates related to any new employees.
- Vanessa Garner, Director of Adult Basic Education and GED, Eileen Purcell(Percy), Tutor Coordinator, and several students provided an informative presentation to the Astoria Rotary Club luncheon Monday, November 27, 2024.

### **Pre-Thanksgiving Lunch Provided by Donations and DEI**

The second annual Pre-Thanksgiving dinner for all students and staff was funded by gracious donations and the DEI Committee. The Bandit Café provided a delicious menu of baked turkey, mashed potatoes, dressing, green bean casserole,

and rolls. Pumpkin, apple, and pecan pie was also provided. Beverages were provided by Trudy VanDusen Citovic and VanDusen Beverages. A huge thanks to President Hogue for delivering food to the MERTS Campus. Rinda Johansen, Program Assistant for Pre-College, Partnerships, and Life Transitions for delivering the pies, Anita Jensen for facilitating other details, Julie Kovatch for marketing the event, and numerous staff and faculty that helped make the event a tremendous and enjoyable success. 🍁👁️

## **Nursing & Allied Health**

(Prepared by Tina Kotson, MSN, MBA, RN, Interim Director of Nursing & Allied Health)

In light of the strategic priorities identified as part of the new CCC Strategic Plan, the Board report for Nursing and Allied Health is organized to demonstrate how the department is working toward achievement of those priorities.

### **I. Improve Student Access**

1. The Nursing Program Application for the 2025-27 cohort is posted on the CCC website along with detailed instructions. We are receiving inquiries via phone and emails almost daily about applying in February. We plan to admit 24 students again in the Fall 2025 term.
2. Four Application Information Sessions are being offered via Zoom in December and January. These sessions are designed to assist students who are completing the application documents and to answer their questions about the application process.
3. The department is working closely with the Advising Department to ensure all pre-nursing students are assigned Nursing faculty as academic advisors.

### **II. Increase Student Retention & Success**

1. 42 students are currently enrolled in the Nursing Program in Fall term; 22 are first-year students, and 20 are second-year students.
2. 13 students remain in the Medical Assisting Program by midterm.
3. Each nursing faculty meets regularly with up to 24 student advisees to assess their progress and discuss their needs. Students are connected with resources such as tutoring, accommodations, counseling and financial aid as needed to support success.
4. Coordinating weekly support group sessions for 1st year nursing students with the CCC counselor Meredith Payton.
5. Collaborating with Student Access Services (SAS) to ensure students have access to needed accommodations for learning and testing.

### III. Strengthen our Reputation

1. Tina Kotson & Doris Jepson regularly attend several statewide meetings and events to ensure CCC is involved with policy making at the state level – especially r/t nursing curriculum and safe practice. Our voices ensure that CCC's program will be able to maintain and strengthen its solid reputation of success and solid outcomes.
2. The CCC Nursing Club is hosting several service activities this academic year including a winter clothing drive, a Thanksgiving gift basket for a family in need, a Narcan information session, two blood drives, and peer mentoring sessions.

### IV. Increase Organizational Effectiveness

1. All six FT nursing and allied health faculty continue serving in their teaching positions this year. Time at the college varies from 8 to 20 years.
2. Four PT nursing faculty are serving students, primarily in the clinical and community setting.
3. All FT faculty serve on 2-3 internal and a handful of external committees that support the college's success and improve organizational effectiveness.

### V. Build & Sustain Academic & Workforce Partnerships

1. The Nursing Advisory Board has 18 members that represent more than a dozen local healthcare organizations.
2. Nursing and Allied Health maintains nearly 2 dozen active clinical partnership agreements with acute care, long-term care, and community-based care organizations in the local community.
3. Nursing faculty are building new relationships with community-based organizations to offer nursing students experiences outside of the hospital in locations such as Public Health, Astoria Birth Center, Hospice, Wound Care, Infusion/Oncology, and Clatsop Behavioral Health.
4. New Clinical Affiliation Agreements with all clinical partners are being drafted to ensure a wide variety of local clinical sites for nursing and medical assistant students.
5. Discussions are in the works for beginning the national accreditation process for the Nursing Program by 2029-30.

