TIME**		ITEM	ENC.*	ACTION	PRESENTER
7:00 pm	I.	Call to Order			Ricks
7:01 pm	II.	Introduction of Guests			Ricks
7:05 pm	III.	Agenda Changes			
7:05 pm	IV.	Public Hearing and Testimony			
		A. Bend La Pine School District: State of the Schools Address			Mikalson P
7:20 pm	V.	Consent Agenda***			
		A. Minutes			
		1. Regular Meeting-March 8, 2017	5.a1	X	Smith
		B. Personnel			
		1. New Hire Report (March 2017)	5.b1	X	Fegley A
		C. Approval to Hire			
		1. Hostetler	5.c1	X	✓
		2. Downing	5.c2	X	✓
7:25 pm	VI.	Information Items			
		A. Financial Statements	6.a		Bloyer A
		B. Technology Services	6.b		Cecchini A
		1. 2012 Whitepaper	6.b1		✓
		C. Snow Loading	6.c		Viola A
		1. Engineering	6.c1		✓
		D. Housing Operations	6.d		Moore A
		E. OCCA Legislative Summit	6.e		Ricks P
7:45 pm	VII.	Old Business			
		A. Tuition & Fees	7.a	X	Dona A
7:55 pm	VIII.	New Business			
		A. 1st Reading BEP:5	8.a		Paradis P
		1. Proposed Revision	8.a1		✓
		B. Board Policy Discussion: Campus Public Safety	8.b*	X	Metcalf P
8:15 pm	IX.	Board of Directors' Operations			Ricks
		A. Board Member Activities			
8:25 pm	X.	President's Report			Metcalf
		A. Updates:			
		1. Title III Update			Julian/Moore P
	XI.	Dates			
		A. 5:45pm – Wednesday, May 10- Budget Committee Meeting			
		6:00pm – Wednesday, May 10-Regular Board of Directors Meeting			

8:35 pm   XII.   **Adjourn** to Executive Session

XIII.   Executive Session: ORS 192. 660 (1)(d) Labor Negotiations
                                              ORS 192. 660 (1)(i) Performance Evaluation CEO

XIV.   Adjourn Executive Session
XV.   Re-Convene Regular Board of Directors Meeting-Open Session

9:00pm   XVI.   **ADJOURN**

*   Material to be distributed at the meeting (as necessary).

**   **Times** listed on the agenda are approximate to assist the Chair of the Board.

***   Confirmation of Consent Agenda items submitted by the President. Any item may be moved from the Consent Agenda to Old/New Business by a Board Member asking the Chair to consider the item separately.

P = indicates a Presentation will be provided.   **A** = indicates the presenter is Available for background information if requested.

Central Oregon Community College
Board of Directors' Meeting
MINUTES
Wednesday, March 8, 2017- 5:45 & 7:15pm
Christiansen Board Room
Boyle Education Center

PRESENT: Vikki Ricks, Joe Krenowicz, Bruce Abernethy, Laura Craska Cooper, Anthony Dorsch, David Ford, John Mundy, Lonn Johnston-Board Attorney, Dr. Shirley Metcalf-President, Julie Smith-Executive Assistant

INTRODUCTION OF GUESTS:
Brian Bubak, Bill Cravis, Jenny Cruickshank, Sarah Fuller, Murray Godfrey, Ken Swartwout, Forrest Towne, Wayne Yeatman, Ron Paradis, Lisa Bloyer, Cady-Mae Koon, Joe Viola, David Dona, Michael Fisher, Zak Boone, Lester Friedman, Julie Downing, Matt McCoy, Eddie Johnson-faculty forum president, Kathy Smith, Jenni Newby, Amy Howell, Kevin Grove, Jim Bennett, Jerry Schulz, Dan Cecchini, Danielle Fegley, The Bulletin, and others.

PRESIDENT'S REPORT:

Faculty Recognition of Tenure (Exhibit: 3.a1) and Promotions (Exhibit: 3.a2)
Kevin Grove, professor of physical science/physics /chair of the tenure committee – introduced and gave a brief bio of faculty members receiving tenure. The tenure process is the culmination of five years of probationary teaching at COCC.

Ms. Laura Craska Cooper moved to approve faculty tenure (Exhibit: 3.a1) Mr. Joe Krenowicz seconded. MCU. Approved. M03/17:1

Tenure (Exhibit: 3.a1)
BE IT RESOLVED that the Board of Directors grants tenure to Brian Bubak, Bill Cravis, Jenny Cruikshank, Sarah Fuller, Murray Godfrey, Ken Swartwout, Forrest Towne, and Wayne Yeatman.

Amy Howell, associate professor of education/program director and Annemarie Hamlin, associate professor of English - co-chairs of the promotions committee - introduced faculty members receiving promotions. The promotion recommendations are made in accordance with college policies.

Dr. Betsy Julian, vice president for instruction, and Kevin Grove, associate professor of physical science/physics – thanked the tenure and promotion committee members and then introduced and presented gifts to the faculty members receiving tenure.

Mr. John Mundy moved to approve faculty promotion (Exhibit: 3.a2) Ms. Laura Craska Cooper seconded. MCU. Approved. M03/17:2

Promotions (Exhibit: 3.a2)
BE IT RESOLVED that the Board of Directors approve the promotion of the faculty as recommended by the Promotion Committee.

Assistant Professor I to Assistant Professor II
>   Kristen Dorsey – Humanities
>   Michael Hansen – Business
>   Merideth Humphries – Biology
>   Beth Palmer – Veterinary Technician
>   Michel Waller – Anthropology
>   Shannon Waller – Pharmacy Technician
>   Johnathan Wolf – Economics

Assistant II to Associate Professor
>   Dan Alberghetti – Computer Information Systems
>   Justin Borrowsky – Speech Communications
>   Josh Evans – Spanish
>   John Liccardo – Exercise Science
>   Tony Russell - Humanities

Associate to Professor
>   Kathleen McCabe – Criminal Justice
>   Sean Rule – Math
>   Andria Woodell – Psychology

Sabbatical (Exhibit: 3.a3)

The Board of Directors were apprised of Sabbatical for James Knox, Joshua Evans, and Bruce Emerson.

Emeritus (Exhibit: 3.a4)

Mr. David Ford moved to approve emeritus status for retiring faculty: (Exhibit: 3.a4) Mr. Joe Krenowicz seconded. MCU. Approved. M03/17:3

Be It Resolved that the Board of Directors of Central Oregon Community College approves emeritus status for retiring faculty: Deb Davies, and Bob Reynolds.

APPOINTMENTS:

Budget Committee Members
The Board of Directors has the responsibility to appoint the members of the COCC Budget Committee. Zone 3 is vacant, and the terms have expired for Zone 2 and Zone 7. Thus far, there are no applicants for Zone 7.

Mr. David Ford moved to reappoint Mark Copeland to the Zone 2 Budget Committee position, through June 30, 2019, and appoint Richard Hurd to the Zone 3 position, through June 30, 2018. Mr. Tony Dorsch seconded. MCU. Approved. M03/17:4

PUBLIC HEARING AND TESTIMONY:
Patron of the district, Marilyn Burwell presented handouts on Equity and Equality.

CONSENT AGENDA:

Mr. John Mundy moved to approve the Consent Agenda. Mr. Bruce Abernethy seconded. MCU. Approved. M03/17:5

BE IT RESOLVED that the Board of Directors approved the Regular Meeting Minutes of
February 1, 2017 (Exhibit: 11.a1);

BE IT RESOLVED that the Board of Directors reviewed and approved the February 2017
New Hire Report (Exhibit: 11.b1);

BE IT RESOLVED that the Board of Directors approved the contract for Michael Murphy, director of eLearning and academic technology (Exhibit: 11.b2).

INFORMATION ITEMS:

Financial Statements – (Exhibit: 12.a)
The Board of Directors were apprised of the January 2017 Financial Statements.

Tuition & Fees 2017-2018 (Exhibit: 12.b)
The Board of Directors were apprised of the recommendation to increase tuition rates as the 2017-18 summer term registration starts at the end of April. In addition, the 2017-18 college catalog identifies the tuition and fee rates with a publishing deadline in April.

Student Housing Operations (Exhibit: 12.c)
The Board of Directors were apprised of the following:
- Occupancy and application updates
- Residence hall naming
- Academic support: Spring Term Advising and Registration
- Digital promotion of student programing
- Summer conferences.

Oregon Promise (Exhibit: 12.d)
As presented in previous Board meetings, the Oregon Legislature created the "Oregon Promise" as a means of providing tuition support for recent high school graduates or GED recipients attending Oregon's community colleges. Additionally, the Legislature provided one-time funds to build support programs for Oregon Promise students; COCC used these funds to expand academic advising and pilot a mandatory first-year experience program. (Exhibit: 12.d) provides an update on Oregon Promise activities, participation rates, student success data and related information.

OLD BUSINESS:

CPAT Update – (College Planning and Assessment Team)
Dr. Betsy Julian, vice president for instruction and Mr. Matt McCoy, vice president for administration gave an update on the activities of the College Planning and Assessment Team. They reviewed the themes and objectives and the work in progress to measure the current activities.

<u>NEW BUSINESS:</u>

<u>Bend Enterprise Zone (Exhibit: 14.a)</u>
Matt McCoy reviewed that a tool available for economic development in Oregon is the creation of Enterprise Zones. Enterprise Zones are designated areas that provide tax abatement to qualifying companies on their investment in buildings and equipment (not land investments). The tax abatement benefit is for a standard three-year period, and requires companies to create new jobs. The expansion of the Bend Enterprise Zone has a potential of reducing the amount of new taxes generated from development on land added to the Enterprise Zone. The exact dollar impact is not known at this time.

<u>COCC Web Platform – System Replacement (Exhibit: 14.b)</u>
The Board of Directors were apprised of the request to replace the existing COCC web platform with a state-of-the-art web platform to better serve our students and community, as well as the employees of COCC.

<u>Mr. Joe Krenowicz moved to approve the acquisition of the OmniUpdate, Content Management System, and equipment and services, associated with the implementation. (Exhibit: 14.b). Ms. Laura Craska Cooper seconded. MCU. Approved.</u> M03/17:2

<u>Bend-La Pine School District Bond (Exhibit: 14.c)</u>

<u>Mr. Anthony Dorsch moved to approve support of the Bend-La Pine Schools proposed bonds for new schools, maintenance and preservation, safety and technology. Mr. David Ford seconded. MCU. Approved.</u> M03/17:3

<u>BOARD OF DIRECTORS' OPERATIONS:</u>

Mr. Krenowicz	Teleconference re: Title III Grant presentation
Mr. Mundy	Title III Grant presentation Meeting w/President Metcalf Phone Calls w/David Ford and Laura Craska Cooper
Mr. Abernethy	EDCO Luncheon Central Oregon Regional Solutions Advisory Board meeting Meal of the Year Title III Grant presentation
Mr. Ford	Two phone calls w/President Metcalf YES, for new schools event – Bend-La Pine Meal of the Year Title III Grant presentation
Ms. Craska Cooper	Title III Grant presentation Meal of the Year Meeting w/Matt McCoy Two phone calls w/President Metcalf Lunch meeting w/Zak Boone Phone call w/John Mundy

Mr. Dorsch   Two meetings at the county clerk's office

Ms. Ricks   South Deschutes County Adult Education
                        COCC Foundation Board Meeting
                        Title III Steering Committee
                        All College Student Success
                        Phone call w/Elizabeth Cox Brand – OCCA
                        EDCO Luncheon
                        Two meetings w/President Metcalf
                        Title III Grant presentation
                        Meal of the Year

PRESIDENT'S REPORT:

COCC Foundation's 2017 "Taste of the Town" and Meal of the Year"
Mr. Zak Boone-Executive Director for the COCC Foundation gave a PowerPoint presentation reporting that the "sold out" events on February 26 "Taste of the Town" and February 27 "Meal of the Year" were each a huge success. The two night events raised a net of $347,000 for student scholarships.

Adjourn to Executive Session:
Re-Convene Open Session - Regular Meeting:
ADJOURN: 10:30 p.m.

APPROVED;   ATTEST TO;

_____   _____
Ms. Vikki Ricks, Board Chair   Dr. Shirley I. Metcalf, President

Central Oregon Community College

Board of Directors

NEW HIRE REPORT FOR MARCH

Date of Hire: February 27 – March 31, 2017

Name	Date Hired	Location	Job title
Classified Full-Time			
Christensen, Dana	03/31/2017	Bend	Instructional Support Spec
Classified Part-Time			
Donovan, David	03/29/2017	Bend	Custodial Services
Temporary Hourly			
Allen, Alec	03/06/2017	Bend	User Services
Caldera, Katherine	03/01/2017	Bend	Bookstore
Diaz, Raquel	03/20/2017	Madras	Regional Svc
Engle, Devon	03/06/2017	Bend	Test & Tutor
Hersch, Kenney	03/13/2017	Bend	Mathematics
Holm, Wendy	03/18/2017	Bend/Redmond	Vet Tech Program
Shipman, Lisa	03/07/2017	Bend Airport	Aviation
Wooten, James	03/29/0217	Bend	Art

Central Oregon Community College
Board of Directors: Resolution

Prepared by: Danielle Fegley, HR Director

Subject	Approve the contract for **Kirsten Hostetler** as **Instruction and Outreach Librarian**
Strategic Plan Themes and Objectives	
Institutional Sustainability Objectives	IS.1 – Expand and refine data, research and assessment systems, and infrastructure to support student success. IS.2 – Increase meaningful partnerships to improve COCC's effectiveness and positive impact in the region. IS.3 – Develop a scalable approach to assessing student learning at the degree, program, and course levels.
Transfer and Articulation Objectives	TA.2 – Maintain and strengthen student opportunities to make progress toward degree completion and/or transfer. TA.3 – Provide students a high-quality general education.
Workforce Development Objectives	WD.3 – Maintain and Strengthen student opportunities in Business programs for students to achieve program completion and employment in their area of study. WD.4 – cultivate current and future industry partnerships, assist industry partners in regional economic development, and job creation.
Lifelong Learning Objectives	LL.1 – Broaden lifelong learning opportunities based on assessed campus, community, and industry needs. LL.3 – Increase accessibility, instructional delivery, and registration options in Continuing Education.

A. Background
The **Instruction and Outreach Librarian** is a replacement position.

B. Options/Analysis
- Approve the contract for Kirsten Hostetler
- Decline approval of the employment contract for Kirsten Hostetler

C. Timing
For the 2017-18 academic year

The Instruction and Outreach Librarian position is appointed for a 9-month employment contract each fiscal year. For the 2017-18 fiscal year, the initial employment contract period will be from September 13, 2017 to June 17, 2018. As with all other full-time faculty employees, a new contract will be prepared for the next academic year.

