



CENTRAL OREGON
COMMUNITY COLLEGE
Board of Directors' Meeting – AGENDA
Monday, June 6, 2011 – 6:00 PM
Christiansen Board Room, Boyle Education

TIME**	ITEM	ENC.*	ACTION	PRESENTER
6:00 pm	Executive Session: ORS 192.660 (1(d) Labor Negotiations			
6:10 pm	I. Call to Order			Miller
6:11 pm	II. Introduction of Guests			Miller
6:14 pm	III. Formal Opening of Public Hearing & Testimony for 2011-12 Budget			
	A. Budget Hearing Input			
6:25 pm	IV. Adjournment of Public Hearing & Testimony for 2011-12 Budget			
6:30 pm	V. Reconvene Regular Public Board of Directors' Meeting			
	VI. Hearing for 2011-12 Budget			
	A. Adoption of the 2011-12 Budget			
	Budget Resolution I	6.a	X	Dona ^P
	B. Appropriation Resolution			
	Budget Resolution II	6.b	X	Dona ^P
	C. Levy Property Taxes			
	Budget Resolution III	6.c	X	Dona ^P
6:40 pm	VII. Agenda Changes			
6:40 pm	VIII. Public Hearing and Testimony			
	A. CCWD Commissioner – Annual Visit			Preus ^P
	(Community Colleges and Workforce Development)			
7:05 pm	IX. Consent Agenda***			
	A. Minutes			
	1. Budget – May 11, 2011	9.a1	X	Smith
	2. Regular – May 11, 2011	9.a2	X	
	B. Personnel			
	1. New Hire Report (May 2011)	9.b1	X	Buckles ^A
	C. Approval to Hire			
	1. DeBral	9.c1	X	Buckles ^A
	2. McCrea	9.c2	X	Buckles ^A
	3. Snead	9.c3	X	Buckles ^A
	4. Minor	9.c4	X	Buckles ^A
	5. Dralle, Murphy, Chaput, Russell, Thompson, Chang Huang, Spieth, Malone, Novak, Schlauch, Henson, Rubio, Andre, Lane	9.c5	X	Hilgersom
	6. Metcalf	9.c6	X	Hilgersom
	D. 2011-12			
	1. Inter-fund Borrowing	9.d1	X	Dona ^P
	2. Custodian of Funds/Depository Banks	9.d2	X	Dona ^P
	3. Clerk/Budget Officer/Deputy Clerks	9.d3	X	Dona ^P
	E. Budget Appropriation Review, 2010-11	9.e	X	Bloyer ^P

	F.	Budget Transfer (Capital Proj., IT Server/ Infrastructure & New Construction)	9.f	X	Dona [P]
	G.				
7:10 pm	X.	Information Items			
	A.	Financial Statements	10.a		Bloyer ^A
	B.	Construction Projects - Update	10.b		McCoy [P]
	C.	ABS (Adult Basic Skills) Program Review			Moorehead [P]
	D.	2010-11 SEM Report	10.d		Paradis [P]
	E.	Change in Status			McCoy [P]
	F.	COCC Accreditation - Year One Peer-Evaluation Report	10.f		Middleton [P]
	G.	Institutional Effectiveness-Continual Improvement	10.g		Pierce [P]
	H.	EL 4, Financial Condition	10.h		Bloyer ^A
		1. Financial Certification-Finance Dept.	10.h1		
		2. Financial Certification-President	10.h2		
	I.	Maintenance Project List for 2011-12	10.i		Viola [P]
8:00 pm	XI.	Old Business			
	A.	2 nd Reading GP2: Governing Style	11.a	X	Brd Policy Committee
8:05 pm	XII.	New Business			
	A.	GP2:11 Real Estate and Legal Representation	12.a	X	Middleton
	B.	Potential RFP for Legal Representation	12.b	X	
	C.	Classified Contract Re-openers (pending tentative agreement)	12.c*	X	Middleton/ Buckles [P]
	D.	2011/12 Salary Adjustments – (Administrative, Confidential and Supervisory)	12.d*	X	Middleton/ Buckles [P]
8:25 pm	XIII.	Board of Directors' Operations			
	A.	Board Member Activities			
8:35 pm	XIV.	President's Report			
	A.	Updates			
		1. Broadside Award			
		2. Bill Hoppe – Art Educator of the Year			
		3. Small Business Development Center			
		4. President's Self-Evaluation (2010-11 Year in Review)	14.a4*		
	XV.	Dates			
	A.	Saturday, June 11, 2011 – 10:00 AM – COCC Commencement on Mazama Field			
	B.	Wednesday, July 13, 2011 – 6:00 PM – Regular Board of Directors' Meeting Christiansen Board Room / Boyle Education Center Bldg.			
8:50 pm	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.

Exhibit: 6 . a
Date: June 6, 2011
Approved: __Yes __No
Motion: _____

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION #1

Prepared by: David Dona - Associate Chief Financial Officer

A. Action Under Consideration

Finalize and adopt the College budget for 2011-12.

B. Discussion/History

One (1) adjustment is recommended to the budget approved by the Central Oregon Community College Budget Committee on May 11, 2011. This adjustment allows the College to modify positions to ensure adequate staffing levels in critical areas (e.g., advising and IT Security). The Board of Directors has the power to adjust the resources and expenditures as approved by the Budget Committee. However, the governing body's power to change the approved budget is limited. The Board can reduce or even eliminate any expenditure in a fund. However, expenditures cannot be increased in a fund by more than \$5,000 or 10 percent, whichever is greater. Also, it cannot increase the property tax amount approved by the Budget Committee. If the governing body wants to exceed either of these limits, it must publish a revised financial summary and budget hearing notice, and hold another budget hearing (ORS 294.435). The recommended adjustment falls below limits.

C. Options/Analysis

1. Adopt the budget with the recommended adjustments.
2. Adopt the budget without recommended adjustments.

D. Timing

The budget must be adopted before July 1, 2011 for the College to continue its operations.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College do hereby adopt the budget approved by the Budget Committee on May 11, 2011 with the following adjustment.

F. Adjustment:

Increase transfers-in to the General Fund and transfers-out from the Auxiliary Fund (Summer Term) by \$56,000. Increase personal services in the General Fund \$56,000. This adjustment reduces the Auxiliary Fund's ending fund balance by \$56,000 and has no impact on the ending fund balance for the General Fund.

Exhibit: 6 . b
 Date: June 6, 2011
 Approved: Yes No
 Motion: _____

**CENTRAL OREGON COMMUNITY COLLEGE
 BOARD OF DIRECTORS**

RESOLUTION #2

Prepared by: David Dona – Associate Chief Financial Officer

BE IT RESOLVED that the amounts for fiscal year beginning July 1, 2011 and for the purposes shown below are hereby appropriated as follows:

GENERAL FUND

Instruction and Instructional Support	\$ 20,851,473
Student Services	4,003,863
College Support Services	4,891,263
Campus Services	4,347,803
Information Technology Services	3,301,041
Financial Aid	216,074
Contingency	<u>800,000</u>
Total General Fund	\$ 38,411,517

DEBT SERVICE FUND

Debt Retirement:	
Principal	\$ 1,378,468
Interest	2,723,747
Materials and Services	<u>2,850</u>
Total Debt Service Fund	\$ 4,105,065

CAPITAL PROJECTS FUND

Personal Services	\$ 700,000
Materials and Services	347,260
Capital Outlay	35,573,338
Transfers Out	<u>806,454</u>
Total Capital Projects Fund	\$ 37,427,052

ENTERPRISE FUND

Personal Services	\$ 813,188	
Materials and Services	5,148,893	
Capital Outlay	45,000	
Transfers Out	<u>100,000</u>	
Total Enterprise Fund		\$ 6,107,081

INTERNAL SERVICE FUND

Personal Services	\$ 134,001	
Materials and Services	241,800	
Capital Outlay	<u>21,000</u>	
Total Internal Service Fund		\$ 396,801

RESERVE FUND

Materials and Services	\$ 187,000	
Transfers Out	<u>250,000</u>	
Total Reserve Fund		\$ 437,000

SPECIAL REVENUE FUND

Federal Grant Programs	\$ 4,568,100	
State Grant Programs	74,804	
Other Grant Programs	65,000	
Contracts	1,000,500	
New Programs	<u>500,000</u>	
Total Special Revenue Fund		\$ 6,208,404

AUXILIARY FUND

Self-Sustaining Activities	\$ 1,244,029	
Non-General Fund Instruction	5,459,278	
Revolving Activities	525,812	
Contractual & Administrative Provisions	<u>492,855</u>	
Total Auxiliary Fund		\$ 7,721,974

FINANCIAL AID FUND

Federal Programs	\$15,371,876	
State Programs	3,300,000	
Other Programs	<u>960,553</u>	
Total Financial Aid Fund		\$ 19,632,429

TRUST & AGENCY FUND

Materials and Services	<u>\$ 7,500</u>	
Total Trust & Agency Fund		\$ 7,500

TOTAL BUDGET APPROPRIATION

\$ 120,454,823

Exhibit: 6 . c
Date: June 6, 2011
Approved: __Yes__No
Motion: _____

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION #3

Prepared by: David Dona, Associate Chief Financial Officer

BE IT RESOLVED that the Board of Directors of Central Oregon Community College District hereby imposes the taxes provided for in the 2011-12 adopted budget at the rate of \$0.6204 Per \$1,000 of assessed value for operations and in the amount of \$2,712,940 for Bonded Debt; and that these taxes are hereby imposed and categorized for the tax year 2011-12 upon the assessed value of all taxable property within the district.