#### Other program highlights:

We are the grateful recipients of several generous grants and donations from the following organizations:

- Providence Regional Support Grant - \$100,000 grant for program expansion
- Columbia Memorial Hospital - \$80,000 donation toward nursing faculty support

- Roundhouse Foundation - \$11,250 gift to reimburse nursing and medical assisting students for the purchase of needed medical equipment and supplies

Additionally, we regularly receive donations of supplies, equipment and personal assistance to support student learning from local hospitals, clinics, nurses, and other healthcare professionals.

## **Upward Bound and Talent Search Programs:**

(Prepared by Amy Magnussen, MSW, Director of Pre-College TRIO Programs)

The Talent Search and Upward Bound programs empower low-income and first-generation students to achieve their educational and career aspirations. Serving grades 6-12 in Clatsop County schools, these programs offer vital resources and opportunities to guide students toward success. Below is an overview of our current initiatives and activities supporting students in our community.

### Current Activities

#### 1. Staff Engagement in High Schools and Middle Schools

Our team is actively collaborating with staff across Clatsop County schools to identify and support eligible students. Efforts include:

- Hosting informational sessions and workshops to build college and career readiness.
- Providing one-on-one counseling for students.
- Assisting seniors with college applications and scholarships
- Co-facilitating financial aid events at KHS, SHS, WHS, and AHS, with plans for a countywide Financial Aid Night at the college in January.

#### 2. Director Activities

Director Amy Magnussen is spearheading several initiatives, including:

Upward Bound Summer Academy (UBSA): Planning is underway for this year's six-week academy, which fosters academic growth and exposure to post-secondary opportunities. Highlights include:

- A one-week Early College Initiatives Summer Academy at Eastern Oregon University.
- Cooking classes with SNAP-Ed through OSU.
- Academic courses in math, writing, world language, and science
- Project groups on topics like thriving in nature, fundraising, and career exploration.

Community Collaboration: Strengthening partnerships with local organizations and post-secondary institutions.

Enhanced Services: Seeking grant opportunities to expand services such as college visits, financial aid preparation, and multilingual recruitment materials.

### 3. Annual Performance Report (APR) Preparation

We are in the process of compiling the Annual Performance Report, which will detail the accomplishments and challenges of the past year. Key metrics include:

- Student retention and graduation rates.
- Academic achievements.
- Post-secondary enrollment and persistence outcomes.
- Student Recruitment
- Student recruitment efforts are ongoing for the Talent Search and Upward Bound programs. Additional program information is attached to this report.

### Admissions and Recruitment

(Prepared by Kasey White, Director of Admissions & Outreach)

CCC Admissions Presentation and Oregon Promise Grant application with area high school Seniors completed at:

- AHS- 162 Seniors
- SHS- 125 Seniors
- WHS- 70 Seniors
- NHS- 17 Seniors

KHS and IHS will be scheduled in December.

CRM-RECRUIT system for CCC applications and prospective student tracking is ready to be launched. The new admissions application and inquiry forms will be live on the website by mid-December.

# Policy Committee



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**Board Policy Committee  
Report to the Board  
Prepared by Pat Schulte on 12.04.24**

The Board Policy Committee met on November 21, 2024 with Ashley Flukinger, Jody Stahancyk, Tim Lyman, Jarrod Hogue, Anita Jensen, Felicity Green, and Pat Schulte in attendance.

The following policies and procedures were on the agenda for discussion. However, the Committee was only able to discuss AP 2720 Communications among Board Members and BP 2110 *Vacancies on the Board of Education* before they ran out of time. No action was taken. All of the policies and procedures below will roll over to the next Board Policy Committee meeting on December 19, 2024.