D. Budget Impact

The salary conforms to the salary schedule approved by the Board and the Faculty Forum.

E. Proposed Resolution

Be it resolved that the Central Oregon Community College Board of Directors hereby approve the contract of Kirsten Hostetler for the 2017-18 academic year as Instruction and Outreach Librarian.

F. Miscellaneous

Ms. Hostetler is currently working on her PhD in Instructional Design and Technology from Old Dominion University, and has a Master of Library Science & Information Science from University of Washington and a Bachelor of Arts in English Literature from University of Evansville. Ms. Hostetler has been at COCC since 2013, first as a Part-Time Reference Librarian and then as a Full-Time Temporary Faculty Instruction and Outreach Librarian, coordinating the library's Information Literacy program, reference and research services and related outreach and assessment efforts across COCC's four campuses. Her most recent library experience also includes being a Community Librarian for Deschutes Public Library and serving as a Research Specialist/Associate Director for Project Information Literacy.

Central Oregon Community College
Board of Directors: Resolution

Prepared by Danielle Fegley, Director of Human Resources

Subject:	Approve employment contract for **JULIE DOWNING** as **Instructional Dean.**
Strategic Plan Themes and Objectives:	
Institutional Sustainability Objectives	**IS.1** - Expand and refine data, research and assessment systems and infrastructure to support student success. **IS.3** - Develop a scalable approach to assessing student learning at the degree, program and course levels. **IS.8** - Support enrollment and success of underrepresented students. **IS.9** - Expand access throughout the district with long-term strategies for educational services in underserved areas.
Transfer and Articulation Objectives	**TA.1** - Maximize support services, from entrance to transfer, to promote access and success for students intending to transfer. **TA.2** - Maintain and strengthen student opportunities to make progress toward degree completion and/or transfer. **TA.3** - Provide students a high-quality general education.
Workforce Development Objectives	**WD.1** - Maximizes support services, from entrance to transfer, to promote access and success. **WD.3** - Maintain and strengthen student opportunities in CTE programs for students to achieve program completion and employment in their area of study.
Lifelong Learning Objectives	**LL.2** - Increase overall, lifelong learning participation. **LL.3** - Increase accessibility, instructional delivery, and registration options in Continuing Education. **LL.4** - Support lifelong learning for College employees by designing and advancing educational opportunities.

A. Background

This is a replacement position. The Instructional Dean position is a professional position.
Provide leadership and administrative oversight to faculty and staff in promoting student success in Health Careers (Allied Health, Dental Assisting, Massage Therapy, Medical Assisting, Pharmacy Technician, Veterinary Technician, Nursing, EMS/Structural Fire, Health Information Technology); Science (Biology, Chemistry, Engineering, Geology, General Science, Physics); and Health & Human Performance (Health Activity, Exercise Science, Outdoor Leadership). In addition, the position provides leadership in areas such as new program development and new facility planning. The Dean works with faculty, staff, and department chairs in assigned areas to maintain high academic standards and foster a collegial and innovative environment and works

as a member of the instructional team to develop and direct policy and procedures affecting all areas of instruction.

Options/Analysis

- Approve the employment contract for JULIE DOWNING as Instructional Dean.
- Decline approval of the employment contract for JULIE DOWNING as Instructional Dean.

A. Timing

The Instructional Dean position is appointed for a **11-month** employment contract each fiscal year. For the 2017-18 fiscal year, the initial employment contract period will be from July 1, 2017 to June 30, 2018 with approved off-contract period in August. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins on July 1.

B. Budget Impact

The salary conforms to the current approved Administrative salary schedule.

C. Proposed Resolution

Be it resolved that the Central Oregon Community College Board of Directors hereby approve the employment contract for JULIE DOWNING as Instructional Dean.

D. Miscellaneous

Ms. Downing, currently an Interim Instructional Dean at Central Oregon Community College, has also been the Dept. Chair for the Nursing Dept., Dept. Chair for Health and Human Performance, and a faculty member in the Health and Human Performance Dept. at COCC since 1991. Ms. Downing earned her PhD in Human Performance at Oregon State University and a Master's degree in Exercise Physiology from St. Cloud University.

Central Oregon Community College
Monthly Budget Status
Highlights of February 2017 Financial Statements

Cash and Investments

The Colleges' operating cash balances currently total $37.6 million. The February average yield for the Local Government Investment Pool remains unchanged from January.

The bond proceeds held in cash totals $238 thousand as of the end of February.

General Fund Revenues

Spring term registration started on February 27 increasing tuition and fee revenue by $600,000 over the prior month. All budgeted transfers-in have been posted for the year.

General Fund Expenses

The expenses through February 2017 include the required budgeted inter-fund transfers-out for the fiscal year.

Budget Compliance

All general fund appropriation categories are within budget.

Central Oregon Community College
Cash and Investments Report

As of February 28, 2017

College Portfolio	Operating Funds		Bond Funds		Trust/Other Funds	
Cash in State Investment Pool						
4089 - General operating fund	$	36,928,484				
3624 - Robert Clark Trust					$	374,810
3707 - Residence Hall bond funds			$	239,137		
February Average Yield 1.15%						
Cash in USNB	$	685,995				
Cash on Hand	$	4,600				
Total Cash	$	37,619,079	$	239,137	$	374,810

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Central Oregon Community College
Monthly Budget Status
February 2017

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Exhibit 6a
12-Apr-17

General Fund	Adopted Budget	Year to Date Activity	Variance Favorable (Unfavorable)	Percent of Budget Current Year	Percent of Budget Prior Year
Revenues					
District Property Taxes:					
Current Taxes	$ 15,052,000	$ 13,973,253	$ (1,078,747)	92.8%	92.5%
Prior Taxes	577,000	308,437	(268,563)	53.5%	62.7%
Tuition and fees	16,603,000	12,636,912	(3,966,088)	76.1%	73.0%
State Aid	9,439,000	6,957,735	(2,481,265)	73.7%	76.9%
Program and Fee Income	137,000	47,963	(89,037)	35.0%	N/A
Interest & Misc. Income	115,000	52,116	(62,884)	45.3%	1.9%
Transfers-In	2,299,300	2,299,300	-	100.0%	100.0%
Total Revenues	**$ 44,222,300**	**$ 36,275,716**	**$ (7,946,584)**		
Expenses by Function					
Instruction	$ 20,968,892	$ 12,195,439	$ 8,773,453	58.2%	58.6%
Academic Support	3,280,082	1,977,603	1,302,479	60.3%	60.5%
Student Services	4,753,798	2,756,077	1,997,721	58.0%	54.2%
College Support	5,400,034	3,312,776	2,087,258	61.3%	62.2%
Plant Operations and Maintenance	4,419,967	2,440,657	1,979,310	55.2%	56.6%
Information Technology	4,379,374	2,536,002	1,843,372	57.9%	63.4%
Financial Aid	87,897	75,531	12,366	85.9%	83.6%
Contingency	800,000	-	800,000	0.0%	0.0%
Transfers-Out	2,659,733	2,642,067	17,666	99.3%	99.3%
Total Expenses	**$ 46,749,777**	**$ 27,936,152**	**$ 18,813,625**		
Revenues Over/(Under) Expenses	**$ (2,527,477)**	**$ 8,339,564**	**$ 10,867,041**		

Monthly Budget Status
February 2017

	Adopted Budget	Year to Date Activity	Variance Favorable (Unfavorable)	Percent of Budget Current Year	Percent of Budget Prior Year
Non General Funds					
Debt Service Fund					
Revenues	$ 5,408,931	$ 4,737,730	$ (671,201)	87.6%	83.7%
Expenses	5,418,755	2,383,253	3,035,502	44.0%	44.7%
Revenues Over/(Under) Expenses	$ (9,824)	$ 2,354,477	$ 2,364,301		
Grants and Contracts Fund					
Revenues	$ 1,799,444	$ 972,710	$ (826,734)	54.1%	22.0%
Expenses	1,875,816	960,886	914,930	51.2%	40.3%
Revenues Over/(Under) Expenses	$ (76,372)	$ 11,824	$ 88,196		
Capital Projects Fund					
Revenues	$ 1,259,755	$ 1,255,231	$ (4,524)	99.6%	112.6%
Expenses	5,861,000	1,269,468	4,591,532	21.7%	39.8%
Revenues Over/(Under) Expenses	$ (4,601,245)	$ (14,237)	$ 4,587,008		
Enterprise Fund					
Revenues	$ 7,400,217	$ 4,602,855	$ (2,797,362)	62.2%	44.6%
Expenses	7,635,132	4,402,939	3,232,193	57.7%	51.8%
Revenues Over/(Under) Expenses	$ (234,915)	$ 199,916	$ 434,831		
Auxiliary Fund					
Revenues	$ 8,158,368	$ 5,584,901	$ (2,573,467)	68.5%	71.8%
Expenses	10,578,270	6,157,385	4,420,885	58.2%	62.1%
Revenues Over/(Under) Expenses	$ (2,419,902)	$ (572,484)	$ 1,847,418		
Reserve Fund					
Revenues	$ 4,168	$ -	$ (4,168)	0.0%	0.0%
Expenses	371,500	329,613	41,887	88.7%	88.8%
Revenues Over/(Under) Expenses	$ (367,332)	$ (329,613)	$ 37,719		
Financial Aid Fund					
Revenues	$ 19,900,868	$ 9,380,876	$ (10,519,992)	47.1%	48.1%
Expenses	19,976,606	9,859,686	10,116,920	49.4%	50.3%
Revenues Over/(Under) Expenses	$ (75,738)	$ (478,810)	$ (403,072)		
Internal Service Fund					
Revenues	$ 290,404	$ 147,074	$ (143,330)	50.6%	44.2%
Expenses	360,208	208,390	151,818	57.9%	58.1%
Revenues Over/(Under) Expenses	$ (69,804)	$ (61,316)	$ 8,488		
Trust and Agency Fund					
Revenues	$ 2,665	$ 2,438	$ (227)	91.5%	74.7%
Expenses	3,000	-	3,000	0.0%	25.0%
Revenues Over/(Under) Expenses	$ (335)	$ 2,438	$ 2,773		

Information Technology Services Report to the Board
April 2017

Prepared by COCC ITS Dept.
For further information, contact:
Dan Cecchini, Jr., CGEIT
Chief Information Officer
dcecchini@cocc.edu

Purpose of Report

This report was prepared to provide detailed information for the COCC Board and Budget Committee members to better understand the breadth of services and systems the Information Technology Services (ITS) organization supports and delivers to the COCC community.

Information Technology Services Overview

The Information Technology Services (ITS) organization at COCC is a service and support organization that provides an extremely broad range of services that include the design, implementation, maintenance and support of:
- All e-mail, fax and telephone communication systems.
- All physical hardware, software, network, AV systems and infrastructure support
- The Banner ERP platform (the core software application and database that is used for all tracking, reporting, and administration at the college; including payroll, student information, employee information, etc.,).
- The College website, internet access, and campus-wide wireless access
- Robust reporting capabilities, including Argos, Access and Tableau.
- Workflow services that are used by every department, campus, and division at COCC.

In addition to these services, ITS currently supports approximately:
- 635 staff members
- 16,000 students
- 179 computer servers that host hundreds of software applications.
- 2100 staff and student personal computers
- 157 classroom A/V systems (projector, speakers, video switching, etc.,)

Information Technology Services are the backbone of the information superhighway that allows the college to provide the broad range of high-tech educational resources available in higher education today; it is the infrastructure that delivers the services needed to cost effectively run a modern college efficiently in 2017. Furthermore, these high-tech systems and services are now expected by students as part of their college experience to assist them in achieving their own personal success. The entire ITS organization takes the responsibility of implementing, support and maintaining these systems and services to heart, working year round to ensure they continue to run with little or no disruption year after year.

ITS objectives are articulated in our ITS Mission statement, Vision, and Goals, on the COCC web site:
https://www.cocc.edu/its/its-mission/

Information Technology Services Core Initiatives

The ITS department is always looking to efficiently provide the most effective, impactful technology services to the college and its broad stakeholder base. As part of our current decision-making processes, we are working towards the goal of "greener" Data Center Operations, reducing our carbon footprint by actively reducing our electrical and cooling requirements. Some of the broad technology areas that may be of interest to the Board at this time are:

- **Virtualization Technology**—while we have been implementing this technology for almost a decade, this evolving technology is an area for massive change in data center management, saving on electrical and cooling costs while helping COCC move towards a more environmentally friendly operating model.
    - Most physical servers use only a small fraction of their overall processing capabilities at any given moment; this virtualization technology divides one physical server into multiple virtual servers that can host many different applications, instead of dedicating one server per application or database.

- **Cloud-based services**
    - We have been working on this initiative for about a decade as well, regularly reviewing the cost-benefit of cloud-based vs internally hosted applications and services for the college. Some notable moves to the cloud that have made financial and operational sense for COCC include:
        - Blackboard Learning Management System (LMS)
        - COCC Student email and Office application suite (Office 365)
        - COCC Emergency Notification System (ENS)

- **Total Cost of Ownership (TCO)**
    - Comprehensive assessment of costs across enterprise boundaries (Purchasing, Risk Management, Contracts, Fiscal, etc.,) over time. This assessment typically includes hardware and software acquisition, management and support, communications, initial and recurring end-user expenses and the opportunity cost of downtime, training and other productivity losses. We also look at what institutional changes are required to fully utilize the proposed technology's capabilities.

- **Project Management Office (PMO)**
    - ITS has created and developed a professional Project Management Office (PMO) for COCC to facilitate the implementation and rollout of sophisticated technology initiatives. The use of a formal PMO helps with resource planning, scheduling, timelines, TCO identification, RFPs, etc. and makes for a much better experience for project stakeholders. The PMO is available as a resource for the entire college to be used to help facilitate the creation of a culture of best practices for project management.

- **Planning Future Technology Resource Needs**
    - "COCC Technology Future Costs" white paper written in 2012 (a separate document as part of Board packet)
    - "2017 ITS Master Plan" currently underway

Recent Information Technology Services Initiatives

The ITS department is constantly maintaining a balancing act between providing a broad range of support services and rolling out new project initiatives. Many organizations have separate dedicated teams for maintenance work and new project initiatives. Unfortunately, COCC does not have that luxury and, as a result of that shortage of human resources, we currently have a multi-year backlog of project integrations. Because of that backlog, we have actively worked with campus constituents to develop and refine processes that allow us to effectively understand user needs and prioritize how ITS resources are utilized for new project initiatives.