	<u>Subject to the Education Limitation</u>	<u>Excluded from the Limitation</u>
General Fund	\$0.6204 / \$1,000	
Debt Service Fund		\$ 2,712,940



Central Oregon Community College
BUDGET COMMITTEE MEETING
MINUTES

Wednesday, May 11, 2011 - 6:00 PM
Christiansen Board Room-Boyle Education Center

PRESENT: Steve Curran, Patricia Kearney, Gayle McConnell, Doug Ertner, Dr. Joyce Garrett, David Ford, Charley Miller, John Overbay, Ron Bryant-Board Attorney, Dr. James Middleton-President, Julie Smith-Executive Assistant

ABSENT: Lester Friedman, Joe Krenowicz, Connie Lee, Donald Reeder, Anthony Dorsch

PRESENT: Anthony Dorsch arrived at the meeting at 6:20 PM.

CALL TO ORDER: Mr. Charley Miller-Board Chair, called the meeting to order of the 2011-12 Budget Committee.

INTRODUCTION OF GUESTS:

Matt McCoy, Karin Hilgersom, Ron Paradis, Kevin Kimball, David Dona, Ed Sea, Dan Cecchini, Carol Moorehead, Julie Downing-Faculty Forum Pres., Gene Zinkgraf, Joe Viola, Eric Buckles, Alicia Moore, Lisa Bloyer, Diana Glenn, Kirsteen Wolf and Tobey Veenstra-The Broadside, and Sheila Miller-The Bulletin.

PUBLIC HEARING AND TESTIMONY: None.

MINUTES APPROVAL:

Mr. Doug Ertner moved to approve the Budget Meeting Minutes of April 13, 2011.

Ms. Gayle McConnell seconded. MCU. Approved. M05/11:1

UPDATE ON PROPOSED 2011-12 BUDGET (Handout: 5):

Mr. David Dona-Associate Chief Financial Officer reported that COCC's "bond rating" has increased over the past three rating cycles to a current rating of AA-.

He gave a PowerPoint presentation which covered:

- Current Year Budget Update
- Revenue/Expenditure Forecast
- Proposed Budget Review.

Mr. Dona listed the Fiscal Safety Measures and Contingencies –

- Retain a general fund reserve above the required 10%
- General fund includes \$800K operating contingency
- Conservative projections on tuition, state aid, and net property tax revenue
- Major long-term projects, activities and obligations are –
 - ❖ Debt Service – funded
 - ❖ Capital Projects – funded
 - ❖ Building Maintenance & Repair and Technology Replacement – funded
 - ❖ Enterprise and Internal Services Activities – self-funded
 - Residence Hall and Bookstore

- Copy Center, Copier Fleet, Vehicles, and Computer Labs
- ❖ Regional Activities – funded
 - Redmond Campus and Madras & Prineville Centers
- ❖ Retiree health care liability and PERS reserve – funded
 - PERS reserve transfer-out to general fund of \$250K for 2011-12
- ❖ Adequate spending authorization for financial aid, grants and contracts
- ❖ Health insurance: budgeted +10%
- ❖ Supplemental transfer-out (\$500K) from 2010/11 end-of-year general fund
Balance to capital projects fund for new telephone system.

RESOLUTION FOR APPROVAL – PROPOSED 2011-12 BUDGET (Exhibit: 6)

Dr. Joyce Garrett motioned – Be It Resolved that the Budget Committee of Central Oregon Community College does hereby approve the Central Oregon Community College District proposed budget for Fiscal Year 2011-12 in the aggregate amount of \$120,342,824 (total of all funds) and that the permanent tax rate of \$0.6204 per thousand of assessed value be levied against all assessed property in support of the General Fund. It is further resolved that a tax of \$2,712,940 be approved for the Debt Service Fund for the purpose of satisfying required debt service of general obligation bonds issued by the district.

Mr. Steve Curran seconded. MCU. Approved

President Middleton thanked Mr. Kevin Kimball-CFO, Mr. David Dona-Associate CFO, Ms. Lisa Bloyer-Accounting Director and their staff for the excellent work on the budget preparation.

President Middleton also thanked the Budget Committee Members for their commitment of time and work in the budget process.

Chair Miller adjourned the Budget Committee Meeting.

ADJOURN: 6:25 PM

APPROVED;

Mr. Charley Miller-Acting Chair
-Budget Committee

ATTEST TO;

Dr. James E. Middleton,
President



Central Oregon Community College
Board of Directors' Meeting
MINUTES
Wednesday, May 11, 2011- 6:30pm
Christiansen Board Room
Boyle Education Center

PRESENT: Charley Miller, Dr. Joyce Garrett, David Ford, John Overbay, Anthony Dorsch, Ron Bryant-Board Attorney, Dr. James Middleton-President, Julie Smith-Executive Assistant

ABSENT: Connie Lee, Donald Reeder

INTRODUCTION OF GUESTS: Neil Bryant, Matt McCoy, Karin Hilgersom, Ron Paradis, Kevin Kimball, David Dona, Ed Sea, Dan Cecchini, Carol Moorehead, Julie Downing-Faculty Forum Pres., Gene Zinkgraf, Joe Viola, Eric Buckles, Alicia Moore, Lisa Bloyer, Diana Glenn, Kirsteen Wolf and Tobey Veenstra-The Broadside, and Sheila Miller-The Bulletin.

PUBLIC HEARING AND TESTIMONY:

Better Roads for Bend - Mr. Neil Bryant, PAC Co-Chair for "Better Roads for Bend" and attorney at Bryant, Lovlien & Jarvis, PC, spoke to the Board regarding the roadways of Bend and the dire need to fix the traffic congestion, unsafe intersections, and deteriorating roadways that are placing the citizens of Bend at risk and negatively impacting the desirability of the community. Mr. Bryant noted that a Yes vote on Measure 9-83 to finance Bend's priority road improvements - will create local jobs by awarding \$30 million of construction contracts. Measure 9-83 has been placed on the ballot for the May 17 election.

CONSENT AGENDA:

Mr. John Overbay moved to approve the Consent Agenda (Exhibit: V). Dr. Joyce Garrett seconded the motion. MCU. Approved. M05/11:1

BE IT RESOLVED that the Board of Directors' reviewed and approved the Meeting Minutes of April 13, 2011 (Exhibits: 5.a1);

BE IT RESOLVED that the Board of Directors' reviewed and approved the April 2011 New Hire Report (Exhibit: 5.b1);

BE IT RESOLVED that the Board of Directors' approves the employment Emeritus status for Ms. Diana Glenn-Instructional Dean and Ms. Carol Moorehead-Dean for Continuing Education and Extended Learning (Exhibits: 5.c1 and 5.c2);

BE IT RESOLVED that the Board of Directors' approves the rehire recommendation for administrative, confidential and supervisory staff for the 2011-12 fiscal year (Exhibit: 5.d).

INFORMATION ITEMS:

Financial Statements – (Exhibit: 6.a)

The Board of Directors' were apprised of the March 2011 Financial Statements.

Construction Update – (Exhibit: 6.b)

The Board of Directors' were apprised of the monthly Construction Projects Updates for the

- Jungers Culinary Center
- Prineville Campus
- Madras Campus
- Health Careers Building
- Science Building and,
- Mazama Classroom Addition.

COCC Values and Future Directions (Exhibit: 6.d)

Mr. Matt McCoy-Vice President for Administration, Ms. Alicia Moore-Dean of Student and Enrollment Services and Mr. Ron Paradis-Director of College Relations, reviewed that over the past several years, COCC has experienced unprecedented changes, not only in enrollment growth and new building construction, but also with significant growth among various employee groups. During this period of change and growth the College seeks to preserve what makes COCC a great place to work and also recognize the value that new employees bring to the workplace. In supporting this concept – the fall 2010 all staff retreat theme, was “Traditions & Transformations: Cultivating Our Campus Culture” – both the keynote speaker and retreat workshop sessions focused on honoring the past and welcoming the future. During the retreat, all employees participated in small group discussions to confirm the College's current values and set the course for the future value paths. An update will be provided at the June board meeting.

Facilities Audit (Exhibit: 6.e)

Mr. Joe Viola-Director of Campus Services reviewed that the last “facility condition assessment” was completed for COCC in 1998. An updated facilities condition assessment will document and present the physical condition of the campus facilities including the grounds, facilities, and infrastructure, through systematic inspections and observations by engineers and architects. The College will award the COCC Facility Condition Assessment contract to EMG, an architectural and engineering firm specializing in facility assessments.

OLD BUSINESS:

2nd Reading – 2011-13 Board Priorities (Exhibit: 7.a)

Mr. David Ford moved to approve the proposed 2011-13 Board Priorities as second reading. Dr. Joyce Garrett seconded. (Exhibit: 7.a). MCU. Approved. 05/11:2

NEW BUSINESS:

Prineville Facility (Exhibit: 8.a and 8.a1)

Mr. Matt McCoy reviewed that the College has worked for decades to establish a permanent facility in Prineville to serve the residents of Crook County and neighboring areas of the District. In 2009 the voters of the COCC District approved a bond measure that provides \$1 million in construction funds to build a facility of approximately 3500 square feet in Prineville. Simultaneously, Crook County was awarded a federal Broadband Technology Opportunities Program grant to construct and operate a public computer center. By combining the federal funds with the College funds and other support funds it will enable the construction of an approximately 12,000 square feet facility.

Dr. Joyce Garrett moved to authorize the President or his designee to enter into an operation and management agreement with Crook County and the Crook County Extension Service District for operation and management of the Crook County/COCC Computer and Education Center in Prineville, Oregon. M5/11:3

Potential Board Consideration of Endorsement for "Better Roads for Bend" bond (Exhibit: 8.c)

Mr. David Ford moved to endorse and support the city of Bend's bond measure 9-83 "Better Roads for Bend". Mr. Anthony Dorsch seconded. MCU. Approved. M5/11:4

BOARD OF DIRECTORS' OPERATIONS:

Board Member Activities

Mr. Overbay	Real Estate Committee Meeting
Mr. Dorsch	Met w/Jon Stark of Redmond Economic Development and the Redmond City Manager re: OIT
Mr. Ford	Real Estate Committee Meeting Ways and Means Committee hearing at OSU-Cascades Faculty Convocation
Dr. Garrett	OCCA Executive Committee Board Meeting/Salem Ways and Means Committee hearing at OSU-Cascades OCCA - Legislative Conference Call
Mr. Miller	Meeting with President Middleton Real Estate Committee Meeting Met w/local businessmen re: a local private four year institution Ways and Means Committee hearing at OSU-Cascades Faculty Convocation

Mr. Ron Paradis announced that Sheila Miller of The Bulletin who has been reporting/covering COCC will be moving to a different position at The Bulletin – Sheila will be the special projects reporter and the Saturday Edition Editor.