**For Discussion**

- **AP 2720 Communications Among Board Members**
- 

**For 2<sup>nd</sup> Reading and Adoption at December 12 Board Meeting** (no action was taken to move these forward, so they will be scheduled for the January 9, 2025 Board meeting)

- **BP 2110 Vacancies on the Board of Education**
  - **AP 2110 Vacancies on the Board of Education**
- **BP/AP 2200 Board of Education Duties and Responsibilities**
- **BP 2435 Evaluation of the President**
- **BP 7145 Personnel Files**
- **BP 2320 Special and Emergency Meetings**
- **BP 2315 Closed/Executive Sessions**

**For 1<sup>st</sup> Reading at December 12 Board Meeting** (no action was taken to move these forward, so they will be scheduled for the January 9, 2025 Board meeting)

- **BP 3430 Prohibition of Harassment** – This policy was revised to update a reference to BP 3433 Prohibition of Sex Discrimination under Title IX. (legally required) *Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*
- **BP 3433 Prohibition of Sex Discrimination under Title IX** – This policy was revised to update the title and align with the requirements of the 2024 Title IX regulations. (legally required) *Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*
  - **AP 3433 Prohibition of Sex Discrimination under Title IX** – This procedure was revised to update the title, add a definition for sex discrimination under Title IX, and revise the definition of sex-based harassment under Title IX to align with the requirements of the 2024 Title IX regulations. (legally required) *Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*
  - **AP 3435 Discrimination and Harassment Complaints and Investigations** – This procedure was revised to update references to BP 3433 Prohibition of Sex Discrimination under Title IX, AP 3433 Prohibition of Sex Discrimination under Title IX, and AP 3434 Responding to Sex Discrimination under Title IX. (legally required) *Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*
- **BP 3540 Sexual and Other Assaults on Campus** – The Program updated this policy to apply to victims of domestic violence to align to current law. (legally required) *Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*



- **AP 3540 Sexual and Other Assaults on Campus** – This procedure was revised to update references to AP 3434 Responding to Sex Discrimination under Title IX. **(legally required)**  
*Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*

**Approved by Joint Policies and Procedures Committee on 11.13.2024 – for Board information only**

- **AP 3410 Nondiscrimination (legally required)** *Approved for 2<sup>nd</sup> reading at the November 13 Joint Policies and Procedures Committee*

The next meeting of the Board Policy Committee is on Thursday, December 19 at 10:00 a.m. on Zoom:  
<https://clatsopcc.zoom.us/j/85948811656>

# New Hires



Clatsop  
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**To:** Board of Directors  
**Prepared By:** Anita Jensen  
**Date:** December 2, 2024  
**Subject:** New Hires, Job Postings, Separations, Position Changes, Recruitment News

## **NEW HIRES**

We are delighted to welcome **Aaron Gulliford** as our new Curriculum Coordinator/Scheduler at Clatsop Community College. Aaron brings an impressive combination of technical expertise, data analysis skills, and educational experience that will significantly benefit our curriculum and scheduling processes.

Aaron holds a Master of Science in Medical Laboratory Sciences and a Bachelor of Science in Clinical Laboratory Science from Virginia Commonwealth University. He has an extensive background as a Senior Operations Analyst at Stride, Inc., where he developed innovative solutions, defined processes, and led training initiatives that streamlined workflows and saved thousands of hours of work. His experience in scripting, automation, and systems management demonstrates his ability to manage complex projects and improve efficiency.

With a strong commitment to precision and problem-solving, Aaron's skills in data analysis, process improvement, and teamwork make him an excellent addition to the CCC team. We are excited to see how his expertise will enhance our curriculum coordination and scheduling efforts.

## **New Jobs Posted –**

**(Posted on ADP [zip-recruiter, job-target, and indeed] these have also been shared via networked link within LinkedIn.)**

No New Postings

## **SEPARATIONS**

No Separations

## **POSITION CHANGES**

No Position Changes

## **RECRUITMENT EFFORT UPDATE STATEMENT**

The recruitment system continues to perform well, maintaining positive trends in application volume and candidate diversity. While there are no major updates to report this month, we remain focused on refining the process to ensure its long-term effectiveness and alignment with our strategic goals.