Our regular operations teams are frequently diverted to work on project implementations. The following is a list of those projects currently in progress or scheduled to begin shortly:

- Web Platform Migration Project—Replace Web Content Management Platform (OmniUpdate).
- Disaster Recovery and Emergency Planning – ensuring business continuity and data security.
- CourseLeaf Course Curriculum Project—automation of course and curriculum processes.
- Banner 9 Upgrade—extensive facelift of our entire SIS/ERP system.
- Enrole Registration—replacing existing Community Learning registration system.
- Banner Degree Works Planner— allows students and advisors to lay out a recommended sequence of classes that fulfill remaining program requirements.
- Clean Address-- address verification solution that verifies and corrects postal addresses.
- Intellicheck Check Printing—AP, Payroll, student refund, & direct deposit.
- R25 room scheduling system replacement—current scheduling system is end-of-life.
- EDI Smart transcript replacement—current product is end-of-life.
- Oracle Database Upgrade—support for current version will end 12/31/2018.

Example of a Project Selection—Current OmniUpdate Project

This project is to replace the existing COCC web platform. The current COCC web platform vendor, Ektron, has been purchased by EpiServer, a global software company in Sweden. EpiServer decided to "end-of-life" the Ektron web platform and migrate customers to a different product in their software suite. This decision by EpiServer prompted COCC to explore other web content management systems (CMS) currently available. We wanted the replacement to be a state-of-the-art web platform which would even better serve our students and community, as well as the employees of COCC. COCC stakeholders went through an internal requirements gathering process to determine the needs of the college to be able to effectively and efficiently operate a modern web platform. COCC stakeholders then went through an RFI process to determine the viable alternatives to replace the Ektron CMS platform, described below.

Information about the magnitude of the COCC web site systems:

- The COCC web site consists of approximately 6,500 pages.
- We are currently averaging 220,500 sessions per month.
- In the last 4.5 years COCC has had 44,424,124 page views.
- Total size of COCC web platform ~ 25 GBs
  - More than 150 times the size of an average small business website
- Website content is maintained & updated by ~ 280 different people—sophisticated software.
- It takes 12 different servers to run the current CMS.

Summary of the OmniUpdate RFI Process

Our RFI process took a little over nine months and was fairly involved. We had RFI responses either directly or from the resellers of EpiServer, OmniUpdate, SiteFinity, TerminalFour, Hannon-Hill, Percussion, SiteCore and SharePoint. Our six member RFI Team (representing constituents across campus) graded each of the initial RFI responses, looking at which

vendors specifically addressed our needs as outlined in the RFI. We then selected the Top 3 contenders (EpiServer, TerminalFour and OmniUpdate) from these RFI responses and asked these three vendors to provide a web demonstration for the RFI team.
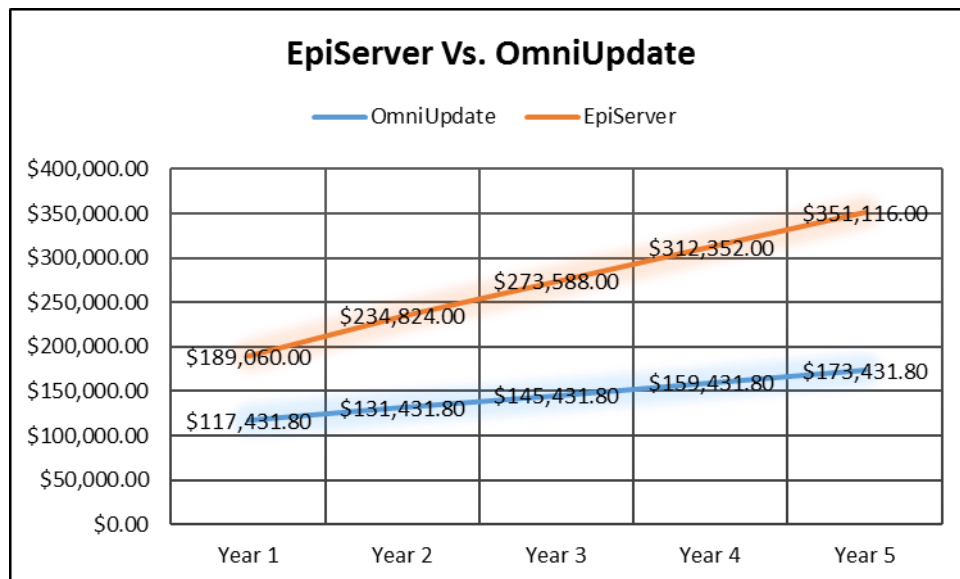
Following the online web demonstrations, we asked each of these three vendors to set up a SandBox website with a fully functioning version of their product so that we could have our Editors and Developers test the products using a pre-defined list of functions (edit a web page, create a new page, replace an existing picture, etc,.).   We reserved computer lab space for three full days, invited all staff and faculty down to evaluate the products and made our team members available for support during the product evaluations. To allow an "apples-to-apples" comparison, we asked that anyone evaluating the products (both the Editors and Developers) perform our structured set of tasks and then to score each of these three vendors based on the ease and intuitiveness of the products and enter their scores anonymously via a website survey.

We then asked each Vendor for references, added a few additional requirements based on user and editor feedback from the evaluations, and then asked for final pricing from each of these three vendors, based on these additional requirements.

The new CMS that COCC stakeholders have chosen is currently in use by over 700 colleges and was designed specifically for higher education institutions. The new CMS system will better serve our students and community, as well as the employees of COCC, and will be less costly than migrating our current CMS over to the acquiring company's (EpiServer) CMS. Additionally, this new CMS will provide a robust platform that will allow COCC to create an integrated Intranet, provide search results from programs with their own websites and will incorporate an employee portal for such things as internal HR forms and policies, etc., while still maintaining the ability to have a robust, modern outward facing web presence for students and community members.

This project was presented, via a Board resolution, during the March 2017 Board Meeting.

The graph below shows the five-year total cost of ownership for OmniUpdate, the replacement CMS platform, and EpiServer, our existing CMS vendor. In the end, we chose OmniUpdate.

EpiServer Vs. OmniUpdate

OmniUpdate — EpiServer

	Year 1	Year 2	Year 3	Year 4	Year 5
EpiServer	$189,060.00	$234,824.00	$273,588.00	$312,352.00	$351,116.00
OmniUpdate	$117,431.80	$131,431.80	$145,431.80	$159,431.80	$173,431.80

# COCC Management Information Systems (MIS) Support

The ITS MIS team is comprised of programmers, database administrators and web developers that provide the critical infrastructure necessary to implement, support and maintain the dozens of separate systems and applications integrated with the Banner ERP/SIS.

This team performs the software engineering and programming necessary for the application integrations. They also create the data blocks for all new and existing reporting requests for the entire college. This same MIS team also provides the ongoing support of dozens of separate systems that integrate with our core database systems. As with most other higher education institutions, the appetite and demand for new software applications continues to increase in complexity and has been growing by leaps and bounds over the past 8-10 years at COCC. The chart below shows the growth in these integrated systems.

College Wide Number of Software Applications Integrated with Banner
2009-2017
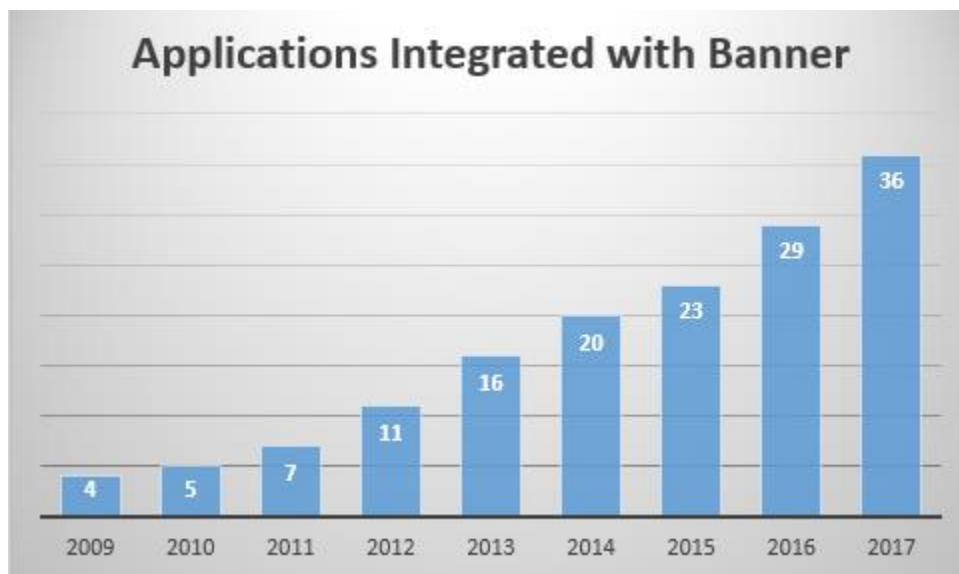
The image below depicts the various systems and applications integrated with the Banner ERP/SIS . This is a heavily integrated and complex ERP system; requiring specialized, high-end technical resources to reliably maintain such a robust conglomeration of systems and applications for students, faculty, and staff.
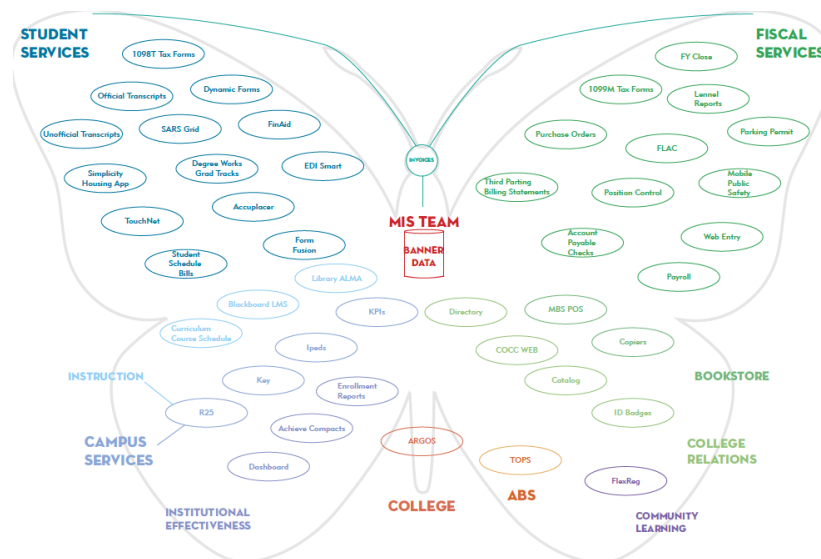
The graphs below depict the allocation of MIS resources by COCC organizational areas. As expected, the largest single area utilizing MIS resources is Instruction and the combined Instruction and Student Services areas continue to utilize more than 75% of MIS support resources. This resource allocation aligns well with COCC's goal of supporting student success at COCC.

MIS Tickets 2011 to 2017

- Instruction — 69%
- Stud Svcs — 8%
- Coll Spt Svcs — 10%
- CFO/Fiscal — 3%
- Coll Rel — 1%
- HR — 1%
- ITS — 4%
- Regional Services — 4%

Legend: Instruction, Stud Svcs, Coll Spt Svcs, CFO/Fiscal, Coll Rel, HR, ITS, Regional Services

MIS Total Cost Based on Tickets by Category 2011-2017

(Horizontal bar chart, values in MILLIONS)

- ITS
- Campus Support Services
- Instruction/Student Services
- CFO/Fiscal
- Other Topics
- Views & reports
- Accounts/Security
- Argos

Axis: $-, $0.50, $1.00, $1.50, $2.00, $2.50, $3.00, $3.50 MILLIONS

COCC Information Security

"Educause, a nonprofit association whose mission is to advance higher education through the use of information technology, listed information security as the No. 1 issue facing higher education in both 2016 and again in 2017. Yet many institutions, particularly small colleges, face the threats without a dedicated cybersecurity officer." (Converge re:thinkedu, Spring 2017). COCC has been fortunate to have a dedicated cybersecurity administrator since 2012, putting COCC in the forefront of proactive Oregon community colleges when it comes to addressing cybersecurity.

COCC Information Security (InfoSec) efforts continue to be focused on the growing and rapidly evolving threat to network and computer infrastructure everywhere. COCC has taken a holistic approach to protect the information and data assets entrusted to the college. Our efforts include education, training, prevention, detection, remediation, and disaster recovery planning and exercises.

We are seeing an increase in requests from COCC employees wanting to learn how to remote-wipe and remote-locate their mobile devices. We are also seeing increased requests on where to securely store COCC data, and we are fielding questions from students about VPNs, Wi-Fi, and data privacy issues. We believe these questions and behavior changes to be an outcome largely attributed to our ongoing internal cybersecurity awareness and education approach with employees.

Below is our internal cybersecurity e-newsletter made available to employees on a regular basis.

H.E.I.S.T
Higher-Ed InfoSec Training

COCC'S INFORMATION SECURITY NEWSLETTER — February 2017

In this issue
- Tax Scams
- IRS Impersonation Scams
- Email Phishing Scam
- Hackers Impacts to Refunds

Welcome to H.E.I.S.T

HEIST stands for 'Higher-Ed Information Security Training', and is an InfoSec awareness and training program focused directly towards the unique challenges we face as staff, faculty, and students/community of COCC.

Tax Scams

This month's issue focuses on Tax Fraud. In recent years, thousands of people have lost millions of dollars and their personal information to tax scams and fake IRS communications. Remember, the IRS does not initiate contact with taxpayers by email, text message, or social media channels. Also, the IRS does not threaten taxpayers with lawsuits or imprisonment.

Source: irs.gov/uac/tax-scams-consumer-alerts

IRS-Impersonation Telephone Scams

These attacks are increasingly aggressive and sophisticated. They target taxpayers, particularly those who are not tech savvy. The caller claims to be IRS employees, citing fake names and bogus IRS ID badge numbers. They may have extensive knowledge about the victim, and will spoof the caller ID to look like an official IRS number.

Victims are told they owe money to the IRS and must pay immediately or face arrest, deportation, or suspension of a business or driver's license. Sometimes the caller will become hostile or insulting.

Another tactic is to tell the target that the IRS has a refund to pay them, and will use this guise to obtain confidential information such as bank account and routing numbers.

Email Phishing Scam: 'Update your IRS e-File'

The IRS wants to bring to our attention email phishing scams that appear to be from the IRS and include a link to a bogus website intended to mirror the official IRS web site. These emails contain instructions to "update your IRS e-file immediately." These emails look official, referencing USA.gov and IRS.gov.

If you receive such messages, simply forward them to abuse@cocc.edu then delete them from your inbox.

- Do not respond to the email
- Do not click any links in the email

For More Information:

https://www.irs.gov/uac/tax-scams-consumer-alerts

As part of our holistic cybersecurity program, we have implemented a variety of sophisticated tools to test the security of our network, data center, and IT systems. We also perform internal quarterly scans of our transactional systems as part of our PCI compliance program for all of the credit card systems used by the college. Our InfoSec, System Administration and Networking staff also manually audit systems to check for vulnerabilities. All significant IT project requests are now subject to review by our InfoSec Administrator to help ensure that technology partners are following cybersecurity best practices and that those standards are maintained during the implementation, configuration, and ongoing operation of the new system or application.