PRESIDENT'S REPORT:

Updates:

June Board Meeting

The Board of Directors' agreed to move the June board meeting to Monday, June 6, 2011.

Dean of Instruction

Dr. Leslie Minor has been offered and has accepted the Dean of Instruction position.

COCC Website Hacking

Mr. Dan Cecchini-Director of Information Technology gave an update on the recent security breach on the COCC website. He reported on the findings and the solutions the COCC IT staff was taking to correct the breach.

New COCC Phone System

Mr. Cecchini reviewed the new and improved phone system the college will be installing in the next several months.

ABS Program Review (Adult Basis Skills)

Members of the State and Federal ABS committee were at COCC for a full week reviewing COCC's ABS programs. A report will be presented at the June board meeting.

Geothermal System

OSU-Cascades has requested permission to install a Geothermal system to improve the costs of heating and cooling in Cascades Hall.

Commencement Speaker

US Congressman Greg Walden has accepted the College's invitation to be the 2011 Guest Speaker for the COCC Commencement on Saturday, June 11.

Donald Reeder

A special "Thank You" of appreciation from Don Reeder to all who sent him "Get Well" Wishes.

Adjourn to Executive Session: 8:00 PM

Executive Session: ORS 192.660 (1)(d) Labor Negotiations

ADJOURN: 8:30 PM

APPROVED;

ATTEST TO;

Mr. Charley Miller, Board Chair

Dr. James E. Middleton, President

Exhibit: 9.b1
June 6, 2011
Approve: ___ Yes ___ No
Motion: _____

**Central Oregon Community College
Board of Directors**

NEW HIRE REPORT – May 2011

Name	Date Hired	Job Title
Temporary Hourly		
Cronenwett, Rosemary	5/1/2011	Bookstore Cashier
Curley, Steven	5/1/2011	Business Advisor

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for **Wade DeBraul**, Full-time Assistant Network Administrator

B. Discussion/History

The employment contract for Wade DeBraul is for an administrative position. This position was filled through an external Regional College search.

C. Options/Analysis

Approve the employment contract for Wade DeBraul.
Decline approval of the employment contract for Wade DeBraul

D. Timing

This position is appointed for a 12 month employment contract each fiscal year. For the 2010-11 fiscal year the initial employment contract period will be from June 1 through June 30, 2011. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Wade DeBraul.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Mr. DeBraul has been employed at COCC as a Hardware/Software Engineer in the ITS department since 2006. He has prior experience working as an IT Manager and Support Technician. Wade possess over ten years of accumulated hands on experience working with computers, computer networks, and related technology. Wade has the ability to *develop* a network (subnet a class A, B, or C network, create manage and maintain ACL's or access lists, create and manage VLAN's, manipulate routing tables, and configure all of this on routers and switches), *manage* (secure, back up system software and configuration files, trouble shoot connectivity and performance issues), and *maintain* (hardware monitoring and proactive hardware replacement and software patching and upgrades).

Exhibit: 9.c2
June 6, 2011
Approval _____ Yes _____ No
Motion _____

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for **Darren McCrea**, Full-time IT Bond Technology Project Manager.

B. Discussion/History

The employment contract for Darren McCrea is for an administrative position. This position was filled through an external Regional College search.

C. Options/Analysis

Approve the employment contract for Darren McCrea.
Decline approval of the employment contract for Darren McCrea

D. Timing

This position is appointed for a 12 month employment contract each fiscal year. For the 2010-11 fiscal year the initial employment contract period will be from June 20 through June 30, 2011. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Darren McCrea.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Mr. McCrea received his Bachelor's Degree in English from California State University and an Associate's Degree in Business from Orange Coast Community College. From 2004-2008, Mr. McCrea was the Business Operations Manager at RAMEtronics Technology in Anaheim, CA and as their Sales Manager from 1999-2003. Mr. McCrea has considerable experience managing technology projects and daily operations.

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for **Courtney Snead**, Madras Campus Coordinator (.50 initially, becoming 1.0 September 1st).

B. Discussion/History

The employment contract for Courtney Snead is for an administrative position. This position was filled through an external Regional College search.

C. Options/Analysis

Approve the employment contract for Courtney Snead.
Decline approval of the employment contract for Courtney Snead

D. Timing

This position is appointed for a 11 month employment contract each fiscal year. For the 2010-11 fiscal year the initial employment contract period will be .50 FTE from June 6 through June 30, 2011. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Courtney Snead.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Ms. Snead received both her Master's Degree in Public Administration and her Bachelor's Degree in Political Science from Northern Arizona University. Ms. Snead has been serving as the Assistant to the City Manager for the City of Bend since 2006 and has taught at COCC as a PT Instructor for two years in the Political Science Department. Before joining the City of Bend, she served as an Intern at both the City of Sedona and the Coconino County Board of Supervisors. Additionally, Ms. Snead lives in Madras and is well connected with the Madras community.

Exhibit: 9.c4
June 6, 2011
Approval _____ Yes _____ No
Motion _____

Central Oregon Community College
Board of Directors
RESOLUTION

Prepared by: Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for **Leslie Minor**, Full-time Instructional Dean.

B. Discussion/History

The employment contract for Leslie Minor is for an administrative position. This position was filled through an external National College search.

C. Options/Analysis

Approve the employment contract for Leslie Minor.
Decline approval of the employment contract for Leslie Minor

D. Timing

This position is appointed for a 12 month employment contract each fiscal year. For the 2011-12 fiscal year the initial employment contract period will be from July 1, 2011 through June 30, 2012. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Leslie Minor.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Dr. Minor has taught in the Social Science Department at Central Oregon Community College since 1992 and has earned the rank of full professor. Currently serving as Chair of the Social Science Department, Dr. Minor also served as the Faculty Forum President (2009-10). Teaching numerous courses in Sociology and Psychology for COCC, the University of Oregon, Oregon State University, Linfield College, and the National University of Singapore. In addition, Dr. Minor has published several scholarly articles and has co-authored a textbook. Dr. Minor earned her Ph.D. in Social Ecology from the University of California, Irvine, and her Master's of Social Ecology from the University of California, Irvine. Dr. Minor holds a Bachelor's degree in Psychology from the University of Washington.

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Karin Hilgersom-Vice President for Instruction

A. Action Under Consideration

Approve the contract for David Dralle, Owen Murphy, Emma Chaput, Jessica Russell, Joyce Thompson, Ming-Chang Huang, Eric Spieth, Deborah Malone, Matthew Novak, Steve Schlauch, Sara Henson, Christie Rubio, Stephanie Andre and Dawn Lane

B. Discussion/History

The Assistant Professor I of Mathematics contract for David Dralle is a replacement position.

The Assistant Professor I of Health & Human Performance contract for Owen Murphy is a replacement position.

The Assistant Professor I of Biology contract for Emma Chaput is a conversion from FT Temp position.

The Assistant Professor I of Outdoor Leadership/HHP contract for Jessica Russell is a replacement position.

The Assistant Professor I of Health Information Technology contract for Joyce Thompson is a conversion from FT Temp position.

The Assistant Professor II of Computer Information Systems contract for Ming-Chang Huang is a conversion from FT Temp position.

The Assistant Professor I of Business contract for Eric Spieth is a replacement position.

The Assistant Professor I of Medical Assisting contract for Deborah Malone is a conversion from FT Temp position.

The Assistant Professor I of Psychology contract for Matthew Novak is a conversion from FT Temp position.

The Assistant Professor II of Automotive contract for Steve Schlauch is a conversion from FT Temp position.

The Assistant Professor I of Human Development contract for Sara Henson is a conversion from FT Temp position.

The Assistant Professor II of English Composition contract for Christie Rubio is a conversion from FT Temp position.

The Assistant Professor I of English Composition contract for Stephanie Andre is a new position.

The Assistant Professor I of Nursing contract for Dawn Lane is a new position.

C. Options/Analysis

Approve the contract for David Dralle, Owen Murphy, Emma Chaput, Jessica Russell, Joyce Thompson, Ming-Chang Huang, Eric Spieth, Deborah Malone, Matthew Novak, Steve Schlauch, Sara Henson, Christie Rubio, Stephanie Andre and Dawn Lane

Decline approval of the contracts for David Dralle, Owen Murphy, Emma Chaput, Jessica Russell, Joyce Thompson, Ming-Chang Huang, Eric Spieth, Deborah Malone, Matthew Novak, Steve Schlauch, Sara Henson, Christie Rubio, Stephanie Andre and Dawn Lane

D. Timing

For the 2011-12 academic year.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College district approves the contracts David Dralle, Owen Murphy, Emma Chaput, Jessica Russell, Joyce Thompson, Ming-Chang Huang, Eric Spieth, Deborah Malone, Matthew Novak, Steve Schlauch, Sara Henson, Christie Rubio, Stephanie Andre and Dawn Lane for the 2011-12 academic year.

F. Budget Impact

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

G. Miscellaneous

**David Dralle
Assistant Professor I – Mathematics**

Mr. Dralle has a Master's degree from Columbia University in Applied Mathematics. He currently teaches at Columbia University as a teaching assistant. Mr. Dralle did a three-month teaching experience in Daejeon South Korea during the 2008-2009 school year and taught at the University of Illinois for one year. He has been an environmental educator for YMCA as well as a kayak guide and instructor in Bay Harbor Maine.

**Owen Murphy
Assistant Professor I – Health & Human Performance**

Mr. Murphy is currently an Instructor of Nutrition and Health at the University of Colorado-Boulder, where he has been teaching nutrition and health courses for the past 6 years. He has also served as Co-Director for the Community Wellness Program at Colorado University. Mr.