# Old Business



Clatsop  
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# **Ad-Hoc/Special Evaluation**

## **Peer-Evaluation Report**

**Clatsop Community College**

**Astoria, OR**

**October 28, 2024**

NWCCU Liaison to the Peer Evaluation Team:

Dr. Selena Grace

Executive Vice President

A confidential report of findings prepared for the  
Northwest Commission on Colleges and Universities

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## Introduction

Clatsop Community College (CCC), founded in 1958, is a two-year public institution located in Astoria, Oregon. Since its Mission Fulfillment and Sustainability evaluation in October 2019, the college has responded to the recommendation addressed in this report several times, including through ad-hoc reports with visits in Spring 2021 and Fall 2021, an ad-hoc report in Spring 2023, and the Fall 2024 ad-hoc report and visit addressed here. As a part of this visit, the college was also asked to address progress related to a previous Complaint around errors in advising, and to address concerns related to the Receipt of Unsolicited Information regarding the college's association with the Coast Guard and Job Corps.

## Visit Summary

On September 16, 2024, CCC provided its report addressing the items to be covered during the visit, though few supporting documents or pieces of evidence were included. The narrative of the report did a thorough job of describing work that has been completed by the college in relation to Recommendation #1, but there was little analysis provided outlining how the college believes that the work has addressed the recommendation itself. For example, half of the 46-page report consisted of brief summaries from different units across the institution outlining how they independently use data within their units. No context for this section of the report was provided, nor was any clear attempt made to connect this section of the report to the recommendation being reviewed. While this section lengthened the report considerably, it did little to help the evaluation team assess the institution's progress on the recommendation. Finally, the section of the report addressing the "Concerns Related to Receipt of Unsolicited Information" provided almost no new information or analysis, but simply referred the evaluation team to information that the college had already provided to the Northwest Commission on Colleges and Universities (NWCCU) staff Liaison. In short, given the gravity of the items reviewed by the evaluation team, focus and intentionality in the report itself was lacking.

The lack of evidence (e.g., examples of advising materials, strategic planning materials, documents related to Coast Guard instruction) submitted with the report, forced the evaluators to reach out to both the institution and to NWCCU several times in order to gain access to the documents needed to conduct a thorough evaluation. Most of the documents requested from the institution were eventually provided, but only one week prior to the visit, despite being initially being requested three weeks prior to the team's arrival. While the team appreciated access to these documents, receiving them in a more timely manner would have been appreciated.

The two-person evaluation team visited CCC on October 28, 2024, for a one-day visit. During the visit, nine meetings were held with college personnel including CCC administrators, faculty, staff, and students. In all, more than 40 college personnel with knowledge and expertise related to the outstanding recommendation, the concerns related to the Complaint, and the concerns related to the Receipt of Unsolicited Information, met with the team. The college personnel were open and forthright in their assessment of the college's work in these areas. The evaluators would like to thank the college for its openness and hospitality during the visit.



At the same time, the evaluation teams encourages CCC to review NWCCU guidance around hosting evaluation teams prior to the next time a team visits campus. Practices that were unusual, and that are clearly addressed in NWCCU documentation, included not providing the team with a secure and private workspace (the team room was also scheduled for meetings with one of the two evaluators), providing outside Zoom access to several meetings without prior notification to the evaluators and without setting the Zoom links up through the Commission, not providing name tags for the evaluators, and not separating meetings with students and faculty from meetings that included administrators, among others. While none of these issues prevented the evaluation team from completing its work, it did make the visit more difficult and made it appear that planning and execution of the visit had not been a priority for the college.

## Recommendation 1:

Fall 2021 Ad Hoc Report with Visit - Review and revise institutional planning processes to ensure that data collectively support mission fulfillment and effective strategic decision-making. (2020 Standard(s) 1.B.1; 1.B.3; 1.B.4)

*1.B.1 The institution demonstrates a continuous process to assess institutional effectiveness, including student learning and achievement and support services. The institution uses an ongoing and systematic evaluation and planning process to inform and refine its effectiveness, assign resources, and improve student learning and achievement.*

*1.B.3 The institution provides evidence that its planning process is inclusive and offers opportunities for comment by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.*

*1.B.4 The institution monitors its internal and external environments to identify current and emerging patterns, trends, and expectations. Through its governance system it considers such findings to assess its strategic position, define its future direction, and review and revise, as necessary, its mission, planning, intended outcomes of its programs and services, and indicators of achievement of its goals.*

## Progress on Recommendation 1:

As noted in the introduction to this report, Recommendation #1 originated with CCC's Fall 2019 Mission Fulfillment and Sustainability report and visit. Although revised in 2021 following an ad-hoc visit, the recommendation has been deemed to be non-compliant by the Commission for the past five years.