As part of InfoSec education and outreach efforts, we have created a specific email box (Abuse@cocc.edu) where suspicious emails can be sent for review; the chart below shows the number of suspicious emails sent in for evaluation and follow-up.
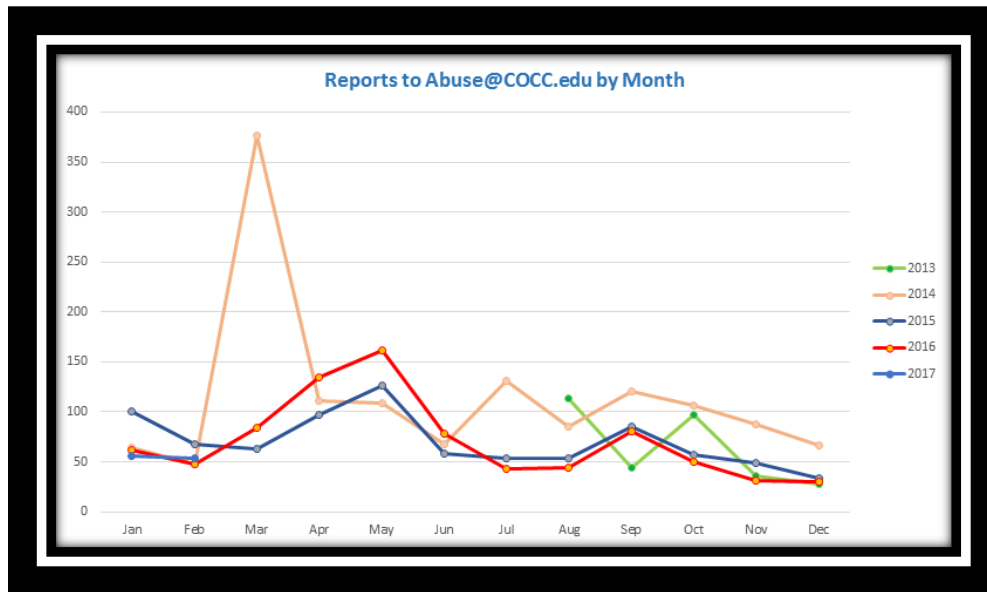
The following graphs show a recent six-week overview of email message types received by the College and the volume of Email-related spam being ___denied___ by our spam filter. Without these sophisticated systems in place, the email system would soon be unusable due to the sheer volume of spam and malware-infected e-mails, which would result in serious degradation of all electronic IT systems at the college.
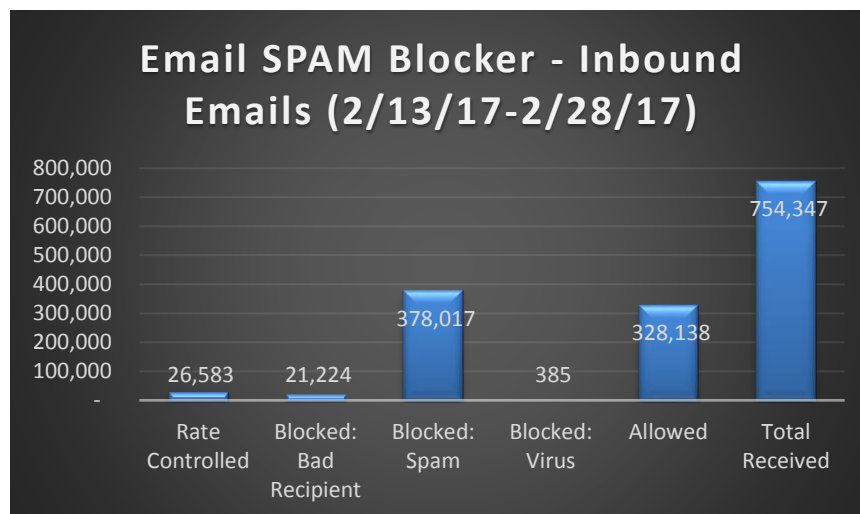
Annual Software Application Systems and Support Costs

The graph below shows the allocation of licensing, support, and maintenance contracts for IT systems across COCC. The largest non-enterprise wide area comprising the total costs are associated with Instruction, which again aligns with the importance of focusing ITS/MIS systems and resources very close to our students via instructional technologies and the direct support of instruction.
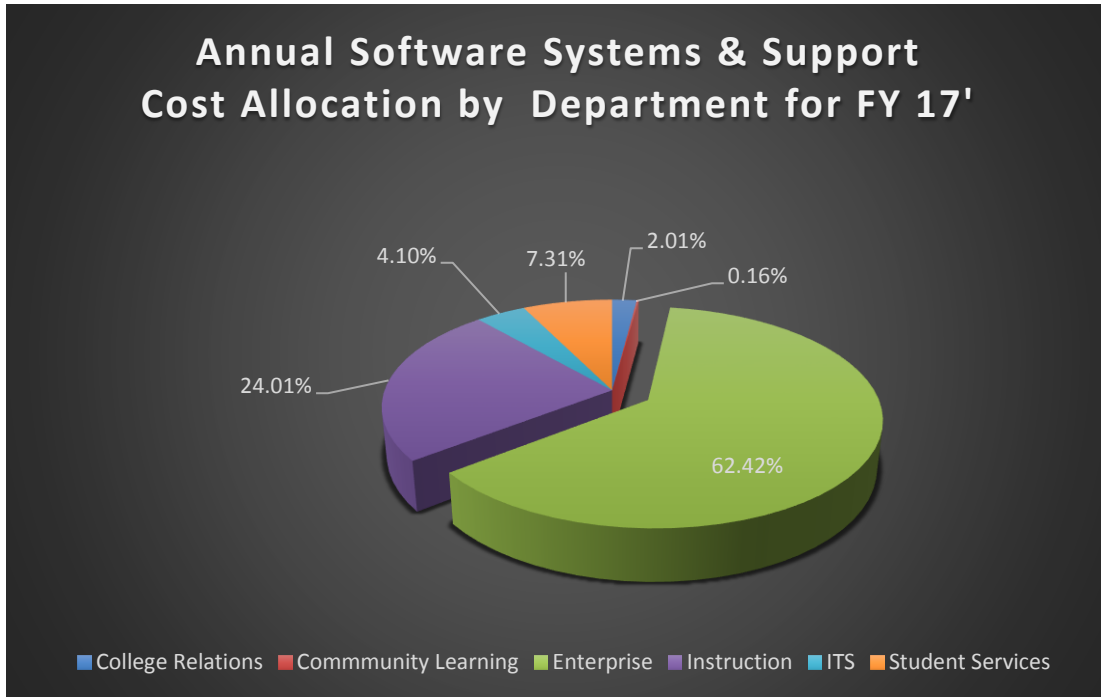
College Relations	$ 16,181.50	2.01%
Community Learning	$1,255.98	0.16%
Enterprise	$ 503,680.76	62.42%
Instruction	$ 193,759.85	24.01%
ITS	$ 33,059.38	4.10%
Student Services	$ 59,022.90	7.31%
Total	**$ 806,960.37**	**100.00%**

COCC Infrastructure Support

The ITS Infrastructure team provides the core physical infrastructure and support for computers, phones, Wi-Fi, networks, email, desktop support, AV support, computer lab availability, data storage, and data center management and system administration for the college. The charts below show the allocation of the overall ITS Infrastructure costs and services across the college to the various divisions and departments, as well as comprehensive resource utilization, and volume of activity. Again, the lion's share of the ITS Infrastructure costs (approximately 75%) are allocated to the Instructional division and Continuing Ed—another good indicator that the vast majority of ITS services are being delivered in support of student services and instruction, further enhancing the opportunity for COCC student success.

Total ITS Infrastructure Cost by Group (annual)

CFO/Fiscal 3% · Coll Rel 1% · HR 1% · ITS 5% · Continuing Ed 4% · Coll Spt Svcs 8% · Stud Svcs 9% · Inst 69%

Legend: Inst · Stud Svcs · Coll Spt Svcs · CFO/Fiscal · Coll Rel · HR · ITS · Continuing Ed

Network Cost Distribution (Annual)

$2,941.33 · $2,100.95 · $11,345.14 · $10,924.95 · $9,244.19 · $26,051.80 · $21,009.51 · $183,202.95

Legend: Inst · Stud Svcs · Coll Spt Svcs · CFO/Fiscal · Coll Rel · HR · ITS · Cont Ed

COCC Email Accounts

☐ Number of Accounts

Total Number of Students mbx	19582
Total Number of Staff mbx	897

(axis: 0, 5000, 10000, 15000, 20000, 25000)

Total Email Disk Space: 800 GB
Staff get 2GB each...

Helpdesk Ticket Cost Distribution Annual

$5,323.95 $5,442.52 $6,128.46 $10,463.68 $4,009.34
$6,263.07
$49,362.54
$232,785.34
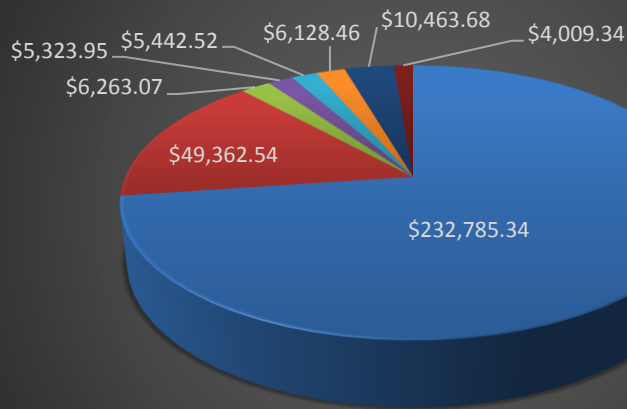
■ Inst ■ Stud Svcs ■ Coll Spt Svcs ■ CFO/Fiscal ■ Coll Rel ■ HR ■ ITS ■ Continuing Ed

COCC Campus Bandwidth Growth 2011-2017

●— Bend Bandwidth   ●— Redmond Bandwidth
●— Madras Bandwidth   ●— Prineville Bandwidth

Bandwidth Mb/s

250
200 — 200 200 200 200
150 — 150 150 150 150
100 — 100 100 100 100 100 100 100
60
50 — 10 10 10 10 10
0

11/18/2010 4/1/2012 8/14/2013 12/27/2014 5/10/2016 9/22/2017 2/4/2019
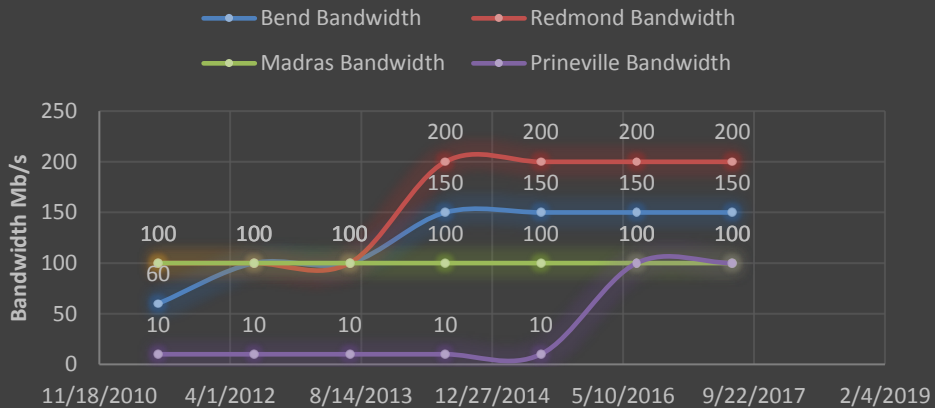
Network Storage (SAN) Growth 2005-2017

	9/21/2005	8/10/2009	1/25/2012	5/22/2013	5/22/2013	10/31/2015	10/31/2015	9/13/2016
Tot TB owned	5	29	42	114	150	188	188	194
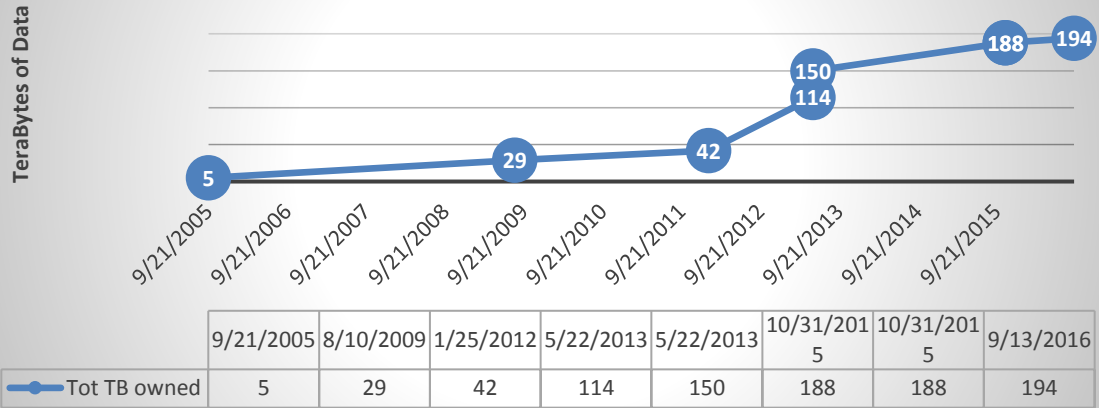
PC and Printer Fleet Growth 2004-2017

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total PCs/Laptops	847	943	944	955	974	968	1040	1182	1482	1550	1735	1800	1979	2106
Total Printers	95	102	101	103	102	102	104	104	162	162	163	164	164	189
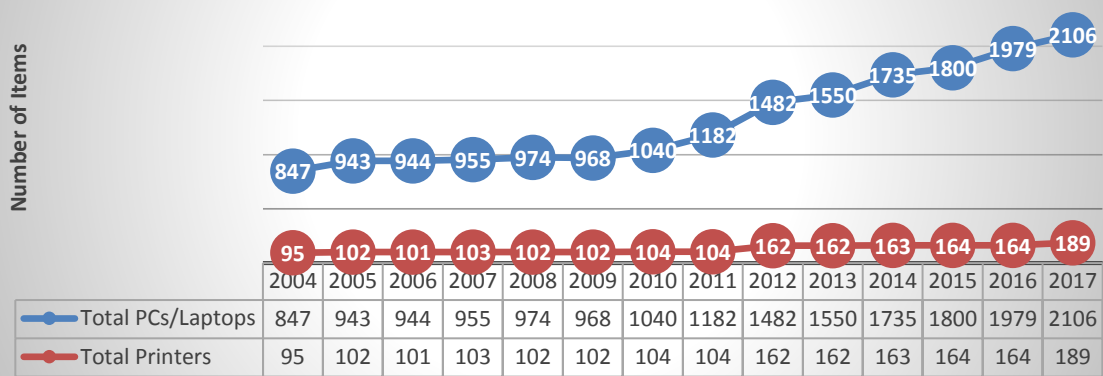
AV Systems: Projector and Crestron Growth 2004-2017

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Projectors	100	100	102	102	105	105	107	113	118	120	122	124	126	157
Total Crestrons	0	0	10	20	30	40	60	75	80	90	95	97	99	99
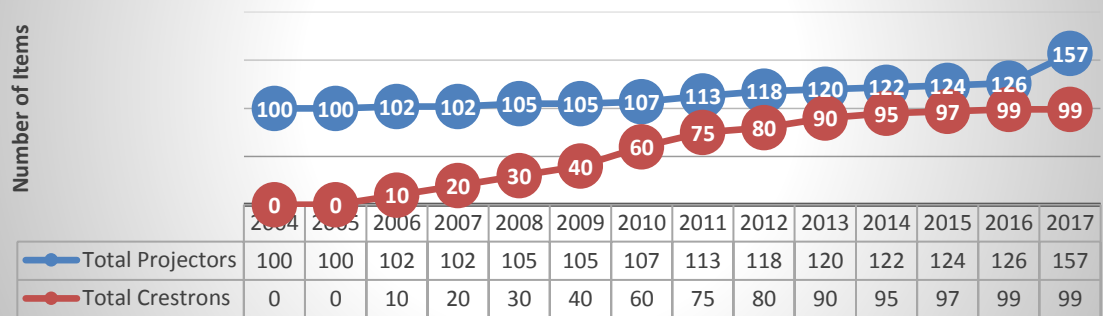
Information Technology Services Summary

The COCC ITS department works diligently to fulfill its mission to provide quality instructional technology and information resources to the students, faculty and staff, and community members associated with Central Oregon Community College. This report outlines the many responsibilities and contributions the ITS teams, systems and infrastructure manage and deliver on a daily basis to "keep the lights on" *plus* simultaneously ensuring that all COCC stakeholders have a successful technology experience when engaging with COCC.