Murphy earned his Master's of Science Degree in Health and Human Development in 2001 from Montana State University in Bozeman, MT and his Bachelor's of Science Degree in Exercise Physiology in 1997 from Cal State – Chico.

Emma Chaput
Assistant Professor I – Biology

Ms. Chaput is currently Associate Prof. at Western Wyoming Com. College in Rock Springs, WY where she has been teaching since 2007 in traditional, hybrid, and online courses in Anatomy & Physiology I & II, Current Issues in Biology for non-majors, Discovering Life Science, Critical Science Skills, Ecology, and Microbiology. Previously she was lecturer at California State Univ;., Bakersfield, CA, as well as adjunct professor in biology, health and Physical Ed. at Bakersfield College. She has served as an Epidemiologist in Bakersfield CA, as well as Dover, DE. Her BA in Biology was received from Johns Hopkins in 1995, and her concentration of study while pursuing her Masters in Public Health at Yale U., New Haven, CT was in Epidemiology of Microbial Diseases.

Jessica Russell
Assistant Professor I – Outdoor Leadership/HHP

Ms. Russell completed her Master of Arts Degree at Prescott College in December of 2010 in Environmental Studies, with a focus in Sustainable Education. She also has a Bachelor of Science Degree from Middle Tennessee State University in Therapeutic Recreation. Ms. Russell is currently instructing courses in Outdoor Leadership at Central Oregon Community College, in both classroom and field based settings. She has worked previously as a Program Consultant for Success Oriented Achievement Realized (SOAR) in Balsam, NC, and as an Outdoor Recreation Specialist for Middle Tennessee State University in Murfreesboro, TN.

Joyce Thompson
Assistant Professor I – Health Information Technology

Joyce Thompson has a Bachelor's degree in Health Information Management from East Central University in Ada Oklahoma and a Master's degree in Human Resource Administration from the same school. She is currently enrolled in a doctoral program in Occupational Education Studies at Oklahoma State University at Stillwater. Joyce currently works full time as a Instructor and Professional Practice Coordinator for East Central University.

Ming-Chang Huang
Assistant Professor II – Computer Information Systems

Ming-Chang Huang received a BS in Industrial Engineering from National Tsing-Hua University, a MS in Industrial Engineering from the University of Wisconsin in Madison, a MS in Computer Science from University of Wisconsin in Madison, and a Ph.D. in Computer Science from the University of Wisconsin in Madison. He taught computer information and science classes at National Tsing-Hua University from 2004-2008 and since 2008 has taught as an Adjunct Professor in the Department of Software and Information Systems at the University of North Carolina at Charlotte.

Eric Spieth
Assistant Professor I – Business

Mr. Spieth has a bachelor's degree in fine arts from California State University, Channel Islands. He also has a Masters of Business Administration from Humboldt State University. Mr. Spieth has worked in business as a consultant and/or coordinator for such companies as Security National Holding Company, LLC and Flatiron Venture Group et al., and most recently served as CEO/President of Mad River Brewing Company, Inc. He has also taught at Humboldt State University and College of the Redwoods.

Deborah Malone
Assistant Professor I – Medical Assisting

Ms. Malone has been the interim director/instructor for the Medical Assistant program at COCC since August 2009. She holds a bachelor's degree in nursing from the University of Washington and a master's degree (Nurse Practitioner-Women's Health) from the Oregon Health Sciences University. Prior to coming to COCC, she worked as a nurse practitioner for All Women's Care, Juniper Ridge Clinic, Pilot Butte Gynecology and Redmond OB/Gyn clinic.

Matthew Novak
Assistant Professor I – Psychology

Dr. Novak completed a B.S. in Psychology, magna cum laude; and a Ph.D. in Developmental Psychology, both at the University of Washington. He has taught a variety of psychology classes for the University of Washington, Georgetown University, George Mason University, Northern Virginia Community College, and Reed College. Dr. Novak is currently employed as a staff research scientist at the National Institute of Child Health and Human Development (NICHD) at the National Institutes of Health (NIH). He has been an invited presenter at conferences in the U.S. and abroad, and has received national awards for his research.

Steve Schlauch
Assistant Professor II – Automotive

Mr. Schlauch completed a M.S. degree and B.S. in Vocational Technical/Education from Montana State University. He also has ASE Certifications in Electrical/Electronics, Brakes, Suspension, Heating A/C, Manual Drive Trains, Engine Repair and Engine Performance. Additionally, he has an ASE Masters Certification in Diesel Mechanics. Mr. Schlauch has 16 years experience as a diesel instructor and 12 years experience in automotive technology instruction at University of Montana, Helena Montana. He currently teaches Automotive Technology at the University of Montana.

Sara Henson
Assistant Professor I – Human Development

Ms. Henson is completing a Ph.D. in Educational Leadership and Policy Studies through the University of Vermont. She completed a Master's degree in Higher Education and Student Affairs Administration through the same university, and a BA at the University of Oregon. Ms. Henson is currently employed at COCC as an instructor and program coordinator for the Human Development Program, and has held prior positions at COCC and has been involved in the COCC community since 2003.

Christie Rubio
Assistant Professor II – English Composition

Ms. Rubio is currently a full-time temporary instructor in the Humanities Department at Central Oregon Community College, where she has been part of the faculty since 2009. Ms. Rubio teaches all levels of composition, including technical writing. Prior to coming to COCC, she was a full-time tenured faculty member at American River College in California. Ms. Rubio completed both her undergraduate degree in journalism and her Master's Degree in English at California State University—Sacramento.

Stephanie Andre
Assistant Professor I – English Composition

Ms. Andre is an adjunct instructor of developmental and freshman composition at Raritan Valley Community College in Somerville, New Jersey. Ms. Andre completed her undergraduate degree in English at Notre Dame University and went on to receive her Master's Degree in English from Rutgers University.

Dawn Lane
Assistant Professor I – Nursing

Dawn has been the temporary Nursing Assistant Program Director/Nursing Assistant Primary Instructor at COCC since August 2010. She holds an associate's degree in nursing from White Bear Lake Community College, a bachelor's degree in nursing from Oregon Health and Sciences University and a master's degree (Family Nurse Practitioner) from Gonzaga University. Dawn has served in several roles at COCC from 1999-2009: Learning Resource Center (LRC) Clinical Lab Teaching Assistant, Nursing Instructor and Nursing Assistant Primary Instructor. Her background includes providing primary care as a Family Nurse Practitioner at Mosaic Medical Clinic, Nursing Supervisor and staff nurse at St, Charles Medical Center, Director of Staff Development at Bachelor Butte Nursing Home, and numerous staff nurse positions in health care settings.

Exhibit: 9.c6
Date: June 6, 2011
Approval____Yes____No
Motion_____

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Karin Hilgersom-Vice President for Instruction

A. Action Under Consideration

Approve employment contract for **Shirley Metcalf**, Full-time Extended Learning Dean.

B. Discussion/History

The employment contract for Shirley Metcalf is a replacement position for an administrative position. This position was filled through an external National College search.

C. Options/Analysis

Approve the employment contract for Shirley Metcalf.
Decline approval of the employment contract for Shirley Metcalf

D. Timing

This position is appointed for a 12 month employment contract each fiscal year. For the 2011-12 fiscal year the initial employment contract period will be from July 1, 2011 through June 30, 2012. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Shirley Metcalf.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Dr. Metcalf completed an Ed.D. in Management from Northern Illinois University and both her Master's and Bachelor's in Business Education for the University of Hawaii at Manoa. Dr. Metcalf currently serves Lake Washington Technical College as the Vice President for College Advancement and Extended Learning since 2008 and previously as Executive Vice President for Instructional Services in 2002. She also performed as the Dean of Instruction and then Dean of Outreach/Director of Continuing Education at Hawaii Community College. Prior to administration, Shirley achieved the rank of a tenured full professor at Hawaii Community College.

Exhibit: 9.d1
Date: June 6, 2011
Approve: Yes No
Motion: _____

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION

Prepared by: David Dona – Associate Chief Financial Officer

A. Action Under Consideration

Approve interfund borrowing between various projects and funds of the College.

B. Discussion/History

The College is the grantee on a number of grants, which are funded on a cost reimbursement basis. That is, after the expenditures are made, the College applies for and is reimbursed by the grantor. Between the time of the expenditure and reimbursement, the College's various funds "loan" money to the grant account.

This resolution, if approved by the Board, authorizes short-term interfund borrowing for the purposes described above. All such interfund borrowings shall be repaid by the end of the fiscal year. No interest shall be charged on such loans.

C. Options/Analysis

1. Approve interfund borrowing.
2. Don't approve inter-fund borrowing.

D. Timing

This is an item, which needs annual affirmation by the Board of Directors. For interfund borrowing to occur in Fiscal Year 2011-12, this resolution will need to be approved.

E. Recommendation

Be it hereby resolved that the Board of Directors of Central Oregon Community College do hereby authorize interfund borrowing between the various funds and programs of the College.

F. Budget Impact

Funds borrowed by another College program do not earn interest. Therefore, there is the opportunity cost of foregone interest. For this reason, the College attempts to minimize the need for interfund borrowing.

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION

Prepared by: David Dona – Associate Chief Financial Officer

A. Action Under Consideration

Designate custodians of funds and financial institutions, which can serve as depositories for District funds.