In light of the struggles the institution has had in its ongoing attempts to address the recommendation using past strategic planning and institutional assessment frameworks, the college made the decision in 2023 to partner with a consulting firm to create a new mission, vision, and set of values for CCC, and to begin the creation and implementation of a new strategic planning and institutional assessment process. Based upon the report, materials

provided, and interviews with college personnel, this has been a very successful process. As of October 2024, the framework for a new strategic plan has been established and there appears to have been widespread internal and external participation in its creation. Moreover, the planning framework appears to have been intentionally drafted with this feedback in mind. Visits with college personnel indicate that there is excitement and energy around the new strategic plan and the process that has been undertaken to get to this point. Multiple college personnel indicated that they feel that the new draft plan has measurable indicators which other plans have been missing, and also indicated that they can see how their particular parts of the college fit into this new plan, a connection they have struggled to make in the past.

It was clear from visits with college personnel that the outside consulting group provided the structure and accountability that CCC needed to get the new planning framework created. This structure included the assembly of a core team and cohort groups which have taken ownership of the five plan priorities. College employees reported that the process has broken down silos, increased the desire to use data for decision-making, and led to more buy in than they can remember seeing during previous planning efforts. The college should be proud of the work that they have accomplished over the past 18 months in this area, work that has been accomplished in spite of significant turnover in high level administrative positions, governance challenges, and the failed implementation of a college-wide software system.

The new strategic plan was presented to the CCC Board of Education on October 10, 2024, but only in its most basic form, which included the revised vision, mission, and set of values, along with headers for the five strategic priorities. Based upon a review of the Board packet for the October meeting, the actions and indicators provided to the evaluation team were not provided to the Board during that meeting. College administration indicated that they plan to have the full plan before the Board in November and will ask for final approval. While the evaluation team was supplied with the actions and indicators tied to each of the five strategic priority areas, it was not clear how widespread these have been shared with the campus community. The indicators and actions also appear to still be under revision. How meaningful the proposed indicators (in their current iteration) will be for CCC is not always clear, nor is their alignment to the strategic priorities always intuitive. The college is encouraged to continue to refine these indicators to ensure that they will provide CCC with meaningful and actionable data that will aid in the continuous improvement process.

While the evaluation team was impressed with the recent work that has been done to create a new strategic plan, the college is arguably no further along in fulfilling Recommendation #1 than it was at the conclusion of its ad-hoc visit in 2021. At that time, the ad-hoc team wrote the following:

*“... there is still much work to be done. Analysis of strategic plan indicators to ensure they are meaningful and verifiable has just begun. Thresholds for these indicators have not been set. Decision on the subset of strategic plan indicators to serve as mission fulfillment indicators has not occurred. Threshold of mission fulfillment has not been determined. Revision of campus planning processes based on incorporation of these indicators to provide data driven decision making has not yet been implemented.”*

This previous language outlines a point in time that is virtually identical to where CCC is three years later. The evaluation team strongly encourages CCC to move forward with this new planning framework with a sense of urgency. As noted above, the work with the outside consulting group appears to have been instrumental in giving the college the structure and accountability that it needed in order to get to where it is today. However, that contract has ended. While the college personnel leading the strategic planning process noted that the consulting group has provided the college with an implementation framework, CCC is now on its own for getting the plan approved and implemented. Given the short turnaround the college has before its next Evaluation of Institutional Effectiveness report and visit, and the fact that this new creation of a strategic plan is only the initial step in a series of processes in which the college will need to engage in order to accomplish a full cycle of assessment, it is imperative that the institution move forward with the approval and full implementation of this plan as quickly as possible.