Furthermore, in support of COCC's overall focus on student success and community enrichment, COCC staff crafted an ITS commitment letter which identifies the following core set of agreed upon values, which are an integral part of the service ITS aims to deliver.

Letter of Commitment to my team members and our customers

I am Information Technology Services. My actions and behaviors have a direct impact on how customers feel and talk about Information Services and COCC. I understand that everything I do represents our department and the college and becomes a part of the ITS legacy. Therefore, I will put our customers first and I commit to the following Standards of Service Excellence.

Trust

- I will earn the customers' trust by providing reliable service.
- I will earn the trust of my co-workers through effective and dependable actions.
- I will earn trust in myself through honesty and personal integrity.

Dignity

- I will speak to my fellow teammates and to our customers in a way that maintains their dignity.
- I will receive constructive feedback without offense.
- I will demonstrate sensitivity to the needs of my customers.
- I will maintain privacy and confidentiality at all times.
- I consider part of my job to empower and educate whenever I have an opportunity.
- I will always assume positive intent.

Respect

- I will actively listen to understand the needs of my customers.
- I will represent COCC & ITS positively at all times
- I will communicate with customers within 24 hours of receiving a help desk ticket and document it.

Responsibility

- I will own any issue brought to me until I am confident it is handled by me or another team member to conclusion.
- I will follow up and follow through on issues brought to me, keeping the customer informed.
- I will make sure to provide a safe and secure physical and digital environment to our customers.
- I will be proactive in solving problems on my own and in collaboration with my teammates.
- I will make efforts at collaboration by offering and accepting help from my coworkers and keeping an open mind to all ideas.
- I will keep my work environment neat and clean, including our digital environment; and will encourage others to maintain cleanliness of all common areas.
- I will inform customers and coworkers regarding changes or impacts to significant campus systems.
- I will do my job and use my time wisely.

Excellence

- I will take pride in how I look, presenting my customers with an appropriate appearance.
- I will do my best to represent ITS every day.
- I will always meet or exceed our customer's needs.
- I will consistently provide a high-level of service and respect to all internal and external customers.

Preamble for the <u>2012 COCC Technology Future Costs</u> Whitepaper

The following "COCC Technology Future Costs" whitepaper was written in 2012 in an effort to summarize the increase in Information Technology Services (ITS) expenses associated with the newly constructed COCC buildings and equipment purchased as a result of the last successful COCC Bond campaign, as well as to illustrate the total cost of ownership incurred through the increasing use of technology requested at the college by all departments and stakeholders. The original whitepaper was shared with the President's E-team in 2012 as a way to identify and capture both direct and indirect costs so that the college could anticipate those expenses and budget for them in future years.

This document provides some background and historic context for the current "Information Technology Services Report to the Board for 2017".

2012

COCC Technology Future Costs

Information Technology Services

11/8/2012

New/Future Technology Cost Highlights at COCC

- **PC fleet** of approximately 1,600 and growing, in the next several years PC refresh costs will likely top **$440,000 annually,** and will continue increasing for the next 3+ years.
- **Campus phone** system lifecycle reserve fund needs to be started for **5-6 year refresh**
- Hardware maintenance/tech support contracts -- **VOIP** maintenance **support contract ($60,000 annually**), servers, backup systems, electronic storage systems.
- **Software licensing** -- costs for existing licenses **increasing at 2x the annual inflation** rate
  - Annual licensing often equals original purchase price every 5 years
  - Number of large software applications has/is increasing rapidly (e.g. Blackboard, DegreeWorks, FlexReg, Oracle licenses, Ektron)
- Growth of number of **Data Center Servers**, due to increasing number of systems such as DegreeWorks, FlexReg, SARS Grid, Music, etc. (now over **100 servers and growing**) need to go onto a formal lifecycle replacement schedule, like our PCs
- Data Center **Disk Storage** and **Backup** requirements are **growing at a rapid pace** due to college growth and additional department technology systems.
- **Technology training for ITS staff** alone, should be **budgeted** at **$100,000** annually for the ITS department to provide high quality support of the college's IT systems.
- Now support **170 different PC applications** which requires engineering maintenance of 20 distinct images (packages of software) to support classrooms, labs, and staff.
- Banner Support Expansion
  - Complex technologies will require additional consulting costs to implement, modify, and maintain Banner products that we already own (e.g.: Degree Works / Grad Track, Flex Reg., etc.)
  - Training and consulting costs will be significant going forward
    - **Banner upgrade** requires **several hundred hours of training** for MIS team
    - Banner has functionality that we want to implement (better budgeting, document imaging, workflow, HR module, etc)
- Remote campus support is growing for Redmond, Madras, and Prineville and establishes a greater need for off-site disaster recovery services and infrastructure.
- Wireless infrastructure to provide coverage of much larger campus footprint. Expectation has gone from "nice to have" to "must have"--this results in higher costs to assure wireless service.
- Mobile laptop (or tablet) carts are being purchased by non-ITS departments around the College. The cost for a **25 laptop cart** and supporting peripherals is approx. **$40-$50K**, **plus lifecycle replacement** costs every 2-3 years. We now have several of these carts, with more anticipated.
  - e.g. Vet Tech purchase of 16 iPads, LMT purchase of 15 iPads, 40 laptops for Nursing program at St. Charles, etc.

Planning for COCC's Technology Cost Increases

New Data Center equipment to manage the 45 miles of new data cables installed in just the Science and Health Careers Bldgs.

Contents

Introduction

This paper focuses on the significant long-term costs faced by COCC to support the rapid and continued growth in technology spending by the college over the last several years. Robust and reliable IT systems do not happen by chance--a lot of time and planning goes into making COCC's IT systems robust and reliable for students, faculty, and staff. We will look at existing

New IT technology in dental assist program – storage/network

COCC technologies and associated costs then identify best practices for supporting and maintaining those technologies; this requires that the COCC ITS staff have regular and ongoing training and education. This paper also focuses on identifying the new technologies deployed at COCC, as well as increased volumes of existing technologies, noting the amount of funds the College will need to plan for to support this significantly expanded initial technology investment by the College. An important part of this paper is identifying the Total Cost of Ownership (TCO) for IT systems. The TCO is the fully burdened cost for purchasing and operating an IT system, including the up-front direct purchase price, as well as the indirect cost of repair, replacement, labor, licensing, etc. An example of hidden, but real TCO costs for technology can be easily

understood with the "free horse" analogy. Someone may give you a horse for free, but your actual cost to own the horse will likely be $5,000-10,000 per year. The cost to own and operate a horse includes the costs of boarding, vaccinations, Coggins tests, dental work, deworming, farrier work, additional veterinary care, feed, bedding, supplements, training, insurance, trucks and trailers, fuel costs, tack, tack repair, riding apparel, and other costs for materials and labor are included. Over the 20 years life of a horse, the total cost of ownership of a free horse could cost you between $100,000 and $200,000. The same with the total cost of technology.

The risk of not addressing the increased support costs associated with this rapidly expanding technology base will be declining technology performance and satisfaction for all stakeholders, including students, faculty, administrative work and the public.

The expectations at COCC for technology quality and reliability has grown tremendously over the past 5-10 years; with expectations for very high availability of IT systems and services. This type of performance requires a lot of resources to achieve. The expectations are currently outstripping the resources available to meet those expectations.

The overarching goal of IT organizations is to provide quality technology service and support for all users of those technologies. Innovative advances in hardware and software technology have improved productivity of staff and faculty at the College. All of this technology requires constant and extensive support by IT professionals. Additionally, these technologies have a relatively short lifespan before needing to be updated or completely replaced via a lifecycle refresh process. The physical replacement of hardware via IT lifecycles is labor-intensive and is therefore time-consuming and costly. As COCC grows, the labor involved in migrating legacy systems and software to newer systems, as well as integrating brand new devices and systems, becomes increasingly complex and time-consuming, resulting in significant challenges to the organization's strategic and fiscal plan. Total cost of ownership (TCO) for these new and complex hardware systems are of particular concern due to potentially tight future budgets, rising user expectations, and the increasing complexities of new technologies. There are also growing regulatory compliance and critical security initiatives for higher education from a variety of government and industry sources. All of these pressures mean that IT asset management and support requires increasingly higher levels of planning and accountability.

It is well known in the IT profession that adopting a proactive approach to using IT resources more efficiently via planned lifecycle management provides the most cost effective and positive
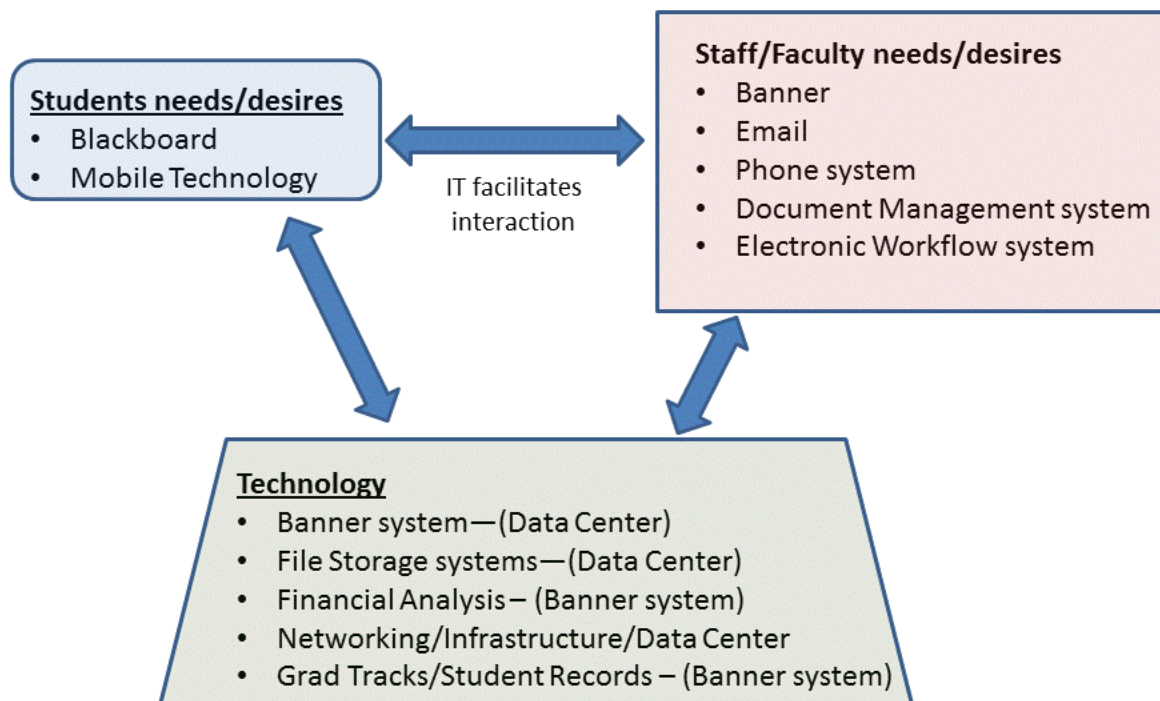

New Technician Console in Nursing using IT technology

technology experience for users. A comprehensive lifecycle management solution lowers the total cost of managing client systems, reduces security risks, simplifies regulatory compliance, standardizes systems, while providing a better quality of service to end users. Effective administration and management of IT assets is critical for improving processes and maintaining a stable and secure environment for education providers, allowing them to focus on providing the best instruction and user experience for their students.

The User Experience

There are many separate, but interconnected technology systems needed to create the positive user experience that students, faculty, and staff expect to find on a modern college campus. COCC strives to be in the forefront of technology in the regional community college area so that our students can have the best experience possible to help them be successful. To achieve that goal takes commitment by the college to budgeting and allocating the needed resources to make that happen. The associated graphic shows some of those individual systems and their interactions.

IT Needed to Provide the Desired User Experience

Students needs/desires
- Blackboard
- Mobile Technology

IT facilitates interaction

Staff/Faculty needs/desires
- Banner
- Email
- Phone system
- Document Management system
- Electronic Workflow system

Technology
- Banner system—(Data Center)
- File Storage systems—(Data Center)
- Financial Analysis—(Banner system)
- Networking/Infrastructure/Data Center
- Grad Tracks/Student Records—(Banner system)

The amount of money invested in technology is growing faster than some other operational areas, why?