B. Discussion/History

Oregon law stipulates that each year the Board of Directors designate custodians of funds and financial institutions, which can serve as depositories for District funds. It is recommended that James E. Middleton, Matthew J. McCoy, and Kevin E. Kimball be designated as custodian of funds, and that the Board approves the use of a facsimile signature (check signing machine) on District checks. All checks over \$20,000 will also require the countersignature of one of the custodians. Any custodian initiating a check over \$20,000 requires a countersignature from another approved custodian. It is further recommended the following institutions be so designated as depository institutions for the 2011-12 fiscal year:

Bank of America*	Bend and Redmond branches
Bank of the Cascades*	Bend, Redmond, Sisters, Prineville and Sunriver branches
Bank of the West*	Madras branch
Columbia State Bank*	Bend, Redmond and Madras branches
Home Federal Bank*	Bend, Prineville, LaPine and Terrebonne branches
First Security Bank*	Bend and Redmond branches
High Desert Bank*	Bend and Redmond branches
Liberty Bank*	Bend and Redmond branches
Local Government Investment Pool	State of Oregon Treasury Department
Mid Oregon Federal Credit Union**	Bend, Redmond and Prineville branches
Northwest Community Credit Union**	Bend branch
Ochoco Federal Credit Union**	Prineville branch

OnPoint Credit Union**	Bend branches
Premier West Bank*	Bend branch
SELCO Credit Union**	Bend and Redmond branches
SOFCU Credit Union**	Bend branch
South Valley Bank and Trust*	Bend, Sisters and LaPine branches
State Farm Bank*	Bend and Redmond branches
Sterling Savings Bank*	Bend and Redmond branches
Umpqua Bank*	Bend branches
US Bank*	Bend, Redmond, Sisters, Prineville, LaPine, Madras and Portland (Main Office) branches
Washington Federal Savings*	Bend and Redmond branches
Chase Bank*	Bend, Redmond, Prineville, Sisters, and Sunriver branches
Wells Fargo Bank*	Bend, Redmond, Prineville, Madras, and Portland (Main Office) branches
West Coast Bank*	Bend branch

*Member of FDIC

**Member of NCUA

C. Options/Analysis

1. Approve custodians of funds and depositories of District funds as recommended.
2. Approve other custodians of funds and depositories of District funds.

D. Timing

Approval before July 1, 2011 is required.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College do hereby approve James E. Middleton, Matthew J. McCoy, and Kevin E. Kimball as custodians of funds and the aforementioned financial institutions as depositories of District funds.

F. Budget Impact

None

Exhibit: 9.d3
Date: June 6, 2011
Approve: ___ Yes ___ No
Motion: _____

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION

Prepared by: David Dona – Associate Chief Financial Officer

A. Action Under Consideration

Approve Clerk, Budget Officer, and Deputy Clerks for the College District.

B. Discussion/History

Each year it is necessary for the Board of Directors to designate the Clerk, the Budget Officer, and Deputy Clerk of the District. It is their responsibility to carry out Board policy and oversee the day-to-day legal and fiscal affairs of the District. In addition, the College is party to several contracts in the area of clinical affiliation and employee salary reduction agreements. Clinical affiliation agreements state the terms and responsibilities of each party when a student does a practicum in a medical setting as part of a health occupation program. With minor variations, these contracts all follow the same format. Employee salary reduction agreements are employee-initiated transactions in which the employee determines how much of their salary, within IRS determined limits, goes into a supplemental retirement account.

It is recommended that James E. Middleton be designated the Budget Officer and Clerk of the District, and Kevin E. Kimball and Matthew J. McCoy the Deputy Clerks for the period July 1, 2011 through June 30, 2012. Also, it is recommended that signature authority for clinical affiliation agreements, employee salary reduction agreement and other routine contracts be delegated to Sharla Andresen, the College's Director of Contracts and Risk Management.

C. Options/Analysis

1. Approve the Clerk, the Budget Officer and Deputy Clerks as recommended.
2. Approve other persons as the Clerk, Budget Officer and Deputy Clerk.

D. Timing

Clerk, Budget Officer and Deputy Clerks need to be designated by July 1, 2011.

E. Recommendation

Be it hereby resolved that the Board of Directors of Central Oregon Community College do hereby designate James E. Middleton as Budget Officer and Clerk of the District, and Kevin E. Kimball and Matthew J. McCoy be the designated Deputy Clerks, and Sharla Andresen be delegated limited signing authority as specified in Section B for the period July 1, 2011 through June 30, 2012.

F. Budget Impact

None

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College do hereby authorize the transfer of budget and an equal amount of appropriation authority as specified in the attached budget change form.

F. Budget Impact

As identified in attached budget change form.

No. _____
(Fiscal Services Use only)

Central Oregon Community College
Budget Change Form

Budget Year 2010-2011

Fiscal Services
(Department or Office)

Do you want this change to be temporary or to carry forward to future years? Temp x Perm

Appropriation Unit	Banner Index	Account Number	Amount Increase	Amount Decrease
Capital Projects Fund - Mazama Remodel			\$ 1,500,000.00	
Capital Projects Fund - Real Estate Development			\$ 50.00	
Capital Projects Fund - Go Oregon Stimulus			\$ 300,000.00	
Capital Proects Fund - 2010 Go Bond Projects				\$ 1,800,050.00
Debt Service Fund - Interest			\$ 12,000.00	
Debt Service Fund - Principle				\$ 12,000.00
Special Revenue Fund - Federal Grants			\$ 50,000.00	
Special Revenue Fund - Contracts			\$ 50,000.00	
Special Revenue Fund - New Programs				\$ 100,000.00
Auxiliary Fund - Self Sustaining			\$ 100,000.00	
Auxiliary Fund - Non-General Fund Instruction				\$ 100,000.00
Financial Aid Fund - Federal Programs			\$ 1,300,000.00	
Financial Aid Fund - Local Programs			\$ 15,000.00	
Financial Aid Fund - State Programs				\$ 1,315,000.00
Total			\$ 3,327,050.00	\$ 3,327,050.00

Total of Debits + Credits 6,654,100.00

Reason for Budget Change: Year end appropriation review

Date June 6, 2011

Date

Date

Date

Lisa Bloyer
Change Requested By

Vice President's/Dean's Approval

Reviewed by Director of Fiscal Services

President's Approval

Exhibit: 9 . f
Date: June 6, 2011
Approve: Yes No
Motion: _____

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION

Prepared by: David Dona – Associate Chief Financial Officer

A. Action Under Consideration

Approve the transfer of up to \$1,000,000 from the General Fund to the Capital Projects Fund (IT Server/Infrastructure, \$500,000 and New Construction, \$500,000).

B. Discussion/History

The College has a history of setting aside funds for its construction and maintenance projects. The purpose of these supplemental transfers is outlined below:

- The transfer to the IT Server/Infrastructure Fund (\$500,000) will provide part of the required funding for the purchase of a new telephone system (total cost \$750,000). The targeted date for acquisition and implementation of the new telephone system is fall of 2011.
- The transfer to the New Construction Fund (\$500,000) will build required funding for maintenance projects and the College's portion of capital construction projects.

The General Fund's ending fund balance will remain above the Board's required ten percent (10%) reserve requirement after these transfers.

C. Options/Analysis

1. Approve budget transfer.
2. Do not approve budget transfer.

D. Timing

Approval of this resolution would move up to \$1,000,000 from the General Fund to the Capital Projects Fund (IT Server/Infrastructure, \$500,000 and New Construction, \$500,000) in the 2010-11 fiscal year.

E. Recommendation

Be it hereby resolved that the Board of Directors of Central Oregon Community College do hereby authorize the transfer of up to \$1,000,000 from the General Fund to the Capital Projects Fund (IT Server/Infrastructure, \$500,000 and New Construction, \$500,000).

F. Budget Impact

This transfer will reduce the General Fund ending balance by up to \$1,000,000 and increase the Capital Projects Fund ending balance by an equal amount. This transfer will reduce budgeted expenditure appropriations in the General Fund and increase the transfer-out appropriation by an equal amount.

Central Oregon Community College
Monthly Budget Status

Highlights of March 2011 Financial Statements

Cash and Investments

The Colleges' operating cash balances are currently \$27.2 million. The March average yield for the Local Government Investment Pool remains unchanged at .50 percent.

The investments of \$29 million represent proceeds from the sale of the general obligation bonds, which will yield an average of .55% over the 18-month period. The Commercial Paper investment matured in March and the funds deposited in the Local Government pool, increasing the pool balance to \$10 million. The bond proceeds held in cash and investments total \$39.5 million as of the end of March.

General Fund Revenues

Spring term registration continues, increasing tuition and fee revenue by one million over the prior month.

General Fund Expenses

The expenses include all approved inter-fund transfers for the fiscal year.

Budget Compliance

All appropriation categories are within budget.

Cash and Investments Report
as of March 31, 2011

College Portfolio

Cash in State Investment Pool

Pool account 4089	\$26,729,674.45
Pool account 5482	\$332,762.87
Pool account 3624	\$386,781.46
Pool account 3707	\$56,558.84
Pool account 3816	\$10,075,272.27

March Average Yield .50%

Cash in USNB \$467,348.29

Cash on hand \$3,900.00

Total Cash \$38,052,298.18

Investments

Fannie Mae:

Yield .4048%, due 4-28-11	\$2,520,825.00
Yield .4271%, due 5-16-11	\$1,494,190.00
Yield .5062%, due 8-15-11	\$3,107,910.00

Federal Farm Credit Bank:

Yield .4500%, due 7-18-11	\$2,843,532.00
Yield .5381%, due 9-30-11	\$4,000,600.00
Yield .5587%, due 10-28-11	\$4,000,600.00

Federal Home Loan Bank:

Yield .4698%, due 6-22-11	\$3,001,200.00
Yield .6397%, due 11-21-11	\$3,505,460.00
Yield .6752%, due 12-1-11	<u>\$5,009,000.00</u>