### Concerns Related to Student Complaint:

- Address progress on errors in advising
- Address progress on student advising program

### Progress on Concerns Related to Student Complaint:

The evaluation team reviewed the progress CCC has made related to the Complaint received by NWCCU in 2022 around errors in advising and the college's student advising program. A review of evidence and interviews with college personnel revealed that the college has continued to focus on improvements in this area. The college has changed its advising structure by moving student advising under the college's TRIO program and adding a new student success coach to the TRIO team. This shift led TRIO to serve 135 students in the summer of 2024 for advising appointments. College staff indicated that the quality of the advising that is being offered to students has improved with the use of professionally trained advisors in the TRIO program. Two students interviewed during the visit indicated strong satisfaction with the advising that they have received from TRIO and with the sense of belonging that it has provided them at CCC. The TRIO Director also indicated that the new advising system is driving more students to the TRIO offices where they are able to get additional support and to develop a connection with other students.

The college has also implemented the use of Canvas shells that faculty are using to work with students who are assigned to them as advisees. Initial use of these shells, which appear to be well-designed and easy to navigate, is encouraging. Faculty report that a significant number of students are logging into the Canvas advising shells and actively using them as a channel for communicating about advising. Faculty also report that the Canvas shells have given them more confidence in their ability to accurately advise students, provided a greater sense of community around advising, and that student advising is in a better place than it has been in the past.

The college outlined several advising related improvements that are ongoing in the report that was made available to the evaluation team and the college is encouraged to continue its focus in these areas.

### Concerns Related to Receipt of Unsolicited Information:

- Address Coast Guard and Tongue Point Job Corps agreements
- Address Coast Guard and Tongue Point Job Corps course offerings and transcription processes

### Progress on Concerns Related to Receipt of Unsolicited Information:

The evaluation team reviewed CCC's response to concerns related to the Receipt of Unsolicited Information about the college's work with the Coast Guard and Job Corps. Clatsop has two agreements to provide dual credit through articulation with the Job Corp at Tongue's Point and the Coast Guard and provided signed 2023-24 agreements for both. For the Coast Guard, all instructors are hired by the college and supported by college personnel who visit the training site at least once a month. For the Jobs Corp, a lead instructor is hired by the college for each training pathway. These lead instructors are supported by college personnel who are on site at least once a week. The leads conduct all the assessments. Instruction is provided by other instructors who are hired by Job Corps and supervised by the lead instructor. The instructor qualifications are consistent with the college's processes for Career-Technical Education (CTE) "college in the high school" credentialing. Instructors must have a bachelor's degree, though that requirement can be waived with three years relevant experience and appropriate industry specific credentials through an annual waiver process. The college is in the process of updating these waivers and provided a copy of one from 2021. There are five full-time faculty positions at Clatsop for maritime program instructors, three of which are currently filled.

When students complete their training series at Job Corps or the Coast Guard, they meet with a college coordinator who helps them fill out a registration form. The form is submitted to an evaluation team member who uses a checklist to confirm that all outcomes have been met and then awards credit. The credits are all awarded in one term for trainings that take place over 12-18 months. Students are sent a letter when this process is complete letting them know how many credits were earned and what certificates and degrees those credits might be applicable to, as well as who to contact at the college to continue their education. Coast Guard students can use their Tuition Assistance to take any remaining degree or certificate requirements.

In the past five years, 728 students earned a range of credits from 21-55 with an average of 28 credits per student. All credits earned are awarded in the term the training series or program is complete. The FTE generated by students in these two programs combined ranged from 61-138 FTE the past five years, with most years being just over 100, which is a little under 1/6 of CCC's total enrollment. Credit is applied through an articulation process with students enrolled in Clatsop because the curriculum is in alignment and the college hires and supports the instructors.

Because industry requires certifications rather than college certificates or degrees, only one to two students from each program complete a college certificate or degree each year. A few students have reported back earning degrees later at other institutions in other states using the credits earned at Clatsop.