IT systems have allowed for a dramatic increase in worker productivity over the last several decades. At COCC, our IT cost per FTE is in fact, well below the national median for associate
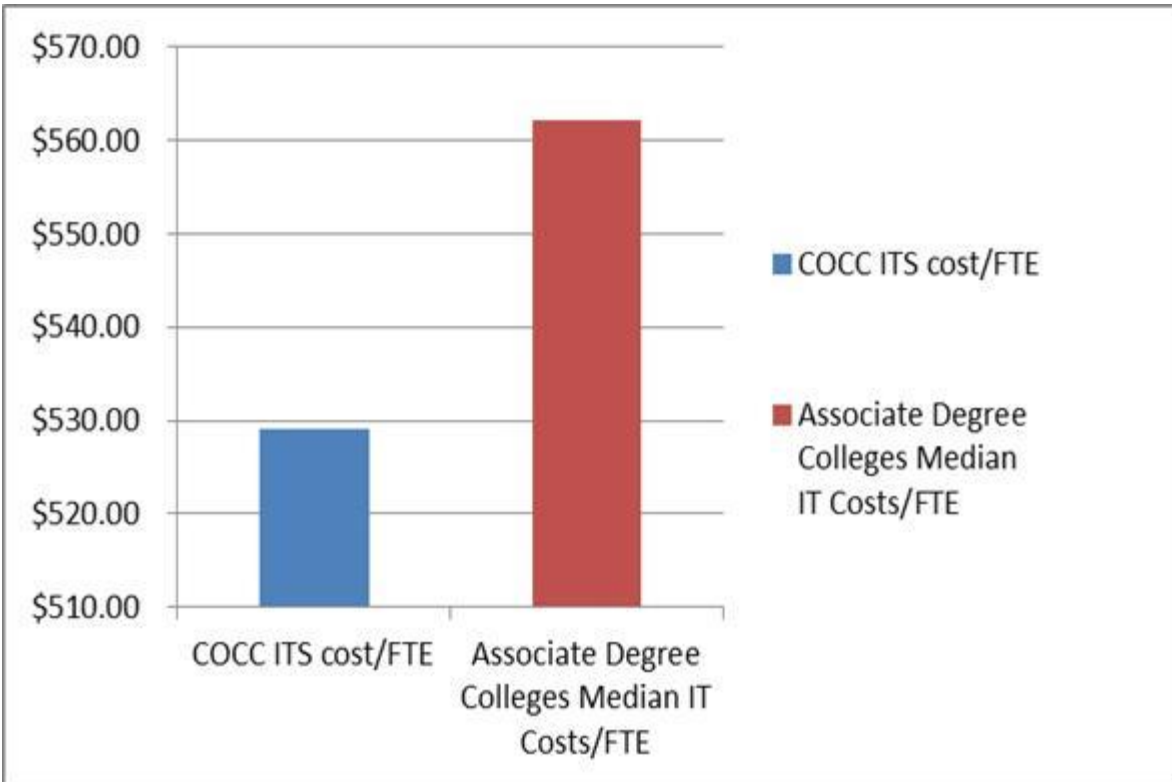
degree granting colleges, according to an article in the September 2012 issue of NACUBO and shown in the accompanying chart.

As we add more IT systems to our enterprise, the overall complexity grows exponentially. The famous Dutch computer scientist, Edsger Dijikstra, said that "Simplicity is the prerequisite for reliability". Complexity in IT systems translates into "the more technical stuff we add, the harder, and therefore more expensive and time-consuming the entire IT system is to support and get it to work properly". The demand across COCC for increased volumes of technology, as well as more heterogeneous technology (e.g.: Windows and Apple operating systems, desktops and laptops and tablets, smart phones), is more expensive for the college to support. In the first

week of the Fall 2012 term we were already seeing new technology systems being broken, misused and requiring more and more ITS support labor, just to keep them operational. As more new technologies are added, the need for more ITS resources will continue to increase.

We now have many new technologies in Instructional area; examples include: remote-controlled cameras; microphone intercom systems; wireless microphones; wireless keyboards; wireless

IT network technology for doors in Health Careers and Science Blgs. If the campus network malfunctions, the doors may not operate correctly.

mice; wireless tablets; digital recording and playback systems for instruction; technology on mobile carts; tables on wheels with fragile network connections; carts of laptops in classrooms; unattended AV and network technology in public spaces; the $60,000 METIman simulation mannequin in nursing with Apple computers and internal network hardware. We even have IT circuit boards in the door closers on the new buildings that connect back in the general campus data network. All of these new technologies or twists on old technologies require added ITS staffing, higher employee qualifications (i.e. more expensive staff), an increase in ongoing training costs, and additional support/maintenance contracts; these costs will increase as more technology is added.

Technology Equipment Costs for the New Buildings

The associated table summarizes the **financial costs for recently added IT technology associated with the recent explosive growth of building space at COCC**, including the estimated cost for the Redmond Technology Center, which is still in the planning stages.

Building	Initial IT Technology Equipment Cost	Estimated Ongoing Annual Replacement Costs (after 1st 4 yrs.)
Culinary*	$234,000	$46,800
Madras	$134,000	$26,800
Health Careers	$541,000	$108,200
Science	$294,000	$58,800
Chandler*	Est.$50,000	$10,000
Redmond Tech Center*	Est. $450,000	$90,000
Prineville**		?
Total	$1,702,700.00	$340,500.00

* Could be funded in the future from identified "profit centers" for COCC, separate from the General Fund

** The support of the Prineville campus over the long term by COCC ITS is an unknown at this time, as that campus is not currently part of the COCC network. Taking over the IT lifecycle and tech support of that campus will likely be significant.
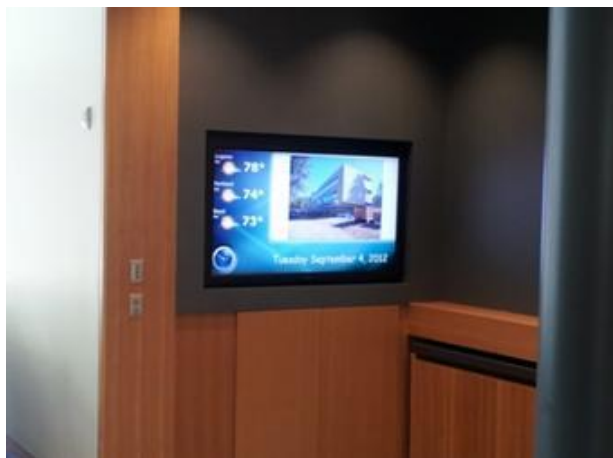
Networked AV technology in the HCB lobby.

Some Projected Technology Costs

This is a difficult area to get a good handle on at COCC, as there are technology costs that are currently outside of the purview of the ITS department, and are not accounted for as a technology investment in the COCC budget. This table does NOT include, as yet undetermined costs associated with the RDM Technology Center Bldg. Many of the annual costs are new, including the VOIP, classroom laptop fleet, expanded PC fleet, expanded multi-media classrooms, expanded servers in data center, expanded network storage, This is a living document and the table contains an incomplete list, as new requests come in weekly.

Technology	Initial Equipment Cost	Annual Support / Replacement Cost
PC Fleet (1600)	$1.76 million	$440,000[1]
Multi-media classrooms (100+)	$1 million+	$180,000[2]
VOIP Phone System	$625,000	$67,000[3]
Data Center Servers (>100)[4]	$300,000	$60,000
Software Licensing & HW Maint. Contracts		$510,000[8]
Networked Storage Systems	$250,000	$100,000
Classroom Laptop fleet[5]	$90,000	$15,000
Wireless Infrastructure	[9]	
METIman	$60,000	[6]
ITS Technical Training		$100,000
Classroom tablets (38)[7]	$26,500	$9,000
Individual tablets ?		
	$4.11 million+	$1.48 million

1 This amount is increasing as the PC fleet continues to increase, expect this to grow by 10-15% annually for next several years.

2 Assuming a 5 yr lifecycle replacement for everything but the wooden lecterns.

3 VOIP annual costs assume a 5-6 yr. lifecycle for hardware, plus annual Cisco Smartnet support/lic

4 Physical server cost, VMware, SAN space/BU agents, labor ($3K-6K/VM & above $8K/VM

5 (2) 25 set laptop carts exist now – 1 for Math in RDM and 1 in SCI for Jim Moodie. Plus 2 engineers for 1 week every year to reimage laptops for the annual support cost

6 METIman total PO to CAE was over $60K. $42,500 of this was for the METIman, $10,500 was for additional software learning modules and $10,600 was for installation and training.

7 Vet Tech has not purchased ipads yet per Lynn Russell but are thinking about buying 16 of them. LMT bought 15, 7 stolen, then replaced those 7 (=22). Also added the iPad cart for $1,500.

8 An itemized list showing which departments requested/benefit from each software expenditure will be made available as a separate attachment

9 The cost of the wireless infrastructure is still in the process of being calculated (In the new buildings, the Cisco AP's are $725 each, we used approx. 18 in each new building. Wireless Controller was approx $15K for 50 AP's. (**Still need to also add in the BlueSocket wireless equip.**)

Why do we have lifecycle replacement programs?

Virtually all technology infrastructure has a lifecycle replacement need that is relatively short; orders of magnitude shorter than a capital asset like a building. Additionally, the user expectations for IT availability and robustness at COCC have grown exponentially over the past 5-10 years; with reliable, 24 x7 services being expected by most users. Regular replacement of equipment occurs in many parts of our society. Most car rental companies replace their fleet of cars every 2-3 years, thus preventing customers from being stranded and having a bad experience, and avoiding costly repairs which become more frequent with age. The same is true for having a pro-active lifecycle for IT technology equipment. On average we replace much of the equipment in five year cycles, before the number of failures is significant or the cost of labor to repair the equipment starts to significantly grow. (One need only look at the Apple iPhone phenomenon to see just how short a technical lifecycle is today. Since its release in 2007, the iPhone has now evolved to its 6th generation in six years.) If we wait until actual failure to replace IT equipment, then we create a situation where an individual user, such as a student or faculty, would be seriously inconvenienced when their PC fails. In the case of network and systems equipment failure, that would create a situation where **all users** might be unable to continue or complete any work requiring a computer, email, or phone for some extended period of time when the network or data center servers fail. In the interest of a positive user experience, and in the case of higher education, where student success is paramount, it is imperative to replace equipment before it will statistically fail. Can you imagine what air travel would be like if all parts on a commercial airliners were only replaced when they fail? Instead still functioning parts are replaced during periodic maintenance before they fail and an emergency is created. ITS has been using a lifecycle replacement schedule for years; it coincides well with the one recommended by the September 2012 NACUBO article on technology costs. (We actually use the longer periods of time, not the shorter periods.) Those recommendations require the college to budget for replacing the majority of the technology somewhere between 3 to 5 years, with a few things lasting up to seven years and some needing to be replaced every two years. The manufacturer typically only offers an extended warranty for four years, because statistically they also know that equipment starts failing at a much higher rate after that amount of time. In addition, if we went beyond this warranty period, we would also be adding the cost of hardware to our Total Cost of Ownership. On average, we need to assume that 20-25% of the initial purchase price of technology equipment needs to be set aside in a reserve fund annually to be able to replace that equipment in 4-5 years.

IT Costs

Many different components contribute to a successful information technology program at an organization. The more technology that is added, the more time and money that must be added for technical training of ITS staff. The "half-life" of technical training is about two years, so without investing in constant retraining, our staff is quickly out of date. Without adequate funding in all critical technology areas, the overall IT experience for users will fall short of expectations. The ability for ITS to be able to provide robust and reliable 24 x 7 systems diminishes as their skills become obsolete. The associated graphic shows some of those areas that are part of the puzzle.

IT Cost Components
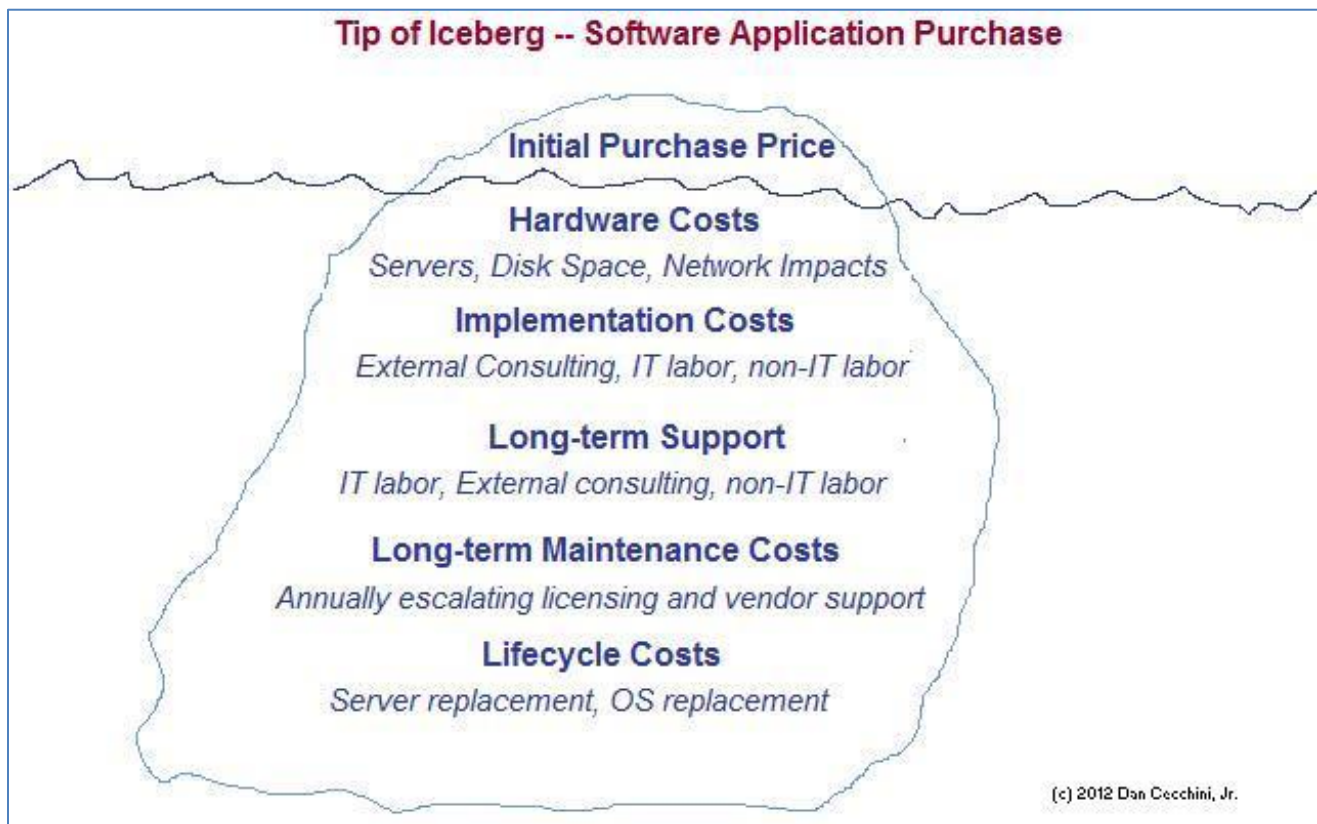
ITS Labor Resources
- Lagging Behind IT Growth Needs
    - System Administration (100+ servers)
    - PC Tech Support (1600 PCs, printers, etc.)
    - File Storage systems (20+ TB of space)
    - Backup systems
    - Reporting Systems (Banner/Argos/Web)

New IT Added Recently
-All New Unbudgeted Lifecycle Costs
- Instruction Labtop fleets
- Mobile Technology
- New Web platform
- New Phone system
- Remote controlled cameras
- Instructional recording systems
- iPads
- METIman wireless robot
- More robust electronic security

Rapid Growth in Amount of Technology
- 1600 lifecycle PCs ($1.75+ million)
- 100+ lifecycle Smart Classrooms ($1 million)
- Licensing costs ($500K+)—2-3X increase in last 2 yrs

Why does new technology cost for the college always cost more than the vendor said it would?