Total Investments \$29,483,317.00

Total Cash and Investments \$67,535,615.18

Central Oregon Community College
Monthly Budget Status
March 2011

Exhibit 10.a
06-Jun-11

<u>General Fund</u>	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget</u>	<u>Percent of Prior Year Budget</u>
Revenues					
District Property Taxes:					
Current Taxes	\$ 11,751,000	\$ 11,074,885	\$ (676,115)	94.25%	95.02%
Prior Taxes	766,000	651,213	(114,787)	85.01%	117.97%
Tuition and fees	16,038,000	16,481,575	443,575	102.77%	103.24%
State Aid	4,236,000	2,428,896	(1,807,104)	57.34%	84.32%
Interest & Misc. Income	125,000	39,032	(85,968)	31.23%	9.37%
Transfer-In	350,000	350,000	-	100.00%	44.09%
Total Revenues	\$ 33,266,000	\$ 31,025,601	\$ (2,240,399)		
Expenses by Function					
Instruction	\$ 15,377,975	\$ 10,593,120	\$ 4,784,855	68.89%	68.24%
Academic Support	2,773,829	1,534,286	1,239,543	55.31%	56.23%
Student Services	3,576,270	2,309,564	1,266,706	64.58%	70.08%
College Support	4,165,525	3,118,040	1,047,485	74.85%	76.26%
Plant Operations and Maintenance	3,122,200	2,111,719	1,010,481	67.64%	69.94%
Information Technology	2,417,639	1,631,280	786,359	67.47%	73.97%
Financial Aid	11,954	6,800	5,154	56.88%	103.17%
Contingency	800,000	-	800,000	0.00%	0.00%
Transfers Out	2,727,952	2,727,952	-	100.00%	100.00%
Total Expenses	\$ 34,973,344	\$ 24,032,761	\$ 10,940,583		
Revenues Over/(Under) Expenses	\$ (1,707,344)	\$ 6,992,840	\$ 8,700,184		

Central Oregon Community College
Monthly Budget Status
March 2011

Exhibit 10.a
6-Jun-11

<u>Other funds:</u>	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget</u>	<u>Percent of Prior Year Budget</u>
Debt Service Fund					
Revenues	\$ 4,047,839	\$ 3,578,075	\$ (469,764)	88.39%	90.69%
Expenses	3,978,617	2,130,658	1,847,959	53.55%	72.91%
Revenues Over/(Under) Expenses	\$ 69,222	\$ 1,447,417	\$ 1,378,195		
Grants and Contracts Fund					
Revenues	\$ 2,011,315	\$ 811,284	\$ (1,200,031)	40.34%	31.80%
Expenses	2,110,055	1,010,312	1,099,743	47.88%	47.36%
Revenues Over/(Under) Expenses	\$ (98,740)	\$ (199,028)	\$ (100,288)		
Capital Projects Fund					
Revenues	\$ 28,007,480	\$ 6,963,187	\$ (21,044,293)	24.86%	60.94%
Expenses	54,468,396	15,351,998	39,116,398	28.19%	46.78%
Revenues Over/(Under) Expenses	\$ (26,460,916)	\$ (8,388,811)	\$ 18,072,105		
Enterprise Fund					
Revenues	\$ 5,487,767	\$ 4,200,881	\$ (1,286,886)	76.55%	86.19%
Expenses	5,157,091	3,562,784	1,594,307	69.09%	77.78%
Revenues Over/(Under) Expenses	\$ 330,676	\$ 638,097	\$ 307,421		
Auxiliary Fund					
Revenues	\$ 6,877,702	\$ 5,853,420	\$ (1,024,282)	85.11%	71.52%
Expenses	6,458,307	4,246,607	2,211,700	65.75%	68.47%
Revenues Over/(Under) Expenses	\$ 419,395	\$ 1,606,813	\$ 1,187,418		
Reserve Fund					
Revenues	\$ 39,028	\$ -	\$ (39,028)	0.00%	0.00%
Expenses	175,000	108,026	66,974	61.73%	48.44%
Revenues Over/(Under) Expenses	\$ (135,972)	\$ (108,026)	\$ 27,946		
Financial Aid Fund					
Revenues	\$ 19,595,901	\$ 12,246,755	\$ (7,349,146)	62.50%	66.60%
Expenses	19,636,398	12,387,897	7,248,501	63.09%	67.28%
Revenues Over/(Under) Expenses	\$ (40,497)	\$ (141,142)	\$ (100,645)		
Internal Service Fund					
Revenues	\$ 426,890	\$ 223,934	\$ (202,956)	52.46%	89.51%
Expenses	390,047	205,335	184,712	52.64%	63.46%
Revenues Over/(Under) Expenses	\$ 36,843	\$ 18,599	\$ (18,244)		
Trust and Agency Fund					
Revenues	\$ 5,925	\$ 1,439	\$ (4,486)	24.29%	26.26%
Expenses	17,500	8,126	9,374	46.43%	20.96%
Revenues Over/(Under) Expenses	\$ (11,575)	\$ (6,687)	\$ 4,888		

1. Culinary Building – May Status Report

Scope

COCC will construct a new teaching facility for its culinary instructional program – the Cascade Culinary Institute (CCI). The building will house culinary instructional facilities and a dining lab/restaurant which will be open to the public. The building will be 15,205 sq. ft. in size and will support significant expansion professional training as well as “amateur” courses for community members. The facility will house three kitchens, two multipurpose and one baking kitchen. The curriculum will include a basic core curriculum with cooking or baking options and specialized programs in Sports and Health Nutrition or Sustainable Food Management.

Budget Status

Project within budget.

Change Order Activity

Change orders, totaling \$262,332.00, have been approved to date. \$79,333.00 of which is for the Campus Village Infrastructure Project and \$182,999.00 for the Culinary Building. The College has approved four Additional Services Requests from YGH Architects totaling \$128,920.00; a majority of which is related to the Campus Village Infrastructure Project and reimbursable over the duration of the project. The remainder of the amount is for the Culinary Building.

Schedule Status

The schedule has slipped due to permit changes, underground waste re-design, late start, and weather. New finish date is now anticipated to be in late August.

Activity This Month

Mechanical/Plumbing/Electrical Rough-in Continues
Site lighting is nearly
Road and Curb Grading Continues
Curb Pour Began
Window and Door Installation Continues
TPO Roofing Complete/Metal Roofing and Eve Flashing Continues
Dry Wall Installation Continues
Kitchen Wall Tile Installation Continues
Kitchen Floor Tile Installation Commenced
Grinding of Concrete Floors Continue
Exterior siding install began

Activity Next Month

Road and curb grading continues, paving commences, mechanical/electrical/plumbing rough-in continues, metal roof install complete, boiler room install continues, penthouse piping commences, window and door installation continues, sheet-rocking continues, kitchen equipment install begins, floor and wall tile install continues, Exterior siding install continues.

Culinary Building – May Status Report

COCC Stake Holder Group

Jim Middleton - COCC President
Diana Glenn – Instructional Dean
Julian Darwin – Culinary Faculty
Jeff Floyd – Construction IT Specialist
Julie Mosier – Purchasing Coordinator

Gene Zinkgraf – COCC Project Manager

Contractor

HSW Builders
730 SW Bonnett Way, Suite 3000
Bend, Oregon 97702

Bret Matteis	-	General Manager
Ron Edgerton	-	Vice President
Rob Kelleher	-	Project Manager
Rob Ring	-	Superintendent

Design Team

Yost Grube Hall Architecture
Pinnacle Architecture
Kpff Consulting Engineers
WHPacific Engineering

Sparling Engineering
Mark Day and Associates
Food Facilities Concepts, Inc.
Mazzetti Nash Lipsey Burch Engineering

Special Inspectors

Special testing

FEI Testing & Inspections Inc.
Bend, Oregon

Commissioning

Heery International
Portland ,Oregon

Culinary Building – May Status Report



Culinary Building May Update

Culinary Building – May Status Report



Culinary Building – May Status Report



1. Prineville Center – May Status Report

Scope

The Crook County/Central Oregon Community College Computer Education Center in Prineville is a collaborative partnership between COCC, Oregon State University Extension Services, Oregon University System Open Campus and Crook County. The building will be approximately 12,000 square feet and include seven flexible meeting rooms and classrooms, and offer 65 wired and wireless public computer stations. The facility will also have broadband access with speeds of up to 100 Mbps and SMART Interactive Technologies that will make quality distance education possible for place-based Crook County residents. In addition, there will be a BIT (Business Information Technology) mobile unit with a satellite connection that will provide internet and distance education services to those living in remote areas of the County who do not have easy access to Prineville.

Budget Status

Project within budget.

Change Order Activity

Eighteen (18) Change Orders, totaling \$103,248.86, have been approved to date.

Schedule Status

Project on Schedule for a Fall 2011 opening

Activity This Month

Roof is Water Tight
Fire Sprinkler Rough-in Complete
Exterior and Interior Wall Framing Complete
Electrical, Plumbing and Mechanical Rough-in Complete
Exterior Building Wrap Continues
Set Exterior Windows and Doors
Drywall Installation Continues
Store Fronts Installation Continues
Brick Exterior Install Continues

Activity Next Month

Dry Wall Installation Continues, Exterior Building Wrap Continues, Soffit Lighting Rough-in Continues, Metal Flashings/Soffits/Exteriors, Tape and Texture and Interior Painting.

Design Team

Steele Associates Architects

Contractor

CS Construction

Prineville Center – May Status Report



Prineville Center – May Status Report



Prineville Center – May Status Report



Madras Campus Building – May 2011 Update

Scope

The building consists of approximately 10,100 square feet of classroom, administrative, office, 2 dedicated classrooms, 1 classroom/computer lab, 1 Community/Classroom with 100 person capacity, and a 1,000sf mechanical/electrical/storage basement. Parking facilities for approximately 100 cars and all site improvements needed to support the building are also included.

Budget Status

The project was awarded to Kirby Nagelhout Construction Company (KNCC) for \$2,048,000. A construction contingency of \$204,800 is being carried for construction changes and unknown conditions. The current total project budget being carried by Fiscal Services is \$3,282,614 and the projected overall costs are \$3,272,572. The \$10,000 shortfall here can be absorbed by potential savings in FF&E or by project contingency.

Change Order Activity

Change Order #2 totaling \$42,127 will be executed this month. This change order is made up of 13 change issues including all of the changes required for City of Madras Approval and the added work resulting from using Pacific Power instead of Central Electric Coop. Other changes include minor changes to framing, doors and hardware, and trenching for Natural Gas.