The curriculum is consistent across these two programs and the campus program. Additionally, curriculum and assessments are fully in alignment with the International Maritime Standards for the industry required certifications. Syllabi are sent to the college once a year for review. The syllabi provided to the evaluation team were consistent with the course outlines in the college catalog. A full curriculum review takes place every five years. Testing and hands-on assessment are required to earn the certifications. Students must pass all the assessments for a program in order to get any credit towards that program. The college employee who was most recently responsible for Credit for Prior Learning (CPL) has left the college and CCC is in the process of rebuilding this option. CPL is used when a crosswalk has not yet been created between the college curriculum and Coast Guard trainings. Program reviews involve the advisory committees looking at testing data for the different credentialing programs, including passing rates, and common errors.

College staff reported that instruction typically involves being underway (out at sea doing the classroom learning into practice to run the boat), classroom and hands-on instruction, and classroom and hands-on assessment. The one Job Corps student who met with the evaluation team described their time as mostly studying on their own in workbooks with two hours a week for testing and one hour a week doing hands-on work. There is an 18-month time limit for this program and the student only earned the Ordinary Seaman (OS) credential which is 12 credits at the college. The student was one test short of Qualified Member of the Engine Department (QMED) and five tests short of Able Seaman (AB). The student is currently enrolled in the college's Associate of Vessel Operations program. The 12 credits they earned are applicable to this degree. The student will have to take some classes that repeat information they learned during Job Corps because they didn't complete all the tests in order to get all the credentials there and partial credit is not awarded. The college reported that this student's experience of instruction is not typical. During this student's time at Job Corps both of the lead instructors left and many of the other instructors followed them to other positions. Furthermore, the ship typically used for instruction had some issues and was put into drydock so it could not be used for instruction. The program at Job Corps is currently on hiatus while Job Corps hires new instructors. Once those instructors are in place they will need to complete a Clatsop faculty application in order to be considered for approval, depending on qualifications, as an articulated instructor for the college.

In summary, strengths around these programs include a commitment to providing college credit for learning related to maritime jobs, including those in the Coast Guard and alignment with International Maritime standards. On the other hand, challenges include ensuring high quality instruction is taking place and remediating/intervening when necessary, and providing partial credit toward college and degree programs when industry credentials have been started but not fully earned, thereby forcing students to repeat content in order to earn college credit.

# New Business



Clatsop  
Community  
College

Board of Education

**BOARD GOALS FOR 2024 – 2025 as set in the September 4, 2024 Retreat.**

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

November 30, 2024

Clatsop Community College  
Office of Human Resources  
1651 Lexington Avenue  
Astoria, Oregon USA

Dear Anita Jensen and Clatsop Community College Board of Education members,

I am requesting Early Retirement from Clatsop Community College. I am a dedicated employee of thirty years and am requesting Early Retirement Benefits as per the OSEA/CCC Agreement of July 1, 2023-25. Please consider this request to retire early on January 1, 2026. I began my employment with the Clatsop Community College Maritime Science Department on June 21, 1994, and I am proud to forward on my duties to the next employee.

With gratitude and appreciation to you all for granting this request.

Kind regards,

*Toni Middleton*

Oregon's Maritime Training College

MERTS Campus

6550 Liberty Lane

Astoria, OR USA 97103

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<http://www.clatsopcc.edu>





# Upcoming Events



Clatsop  
Community  
College

Board of Education

**November and December 2024 UPCOMING EVENTS**

**Updated  
12/4/2024**

<b>EVENT</b>	<b>DATE</b>	<b>TIME</b>	<b>LOCATION</b>
December Board Meeting	Thursday, December 12	5:30 pm	Columbia Hall 219
Board Policy Committee Meeting	Thursday, December 19	10:00 am	Zoom
January Board Meeting Agenda Prep	Thursday, December 19	11:00 am	Zoom
College Closed for Winter Holidays	Monday, December 23 – Wednesday, January 1		All Campuses
Ales and Ideas: John Goodenberger, Historian	Thursday, January 2	7 pm	Fort George Lovell Showroom
Winter Term Begins	Monday, January 6	8:00 am	All Campuses
January Board Meeting	Thursday, January 9	5:30 pm	South County Campus