Unlike most things that we purchase at home or at the college, IT systems rarely are stand-alone. They almost always require being integrated into our existing systems (so they can talk back and forth to Banner or email, etc.). That integration is very complex and time consuming. Also, these new systems require more technology infrastructure, which leads to the addition of more technology and resources to support them for years into the future. Additionally, technology systems have a short shelf-life, so the cost of regular replacement of the technology platforms needs to be incorporated into the actual cost to successfully own and operate technology. There are also specialized, skilled labor costs that need to be addressed when adding new technology. The accompanying graphic shows an overview of the hidden costs associated with new IT system purchases.

Tip of Iceberg -- Software Application Purchase

Initial Purchase Price

Hardware Costs
Servers, Disk Space, Network Impacts

Implementation Costs
External Consulting, IT labor, non-IT labor

Long-term Support
IT labor, External consulting, non-IT labor

Long-term Maintenance Costs
Annually escalating licensing and vendor support

Lifecycle Costs
Server replacement, OS replacement

(c) 2012 Dan Cecchini, Jr.

Conclusion

In the face of a constantly changing technology landscape in higher education, the long-term financial investment to support increasing technology purchases must be factored into the cost of acquiring new systems to those already in place. A sustainable support and replacement program is essential to IT systems or there is a high risk of unanticipated failure. For example: Existing IT infrastructure and systems are complex. The addition of each new piece of technology compounds the complexity. Unless adequate financial and human resources are

More sophisticated AV setups in classrooms.

identified and sustained long-term, IT systems will become less reliable and at higher risk of failure. The ITS staffing levels will need to be increased, and it will require experienced IT professionals to be able to support these technologies at a level that provides an acceptable student experience at COCC.

COCC's IT department faces numerous challenges resulting from rapidly evolving technologies, continually expanding networks, increasing numbers of end users, the advancing encroachment of potential threats to the security and integrity of student and employee data, as well as regulatory compliance demands.

Increasingly the skills to support technologies in higher education are more easily and readily transferable to the private sector than in the past. This will make long-term stability of ITS staff less likely as the economy improves, thus creating more challenges for the college as it works to keep all systems stable and performing per expectations.

If the Total Cost of Ownership (TCO) for existing and new technology system is not appropriately budgeted for by COCC, we will soon find ourselves in a dilemma where the college will no longer be able to properly support and maintain our overall IT systems and infrastructure. It can be compared to successfully owning and flying a small personal aircraft, such as a Cessna 152. It's no bells and whistles and can get you from point A to point B. If you then upgrade to trying to own and fly a Boeing 747--if adequate money and skilled labor is not made available to maintain it, it can't successfully get you from point A to point B, no matter how impressive it looks on the ground.

TABLE--Significant Near-Future Anticipated Technology Requests

Significant Near-Future Anticipated Technology Requests			
Need	**Technology Solution**	**Cost**	**Comments**
Document Management System: a method for departments to scan in paper documents, electronically store them, and retrieve them, all while protecting the data contained in those documents	Commercial Document Imaging System to provide a robust and secure system to protect all data that is captured and managed by COCC.	Est. $150,000 - 250,000 initial cost, plus ongoing licensing and support costs.	Anticipate 20% support cost and a 2-year implementation timeline.
Centralized COCC Intranet: A unified and robust "Portal" system for COCC, including the creation of an internal "Intranet", which restricts specific information to COCC employees and prevents the information from being available to the entire world.	The implementation of MS Sharepoint. This will provide the foundation for an Intranet; will allow for more automated workflow; provide a foundation for a future document imaging system; and complex web site information searches.	Est. $125,000-200,000 initial cost, plus ongoing licensing and support costs.	Likely will also need a 1.0 FTE to support and maintain this system.
Project Prioritization System: the college needs to implement a standardized and objective way to prioritize how resources are allocated to new and continuing projects and programs.	Integrate MS Project with Sharepoint to create a system to allow the tracking and management of all significant programs and projects across the college, including resource management.	Est. $150,000-200,000 initial cost, plus ongoing licensing and support costs.	
Automate Workflow: improving the efficiency and timeliness of approvals and signatures	Implementing the Banner Workflow module can help COCC become more effective, efficient, and professional in conducting internal business.	Total cost unknown at this time.	Everything from Vacation and Sick Leave approvals to check reimbursement forms could become handled totally electronically
Modern Distance Education: infrastructure to deliver synchronous	Distance Ed classroom modeled after the OSU-Cascades distance Ed classrooms, with multiple	Estimate each classroom would cost $50,000-75,000 each to	There would be the cost of dedicated AV technicians to

programs and classes to non-Bend campuses/students	cameras, Tandberg video, state-of-the-art operator consoles. A high-speed, broadband link will need to be leased at market rates to support the communications and data exchange.	purchase the technology. This technology would also have to be replaced on a lifecycle schedule to stay supported and secure.	support the remote connections for the classes while the classes are ongoing. A different model than OSU-Cascade might be more or less expensive.
Mobile Technology Support: Support of mobile technologies being used by staff, faculty and students	What level of support might COCC want to provide? The type and level of support will largely drive the resources needed.	Total cost unknown at this time.	This is a challenging and rapidly moving target if more than assistance for wireless connection is needed. As an example, training to get ITS techs certified with Apple certification costs approx. $10,000/person
Data Analytics and Business Intelligence: Taking Business Intelligence and Data Analysis which was started with the implementation of Argos to "the next level"	After we have been using Argos for a couple of years we may want to purchase and implement the Data warehouse / ODS(operational data store) for Banner to provide even better and more detailed data analysis for COCC from it can make its data driven decisions.	Est. about $200,000, plus ongoing costs and support.	As COCC becomes more sophisticated in using data for decision making, there will be needs for technology at a higher level than we have today.
COCC Website Enhancements: Expand COCC web displaying properly on mobile devices, mobile apps, etc.,	Will require added consulting costs to implement, modify, and maintain or increase in current ITS staffing levels	Total cost unknown at this time.	This cost will depend on what level the college wishes to take the COCC web experience.
PCI Compliance: – we have three or four different entities (Culinary, Sudexo, Sequoia, Banner credit card processing? maybe more?) all riding on our network.	Area that is severely lacking in resources at COCC and needs to have a comprehensive security and administration plan implemented and maintained. In addition to ITS, there will be additional regular and ongoing labor required of any and all departments that process money at the College.	The costs to hire a PCI consultant and develop a well-thought out PCI program may cost $25K+.	The long-term support and licensing cost for this item is likely smaller than other applications.
ITS Personnel for RDM Tech Center: Staff for Redmond	This information is to be determined as the RTC design	Total cost unknown at this time.	The RDM RTC will involve additional

Technology Center – student lab attendants will be required for drop in lab, and additional lab supervisor and dedicated technical support staff(for RDM and Madras)	moves forward.		new staff to support the center and an increase in the overall IT infrastructure.
BYOD technologies support	1.) network appliance to allow secure connections, 2.) staffing to support a growing "fleet" of users bringing those technologies to the college with the need to connect	Total cost unknown at this time.	This will require investing in wireless infrastructure to take it to the next level.
Increase physical network security: – as the campus grows and continues to support more and more "non-standard" appliances (pill dispensers, video conferencing, cameras, point-of sale cash registers, BYOD's, building a/c & heating, lighting, door control, irrigation, etc.,), we need to look at tightening up the physical security access of our network across the main campus as well as our satellite campuses.	Part of this expense will mean adding access/fob control and monitoring on all MDF's/IDF's. This is very important in clamping down on our network security.	Total cost unknown at this time.	This will require further research depending on available funds and college security requirements.
Prineville: campus technology support by COCC	Total needs are unknown at this time.	If Prineville campus comes under the COCC ITS umbrella, the cost to absorb them will be significant.	Our understanding is that the end of the grant is June 30, 2012
Other ITS Support Staff: Full time ITS technology trainer may be needed (the request for more technical training was one of the top items from the Institutional Viability Working Group) with the large volume of rapidly changing technology deployed and being deployed at the College	Growth of staff would be needed to support new and developing systems around campus, as well as consistent usage of current systems.	Total cost unknown at this time. Need to capture fully loaded cost for a 1.0 FTE.	Recommended by the Viability Committee.
Total		**$700,000 - $950,000**	Estimated cost and does not include all categories above.

Summary -- Key Take Aways

1. **COCC's ability to meet** its mission in support of **student success**, core themes and strategic goals, **ITS is a critical** foundation that needs attention and focus.
2. COCC with the support of the E-team, **needs to expand its current PC lifecycle replacement program to encompass all technologies**, including, but not limited to: Data Center servers, network, security, website platform, and other emerging technologies. This will take a commitment to long-term financial support in the COCC budgeting process as these IT investment costs are identified.
3. **Investment in the hiring, training, and retention of ITS personnel** should be one of the College's highest priorities.
4. High quality and robust IT systems and support is not cheap and will likely always be so. A firm, long-term **commitment by COCC to invest in its current and future technology, including lifecycle, maintenance, training, and personnel budgets** will allow COCC to be prepared for future challenges and obligations.
5. The review in this paper of COCC's IT technologies indicates it will require a **significant increase in annual investments to the ITS budget compared to past years**. This budget increase is largely due to the rapid increase in new technologies and the increased volume of existing technologies, associated with the growth of the College. Both contribute to a commensurate increase in lifecycle spending and training to keep all systems up-to-date and working. The **estimated increase will be <u>at least $500,000 higher annually</u>** than recent years—some of that cost will be occurring immediately in the upcoming budget, other costs will begin to occur in the next several years.
6. The last table of **anticipated technology requests will take an additional $1 million** in spending to implement, which will **result in significant added annual costs** for future ITS budgets, **above and beyond the estimated increase in #5 above**.
7. As the ITS department is already stretched, any money not spent in support of the new and increased technology will result in an associated decrease in the performance, robustness, and supportability of existing systems from current levels.

Central Oregon Community College
Board of Directors: Information Item

Subject	Structural Observation Report for Snow Loading
Prepared By	Joe Viola, Director of Campus Services

A. Background

The greater than average snowfall this winter, referred to as Snowmageddon, created roof snow loading conditions around town that compromised the integrity of roofs, and in some cases caused them to collapse. The collapse of the 70-year-old Kenwood Elementary School gymnasium roof in Bend raised that awareness. Approximately half of the buildings on the Bend Campus are over 40 years old, with 25% being built in the early 1960's "pre-Code era". Central Oregon Community College hired engineers from Ashley & Vance Engineering, Inc. to conduct Emergency Snow Load Inspections.

B. Options/Analysis

On Friday, January 13, 2017, engineers reviewed the snow loading conditions. Efforts focused on the original structures on campus. Cursory drive by observations were made on the newer buildings. Structural framing plans were also provided and reviewed. The framing plans for the modern buildings showed that they had been designed for the required snow loading. Roof snow removal procedures were provided and we were encouraged to remove roof snow where depths exceeded 12". The report concluded that, "Buildings that have been designed properly for snow loading are not expected to have any significant issues under the given loading." That proved to be true.

C. Timing

Prior to the inspection and report, the COCC maintenance staff had been selectively removing snow from the roofs of the oldest buildings wherever it appeared safe to do so. At the same time, a visual inspection occurred in all buildings, in an effort to discover any areas that may have shown structural stress from the additional weight of the snow. No damage or indications of stress from the snow load were discovered. The roof snow removal efforts continued after the report was issued, focusing on the findings of the report.

D. Budget Impact

The cost of the Report including the on-site inspections was $1,200.
The labor to remove snow from roofs was absorbed in the budgets of the Grounds, Custodial, and Building Maintenance Departments of Campus Services.

Ashley & Vance
ENGINEERING, INC

Memorandum

Date:	January 21, 2017
To:	Joe Viola Director of Campus Services Central Oregon Community College 2600 NW College Way Bend, OR 97703
Project:	COCC Emergency Snow Load Inspections Central Oregon Community College 2600 NW College Way Bend, OR 97703
Job #:	17046
Subject:	Structural Observation Report for Snow Loading

Comments:

On Friday, January 13, Engineers from our office reviewed the snow loading conditions at the requested campus at the above listed address. The purpose of our site visit was to provide potential snow removal recommendations and to determine if the building(s) were safe to occupy.

Joe Viola provided a list of the buildings on campus and we focused on the older 'pre-code' buildings for our on-site inspections. We reviewed roof framing at the Deschutes, Jefferson, Ochoco, Grandview, Metolius, Modoc, Juniper, Pence and Mazama buildings, since these were the older structures on campus. We also performed cursory drive-by observations of the other major buildings on campus. We reviewed many of the structural framing plans to determine if these structures had been adequately designed for the code required snow loading, and to identify any critical areas of concern.

The buildings and roof structures appeared to be performing adequately under the given loading. No dangerous levels of deflection or permanent damage to primary structural members were observed. The framing plans for most of the modern buildings on campus showed that they had been designed for the required snow loading. Buildings that have been designed to current code with proper loading are not expected to have any significant structural issues under the current conditions. These structures were not a priority for immediate snow removal, and our determination was that the buildings were safe to occupy.

The following are some general observations and recommendations for a high snow load event:

In general, for high snow densities, we recommend removing snow where depths exceed 12". Snow load sampling (from a nearby roof) and code density calculations show that snow load densities are estimated to be 17-18 PCF (pounds per cubic foot.) Rain on snow is expected to increase loads by an estimated 5 PSF (pounds per square foot). Code minimum snow loading for roofs is 25 PSF. This means that roofs with greater than 12" of snow with added rain will be approaching the design load for most roofs. This is why we have recommended removing snow that is greater than 12" in depth.

Removing snow from mid-span will relieve bending stresses and deflections more than removing snow from bearing lines. We have recommended that snow removal priority be focused on mid-span loading. It is acceptable to leave snow loading near perimeter bearing lines, provided it is not creating any drainage issues. In general, start from the mid-span, and work outward in such a way as to not cause excessive unbalanced loading. We do not recommend building up piles of snow on any part of the roofs.