Schedule Status

Construction remains on schedule.

Recent Activity

Framing wrapped up this month. Masonry and Roofing both started this month in an earnest effort to get the building enclosed and dried in. Roofing completed the week of May 16th. Masonry will continue into June.

Interior rough-in continued this month and with HVAC holding off until the roof was complete, they are now nearly complete with rough-in activities. As soon as the exterior is complete enough to ensure moisture protection, insulation and drywall activities will start.

Activity Next Month

Masonry will finish in June month. Following Masonry, windows will be installed in June as well. Site finishes will start again when Masonry is complete and the weather improves. Drywall and subsequent finish activities will begin next month.

Installation of permanent power feeders and transformer will occur in June.

Madras Campus Building – May 2011 Update

Schedule

Construction started 2/14/11. The building remains on target for a Substantial Completion date of 8/26/11, Final Completion will be 9/16/11.

Project Participants

COCC Stakeholder Group

Carol Moorehead - Dean of Continuing Education
Matt McCoy - VP of Administration
Rich Brecke - Project Manager
Jeff Floyd - Construction IT Specialist
Julie Mosier - Purchasing Coordinator

Design Team

Scott Steele - Steel Associates Architects
Jeff Wellman - Steel Associates Architects
Steve Olson - Steel Associates Architects
Ron Hand - WH Pacific (Civil)
Fred Kroon - WH Pacific (Civil)
Douglas Schwarz - Froelich Consulting Engineers (S)
Rob Matteson - Interface Engineering (MEP)

Construction Team

Mike Taylor (General Manager) - KNCC
Chris Pahl (Project Manager) - KNCC
Alec Hansen (Project Super.) - KNCC

Madras Campus Building – May 2011 Update



Roof sheathing and framing.



In the hall looking into the Community Room

Madras Campus Building – May 2011 Update



Roof just prior to roofing application.



Roof complete. Lower Masonry at 80%.

Health Careers Building – May 2011 Update

Scope

New laboratories for the Allied Health and Nursing Departments and five new general-purpose classrooms.

Approximately 48,000 SF of new space.

Budget Status

The current fiscal budget for the project is \$16.7 million. Current projected project costs fall within this budget.

Change Order Activity

New change order activity this month had been very light with only 3 new change requests totaling \$16,500 being presented by the contractor. Total approved change orders to date amount to \$143,100 with \$92,062 of these having been included in a Contract Change Order.

Schedule Status

The project is on schedule to complete April 30, 2012.

Recent Activity

This month has been dedicated to structural steel erection and site work. HSW will be substantially complete with steel erection by the end of the month. As the steel is erected, in-slab rough-in will continue and concrete decks will be placed in a total of 9 pours.

Backfill and site-work continued this month at the east side of the site and on the future road at the NE corner of the building.

Activity Next Month

Exterior framing will commence next month as soon as steel erection and concrete deck placement proceeds to a point that it they can start. Also starting in June will be interior MEP rough-in and possibly framing at places that the Mechanical Systems interfere with access for future framing activities.

Health Careers Building – May 2011 Update

Project Participants

COCC Stakeholder Group

Michael Holtzclaw - Instructional Dean
Deb Davies - Faculty, Dental Assisting
Jane Morrow - Faculty, Nursing
Gene Zinkgraf - Director of Construction
Rich Brecke - Project Manager
Jeff Floyd - Construction IT Specialist
Julie Mosier - Purchasing Coordinator

Design Team

Mark Stoller - Yost Grube Hall Architects
Jonathan Bolcher - Yost Grube Hall Architects
Steve Neiger - Yost Grube Hall Architects
Mark Rossi - Pinnacle Architecture
Ron Hand - WH Pacific
Mark Peckover - Sparling Engineering
Amy Jarvis - M+NLB Engineering

Contractor Group

Bret Matteis - HSW General Manager
Rob Ring - HSW Superintendent
Rob Kelleher - HSW Sr. Project Manager
Brian Powell - HSW Project Manager

Health Careers Building – May 2011 Update



Steel Erection Commences on Zone 1



Zone 1 Complete and Ready for Decking

Health Careers Building – May 2011 Update



Zone 1 Floor 2 Concrete Placement



Zone 3 Steel Erection @ 50%

Science Building – May Status Report

Scope

General Chemistry Lab, Organic Chemistry Lab, Two General Biology Labs, Three Anatomy & Physiology Labs, Geology Lab, Physics Lab, General Use Classrooms, and Lab and Administrative/Faculty support spaces.

Approximately 47,000 SF of new space planned

Budget Status

Project within budget.

Change Order Activity

CR #7 for flagging for an additional week at the beginning of spring term approved for \$1,849.00..

CR #8 for City of Bend Plan Review comments required during Permit Review pricing under review/negotiations.

CR #9 for an additional cleanout at Prep Lab 155 pricing under review/negotiations.

CR #10 for floor drains changes per RFI #25 and #30 pricing under review/negotiations.

CR #11R for acid tank venting per RFI #19 pricing under review/negotiations.

CR #12 for RFI #23 response regarding tying in acid waste risers shown pricing under review/negotiations.

CR #13 for hydro-seeding of perimeter of temp parking lot pricing under review/negotiations.

CR #14 for cast iron risers in lieu of acid waste for Penthouse drains per RFI 29 pricing under review/negotiations.

Schedule Status

On schedule.

Activity in May

Completed foundation work excluding a small section of foundation wall at lower level general use classroom to allow equipment access into the building. Completed retaining walls and core shear walls at Grids D and E up to penthouse floor elevation. Began foundation wall drainage and waterproofing at retaining walls. Completed under slab waste and electrical rough-in between grids A and B and began under slab rough-ins between Grids B and E. Began formwork for board formed walls at Grid 4. Utility reroute for water and power almost complete on South side of project.

Activity planned for June

Complete board formed concrete walls. Complete misc concrete shear walls at Penthouse level. Complete retaining wall waterproofing and backfill. Complete under slab rough-in. Begin slab pours. Complete utility reroute and permanent utility connections. Begin steel erection. Begin steel decking installation. Begin second floor slab rough-in between Grids A and D. Place site concrete retaining walls.

Science Building – May Status Report

Project Participants

COCC Stakeholder Group

Michael Holtzclaw - Instructional Dean
Gene Zinkgraf - Director of Construction
Julie Hood - Biology
Eddie Johnson - Biology
Mark Eberle - Biology
Nathan Hovekamp - Biology
Christine Ott-Hopkins - Biology
Jim Moodie - Biology
Jeff Cooney - Biology
Zelda Ziegler - Chemistry
Carol Higginbotham - Chemistry
Bob Reynolds - Geology
Bruce Emerson - Physics
Kevin Grove - Physics/Chemistry
Elaine Simay-Barton - Lab Tech/Dept. Admin
Emily Smith - Lab Tech
Mark Gregory - Lab Tech
Dan Cecchini - Director of IT
Jeff Floyd - Construction IT Specialist
Gary Kontich - Networking Specialist
Bruce Thompson - Telecommunications Specialist
Julie Mosier - Procurement Manager

Design Team

Mark Stoller - Yost Grube Hall Architecture
Jonathan Bolch - Yost Grube Hall Architecture
Tom Robbins - Yost Grube Hall Architecture
Liz Bray - Yost Grube Hall Architecture
Linda Cameron - Yost Grube Hall Architecture
Roz Estime - Estime Group
Jim Cox - Estime Group
Ron Hand - W&H Pacific Civil Engineers
Josh Richards - KPFF Consulting Engineers
Amy Jarvis - Mazetti Nash Lipsey Burch Mechanical Engineers
Mike White - Sparling Electrical Engineers
Jim Graham - Sparling Electrical Engineers (Low Voltage)
Not yet identified - Lango Hansen Landscape Architecture and W&H Pacific

Commissioning Agent

Louis Starr - Heery International

Special Inspection and Testing

Todd Smith - FEI Testing

COCC Project Manager - Rick Hayes 541-330-4391 email rhayes@cocc.edu

General Contractor

Kirby Nagelhout Construction Company

20635 NE Brinson Blvd

Bend, OR 97701

541-389-7119

Mike Taylor, General Manager, miket@knccbend.com

Dave Watson, Project Manager, davew@knccbend.com

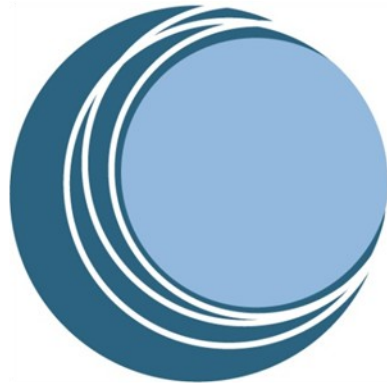
Mark Miller, Project Superintendent, markm@knccbend.com

Greg Ponder, Project Engineer, gregp@knccbend.com

Science Building – May Status Report

Photos





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Strategic Enrollment Management 2010-11 Report

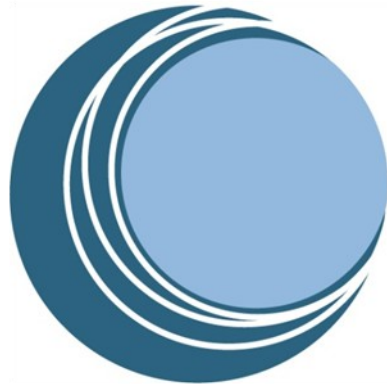
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2011-12 Strategic Enrollment Management Coordinating Team

David Dona, Associate Chief Financial Officer
Michael Fisher, Associate Professor of Forest Resources Technology
Karin Hilgersom, Vice President for Instruction
Michael Holtzclaw, Instructional Dean
Aimee Metcalf, Director of Admissions/Registrar
Jim Moodie, Associate Professor of Biology
Alicia Moore, Dean of Student & Enrollment Services
Kevin Multop, Director of Financial Aid
Ron Paradis, Director of College Relations
Brynn Pierce, Coordinator of Institutional Research
Vickery Viles, Director – CAP Center
Beth Wickham, Director of Continuing Education and Business Development Center

With additional thanks to Chris Egertson, Institutional Research



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**Executive Summary:
History, Plan Overview,
Next Steps, Dashboard**

HISTORY

Strategic Enrollment Management (SEM) was established as a Central Oregon Community College (COCC) priority in 2007. The original SEM steering committee researched SEM models, discussed COCC's mission and its relationship to enrollment, analyzed relevant trends and data, and discussed a wide variety of potential directions. The SEM team established four goal areas, and separate work groups met to determine objectives and specific targets for each. The original committee then came back together to recommend the goals, objectives and targets to the Campus Executive Team and COCC Board of Directors.