Flat roofs with parapets, low roofs with drifts, roofs with an upper sloped roof to shed snow down onto, and barrel vaulted roofs are the highest priority for snow removal.

It is critical that roof drains are functioning properly and that all scuppers, downspouts and drains are flowing freely. Heat tape at drainage outlets may be required to ensure flow of water off of the roofs. Trapped water can cause isolated damage and excessive loading. Ponding and progressive collapse can be caused by poor drainage on flat and low slope roofs. Break up ice dams and clear all drains to create a path for water to exit the roofs.

Monitor the deflections of loaded roofs. Some deflection is expected, but excessive deflection can be a sign of overloading. Deflection is a function of load and span, and should be relieved once loading is reduced. Deflections on flat and low slope roofs can create low points for water which can in turn attract more loading due to ponding. This condition can be identified with excessive standing water on top of a roof. If excessive deflections persist, contact our office for further review.

Buildings that have been designed properly for snow loading are not expected to have any significant issues under the given loading. Special attention should be paid to the buildings that were built in the 'pre-code' era (before the late 1960s). Some of these structures have elements that do not meet current code standards for structural design.

These recommendations are based on our visual observations of the existing conditions and our best engineering judgment. Our office can in no way warrant or guarantee the existing structure.

Please do not hesitate to contact my office if you have any further questions or need anything else.

Sincerely,

John Fischer, PE
Principal Engineer

Central Oregon Community College
Board of Directors: Information Item

Subject	Housing Operations Report
Strategic Plan Theme(s) and Objectives	Institutional Sustainability: Objective IS.4, IS.6, IS.7
	Transfer and Articulation: Objective TA.1
	Workforce Development: Objective WD.1
Prepared By	Alicia Moore, Dean of Student and Enrollment Services

Occupancy and Application Update

Winter
Winter term ended with 296 students living in the hall, representing a 93% occupancy rate. As of March 31, 43 students moved out of the hall at the end of winter term, with 24 citing personal reasons, 13 financial and six indicated they were moving off campus.

Spring
Nine new students moved into Wickiup Hall for spring quarter, for an estimated total of 262 students (82%) in the hall for spring term, representing a 28% increase over spring 2016 (204 students or 64% occupancy). While staff would certainly like a higher occupancy rate, having a lower spring term occupancy rate is not unusual for colleges and universities. Additionally, the 2016-17 budget assumed an 85% occupancy rate for fall (actual was 103%), 79% for winter (actual was 93%), and 74% for spring (anticipated actual is 82%). With an annual average of 93% occupancy, 2016-17 budget implications remain positive. Actual spring term occupancy will be provided in a future Board report.

Fall
The fall 2017 application process for new students opened on April 1. The College received 145 applications within the first 48 hours, as compared to 99 applications last year. Parallel to this, the College has had record number of prospective students and their families participate in campus tours in recent weeks. Anecdotally, the majority of these students are interested in on-campus housing.

Rather than solely communicating via phone and email, housing staff will identify key messages that can be conveyed appropriately via text and pilot the use of a free texting option to communicate with housing applicants. Students can opt out of this form of communication should they wish to do so.

The fall 2017 application process for returning students opens on April 10. Early application incentives include choice of room and roommates, priority access to bed lofting kits, locking in current year double room rates, and eligibility for local gift cards. Returning students must complete their application by May 1 to eligible for these incentives.

Marketing

Marketing efforts for the residence hall focus on both returning residents and new students. While returning student incentives are detailed above, new student marketing efforts include Pandora ads targeting traditional aged students in Oregon (excluding the City of Portland), four counties in northern California, eastern Washington and Boise, Idaho area. Facebook ads, using the same demographics, will run through June. Digital marketing to students from feeder high schools and targeted fall term applicants will begin soon.

To encourage out-of-district and out-of-state students to commit to the residence hall, a 2017 Out-Of-Area Housing Award is being offered. This promotion particularly supports our recruitment efforts in feeder high schools outside of the COCC district.

Staffing Update

Professional Staff
COCC's current Residence Life Coordinator is moving out of state after two years of living on campus (two to three years is the typical tenure for on-campus positions). Additionally, after nine years in the position, the Assistant Director of Housing and Residence Life has decided to pursue other opportunities. The College posted the positions on March 30 and anticipate interviewing by the end of April. This timeframe aligns well with the typical timeframe for hiring housing professional staff positions. The hiring committees are:

- Assistant Director of Housing and Residence Life: Andrew Davis (supervisor), Drew Jones (administrative representative), Rebecca Walker-Sands (faculty representative), Kirsteen Wolf (classified representative). Typically, only the immediate supervisor is on the hiring committee. However, given the high visibility of housing, Alicia Moore (Dean of Student and Enrollment Services), will also serve on the committee.

- Residence Life Coordinator/Residence Director: Seana Barry (administrative representative), Andrew Davis (interim supervisor), Sara Evans (classified representative), Carol Higginbotham (faculty representative).

Student Staff
Residence Life staff recently began the hiring process for Community Assistants and received 30 applications. Qualified applicants must have a minimum 2.00 cumulative GPA and have successfully completed 16 credits. Offers for interviews will be made the first week of spring term and interviews will be conducted the second week of spring term. Decisions and offers will be made the third week of spring term.

Facilities Considerations

The Housing Leadership Team and Residence Life staff are currently reviewing several facility-related needs, including:

- Storage space for gator, snow blower, and other snow removal equipment
- Additional exterior bike parking
- Upgrade of grounds space to the north and east of the building
- Additional lighting by the tennis courts
- Computers and printer for the lobby area

LIST OF GRANTS as of March 2017

NAME	FUNDER	AMOUNT	POINT PERSON	STATUS
16-063: Oregon Promise Agreement (SB4076)	Chief Ed Office/ HECC/ OR Dept. of Education	$82,990	Alicia Moore	This grant supports: • Expansion of COCC's current "Bobcat Orientation" (just-in-time orientation program offered immediately before each term) • Adding 18 student success class sections (on all campuses/ online and hybrid format) • Professional development for faculty & staff who serve as Bobcat Orientation facilitators (attended the Growth Mindset workshop at Lane Community College and met as small group to redevelop orientation curriculum; training for faculty who are new to teaching COCC's student success class) • Promotional campaign - 1) create district-wide awareness regarding COCC's Oregon Promise program and 2) inform OP students and COCC faculty and staff of OP requirements. COCC also coordinates an Oregon Promise Steering Committee, which meets regularly to keep one another informed of OP activities, develop student success metrics, and review regulatory changes.
Data Quality Improvement	Chief Ed Office/ HECC/ OR Dept. of Ed	$35,500	Brynn Pierce	Funds are being used on three projects to improve data quality at COCC: • 5 training modules (short videos) to educate College community to be better stewards of College data –first module just completed! • Adapting COCC's application & state reporting extracts to reflect English Learners required data collection– work happening now! • Purchase & implementation of Clean Address software giving COCC ability to validate & standardize directory information in real-time saving time and money. College just approved funding annual software fees and would not have made this continual investment if the grant hadn't funded the original purchase – a big win!
16-327: MATC Career Pathways Dev (SB5702)	Chief Ed Office/ HECC/ OR Dept. of Ed	$30,000	Michael Fisher	Working with Redmond (Better Together and REDI/EDCO) to create a position to coordinate internship opportunities. In the final stages of posting position. A portion of the remaining funds to purchase equipment for either Redmond HS or Madras HS. Chris Baughman is working with his colleagues at Madras HS to complete the alignment of courses to make a smooth pathway for students to transition from Madras HS into the MATC program at Redmond. The remaining funds will be used for HS instructor training during Spring term.

LIST OF GRANTS as of March 2017

NAME	FUNDER	AMOUNT	POINT PERSON	STATUS
16-032B: Career Pathways Project 2015-17	OR Dept. of Ed	$88,606	Jenni Newby/ Debbie Hagan	Hired a "Navigator" to work with adult students in ABS or through WorkSource to help them transfer into college level credit courses.
16-227: Developmental Education Models (SB5701)	Chief Ed Office/ HECC/ OR Dept. of Ed	$30,000	Jenni Newby	Used in conjunction with Title III work in Writing to develop co-requisite WR course to provide accelerated pathway to credit level Writing courses. Students who would not normally place in WR 121 allowed to take WR 121 but will also take a separate course (the co-requisite) same term to give them extra support needed to succeed in WR 121.
16-016: Inmate Instructional Services	Chief Ed Office/ HECC/ OR Dept. of Ed	$128,556	Jerry Schulz	This grant is ongoing and used to help prepare inmates to pass the GED exam. It also provides welding skills to some inmates, which helps insure employment upon release from prison.
SB5507: Advising 2016-17	OR Dept. of Ed	$115,385	Alicia Moore/ Seana Barry	Dollars available through the academic advising grant used to add 1.0 FTE in advising and .5 FTE in student success coaching/outreach. Academic advisor is assigned a caseload primarily of OP and residence hall students and participates in student success outreach efforts. At same time, student success coaches conduct student outreach to residence hall students & students assigned to faculty advisors. Success coaching topics include preparing students for upcoming advising sessions, checking with student about academic progress and offering appropriate resources if needed, advising students on critical dates & deadlines, & topics typically included in "intrusive" advising model.
Carl Perkins Consortium Grant	OR Dept. of Ed	$246,599	Michael Fisher	Work with ESD to purchase equipment that allows us to be creative and innovative in our CTE programs. This is updated every Spring. We are just beginning on our requests and reporting for this annual cycle.
16-200: Reach Higher Summit Event	Chief Ed Office/ HECC/ OR Dept. of Ed	$4,944	Residence Hall/ Stephanie Bilbrey	HECC funding of an OCCA event that was held at COCC, but conducted by OCCA. COCC was merely the facilities host.
HB3063: Student Success Grant	Chief Ed Office/ HECC/ OR Dept. of Ed	$160,600	Karen Roth	As a result of this grant the College was able to: • Add .25 FTE to the Latino College Preparation Program Coordinator and the Native American Program Coordinator positions • Expand the Latino College Prep Program to include Madras & Culver high schools (program already exists at Bend High, Mt. View High, Redmond High, Ridgeview High, and Crook County High).

LIST OF GRANTS as of March 2017

NAME	FUNDER	AMOUNT	POINT PERSON	STATUS
				• Allowed College to offer similar college preparation course for Native American students at Redmond High, Madras High, and the Roots alternative school in Warm Springs. • Funded 10 full scholarships for Native American and Latino students this year and fully funded the Ganas and STRIVE summer leadership programs last summer and this summer. These two summer programs offer an on-campus college preparation experience for Latino and Native American students from throughout our college service district.

Central Oregon Community College
Board of Directors: Resolution

Prepared by: David Dona, Chief Financial Officer

Subject:	2017-18 Tuition and Fee Rates
Strategic Plan Themes and Objectives:	
Institutional Sustainability	**IS.10** - Maintain student affordability while ensuring efficient and cost effective operations.

A. Background

For fiscal year 2016-17, COCC has the third lowest combined in-district tuition and fee rates of Oregon's seventeen community colleges. Preliminary information indicates that with the proposed $2 per credit increase, COCC's combined 2017-18 in-district tuition and fee rates would remain the second or third lowest. <u>There are no proposed increases in fee rates.</u>

As the College strives to develop and maintain sustainable systems, comprehensive and quality programs, and essential services to students, it is recommending that the 2017-18 tuition rate for in-district students be increased $2 per credit, the out-of-district/border state rates increased $5 per credit, and out-of-state/international rates increased $10 per credit. House Bill 2571 established the non-resident veteran rates in 2009. The non-resident veteran rate is not to exceed 50% of the difference between resident and non-resident rates. The current year's tuition rates and proposed 2017-18 tuition rates by residency categories are provided below.

Reference: Tuition per credit hour				
Tuition Residency Categories	2016-17	2017-18	$ Increase	% Increase
In-District	$ 93.00	$ 95.00	$ 2.00	2%
Non-Resident Veteran	$ 109.00	$ 112.50	$ 3.50	3%
Out-of-District	$ 125.00	$ 130.00	$ 5.00	4%
Border state	$ 125.00	$ 130.00	$ 5.00	4%
Out-of-State	$ 256.00	$ 266.00	$ 10.00	4%
International	$ 256.00	$ 266.00	$ 10.00	4%

B. Options/Analysis
1) Approve proposed tuition rates
2) Do not approve proposed tuition rates

C. Timing

This action is required at this time as the 2017-18 summer term registration starts on April 24th. In addition, the 2017-18 College catalog identifies the tuition and fee rates with a targeted publishing deadline in April.

D. **Budget Impact**

The proposed 2017-18 general fund budget was developed using the recommended rates outline in section A. The increase in tuition revenue using the recommended 2017-18 rates is approximately $399,000.

E. **Proposed Resolution**

Be it resolved that the Central Oregon Community College Board of Directors hereby approve the proposed 2017-18 tuition rates presented in Section A. There are no proposed increases in student fees.

Central Oregon Community College
Board of Directors

BOARD POLICY UPDATE – BEP 5: COMPENSATION AND BENEFITS
1st Reading

Prepared by: Ron Paradis, executive director of college relations

A.   Action Under Consideration – 1st Reading

Update Board Policy BEP 5: Compensation and Benefits.

B.   Discussion/History

At the March 2017 Board meeting, Board members requested having in its Board Policies the option (at the Board's discretion) to have a Board member on the negotiating team(s).
The attached (8.a1) update would assure the President informs the Board of Directors prior to the beginning of negotiations with any of the College's bargaining groups, allowing the Board to decide if it wants to exercise the option of having a Board member formally involved.

BEP 5: COMPENSATION AND BENEFITS
Revised: March 9, 2011; December 9, 2015; <mark>*Proposed revision April 12, 2017*</mark>

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the President must ensure the organization's fiscal integrity, public image and program quality.

Accordingly, the President must:

1. Not change unilaterally his or her own compensation and benefits.
2. Not promise or imply permanent or guaranteed employment.
3. Establish compensation and benefits offerings which are competitive at the local or regional level. He/she shall not create obligations over a term longer than can be covered conservatively by projected revenue, in no event longer than one year or the terms of Board approved collective bargaining contract, and in all events subject to potential losses of revenue.
4. Establish deferred or long term compensation and benefits, within the following constraints:
    A. Must not cause unfunded liabilities that commit the organization to benefits which incur unpredictable future costs.
    B. Must not provide less than some basic level of benefits to all eligible full time employees, though differential benefits to encourage retention of key employees are permitted.

    <mark>C. Must not allow any employee to lose benefits already accrued from any foregoing plan.</mark>

5. <mark>Ensure timely negotiations with employee groups in accordance with state labor laws.</mark>
6. <mark>Inform the Board prior to the establishment of negotiating teams, allowing the Board to consider the option of including a Board member on a team.</mark>