To support an on-going commitment to SEM, the original SEM Team recommended a new organizational structure, briefly summarized here (see Appendix A for a detailed description):

SEM Leadership Team: The Campus Executive Team serves as the SEM Leadership Team. This team is primarily responsible for approving new SEM goals, objectives and targets, as well as reviewing SEM-related budget requests.

SEM Coordinating Team (SCT): SCT members include broad representation from across the campus. This team's primary responsibility is to: recommend new SEM goals, objectives and targets to the SEM Leadership Team; lead annual SEM task forces focused on specific SEM targets; and develop campus-wide buy-in and participation with SEM goals.

SEM Task Forces: Task forces will be periodically brought together to develop the strategies associated with the specific target areas. Membership is selected from across the campus.

Within this framework, SEM prioritized eight primary targets. This report presents the findings associated with these targets, noting that

work associated with transitional studies is on-going and will remain as a priority for the SEM team.

Following the initial planning, Strategic Enrollment Management at Central Oregon Community College is now operating on a periodic planning cycle (Appendix B). Ideally, SCT will provide the SEM Leadership Team with an annual report on its progress towards existing objectives, recommend strategies towards the next year's objectives, and suggest future SEM objectives. This document is the first of these reports.

SEM PLAN OVERVIEW

COCC's full Strategic Enrollment Management plan includes two overarching institutional SEM goals:

- 3% annual growth in both headcount and FTE.
- Credit and non-credit in-district penetration rate will grow to 10% of district residents by 2011-12.

In support of the broad institutional enrollment goals, the SEM team recommended four additional goals, as well as objectives and targets for each of these goals:

Goals

- Enrollment, Recruitment and Outreach: To meet our mission, it is important that area residents are aware of college offerings and take advantage of appropriate programs and services. The College will continue to help communities achieve their educational goals by promoting COCC as the best choice for most residents, regardless whether the resident is seeking credit or non-credit courses
- Course & Program Offerings: The demographic makeup of the COCC District's citizenship continues to change. The College

will be responsive to the changing demographics and workforce needs of our communities. This includes looking at what, where, when and how courses and programs are offered.

- **Affordability & Financial Access:** COCC recognizes that costs and financial assistance have a significant impact on a student's initial enrollment and long-term retention. Therefore, COCC will develop financial aid strategies that provide prospective and current students with a comprehensive package of institutional, COCC Foundation, state, and federal aid.
- **Persistence & Graduation Rates:** COCC will provide programs and services needed to help increase the persistence and graduation rates of certificate or degree-seeking students, allowing them to reach their educational goals within a reasonable time.

Objectives & Targets

The SEM Team developed specific objectives and targets associated with the above goals; a complete listing of the objectives and targets are included in the full SEM Report (available at www.cocc.edu, "Campus Visitors", "About COCC", "Institutional Research, Planning & Effectiveness", "College Planning"). Realizing the full list was substantial, the SEM Team prioritized the targets and convened four task forces to address strategies needed to meet these targets:

- High School Programs
- Native American Student Enrollment
- Latino Student Enrollment
- Student Persistence and Completion

Four other target areas were also addressed:

- Transitional Studies (supported by an instructional work group)

- Non-Traditional Course Offerings (instructional deans and department chairs assumed responsibility for this goal as part of their regular work in this area)
- Financial Aid Applicants and Financial Aid Awards (the Financial Aid Office assumed responsibility for this goal as part of their on-going work in this area).

Summaries of the work regarding all eight prioritized targets are listed in Section II.

DASHBOARD INDICATORS

Target Area	Target	2007-08 Data	2009-10 Data	Progress
High School Programs	Students who participate in COCC courses (College Now/Transfer, College Now/CTE, Concurrent) while in high school will succeed at rates equal to their college counterparts.	CN/T: 77% CN/CTE: 96% Concur: 77%	CN/T: 90% CN/CTE: 87.5% Concur: 81.3%	●
Latino/a Students	By the end of 2011-12, Latino/a students will represent 7.5% of annual credit student headcount.	395 (4.8%)	582 (5.7%)	◐
Native American Students	By the end of 2011-12, Native American students will represent 3.5% of annual credit student headcount.	230 (2.8%)	269 (2.6%)	○
Persistence: Credit Students, Term to Term	By the end of 2011-12, 72% of first-time, certificate or degree-seeking freshman will return for a second consecutive term.	70.6%	81%	●
Persistence: Credit Students, Long-Term	By the end of 2011-12, 50% of first-time, certificate or degree-seeking freshman will return for at least three terms during a two-year time period.	Fall 2005 Cohort: 44%	Fall 2007 Cohort: 55%	●
Graduation Rates: Career & Technical Education	By the end of 2011-12, 25% of students who declared a Career & Technical Education major will receive a certificate or degree within four years.	2001-03 Average: 20%	Fall 2006 Cohort: 21%	○
Graduation Rates: Transfer Majors	By the end of 2011-12, 20% of students who declared a transfer major will receive a certificate or degree within four years.	2001-03 Avg: 14%	Fall 2006 Cohort: 12%	○
College Preparedness: Students at Developmental Level	By the end of 2011-12, 60% of students who test into developmental writing and math will complete 70% or more of their registered credits with a 2.0 GPA their first term.	50%	63%	●
Credit Course Scheduling	By the end of 2011-12, increase the number of credit courses offered by non-traditional methods by 12%.	546 classes	951 classes (2010-11 Data)	●
Number of Students Applying for Aid	By 2011-12, increase the percentage of current students applying for federal financial aid to 60%.	57%	79%	●
Number of Students Awarded Aid	By 2011-12, increase the percentage of current students awarded any type of financial aid to 55%.	50%	71%	●

● = Goal Met ◐ = Progress Toward Goal ○ = Additional Work Needed

STRATEGY RECOMMENDATIONS

The individual task force reports provide a detailed listing of strategies associated with each goal area. Recognizing the magnitude of implementing all strategies, the SEM Coordinating Team prioritized the strategies. The following were approved by the SEM Leadership Team:

Strategy	Task Force	Notes
Learning Communities	Native American Students Latino Students Persistence & Completion	Currently being developed by Director of Multicultural Activities, an Instructional Dean and applicable departments for implementation in fall 2011.
Mandatory Prerequisites	Persistence & Completion	Currently being addressed through an Academic Affairs task force; recommendation anticipated by end of spring 2011.
Peer-assisted interventions targeted towards high attrition courses	Persistence & Completion	Research shows that “intrusive” interventions, especially those guided by peers, can have a positive effect on short-term persistence, as well as provide students with the skills needed to be academically successful in the long-term. Attaching those interventions to courses with higher attrition rates and/or courses that are traditionally taken at the beginning of a student’s academic career, will provide the opportunity to positively affect student persistence increases even more. A task force will be convened in fall 2011 to develop a comprehensive proposal to address this strategy.
Bridge Programs	Persistence & Completion	Bridge programs typically include linked or integrated coursework, coupled with intensive support services targeted towards development of social skills, building connection to the campus and helping students manage the transition to college. A task force will be convened in fall 2011 to develop a comprehensive proposal to address this strategy.

In addition to the above significant initiatives, the SEM Leadership Team also approved the following strategies, each of which will be developed within appropriate campus departments and through existing resources:

- Publications in Spanish and a “COCC en Español” link on website: Information will be targeted towards the parents and families supporting Latino/a students.
- Native American Student Resource Guide
- Expand Faculty and Staff Training
- Develop hiring practices to recruit a more bilingual and bicultural workforce.
- Outreach and recruitment campaigns targeted towards Latino/a students
- Development of an ethnic studies program to focus on Latino/a and Native American cultures



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Task Force Reports

High School Programs

Goal Descriptor	Students who participate in COCC courses while in high school will succeed at rates equal to their college counterparts.
2007-08 Baseline Data	College Now/Transfer: 77%; College Now/CTE: 96%; Concurrent: 77%
2009-10 Progress	College Now/Transfer: 90%; College Now/CTE: 87.5%; Concurrent: 81.3%
Progress Indicator	●

Task Force Process, Key Findings and Strategies

The High School Programs task force reviewed the programs offered for district high schools (Expanded Options, Advanced Diploma, College Now/Transfer and CTE, and Concurrent Enrollment), key data points associated with these programs and developed additional data questions. The data demonstrated that students participating in high school programs are succeeding at rates higher than their college counterparts. It is important to point out that the data looked at overall success rates of individual *classes*. Measuring the success rate of individual students proved difficult as students may be participating in a variety of high school programs, thereby affecting their student type and making it difficult to differentiate whether or not a student is a College Now/Transfer, College Now/CTE or other category.


Regardless, task force members found that the majority of high school students participating in COCC classes are succeeding at rates higher than their college counterparts, thereby meeting the SEM goal. Given the success of these programs, the task force recommends increasing participation in these programs through the following strategies:

- Increase recruiting for College Now and Expanded Options
- Pay for College Now course textbooks
- Require academic advising for all high school students

Task Force Members

Seana Barry , Admissions; Chris Egertson, Institutional Research; Shawna Elsberry, Director of Retention; Debbie Hagan, College Now; Kathy McCabe, Criminal Justice faculty; Jim Moodie, Biology faculty

Latino Students

Goal Descriptor	By the end of 2011-12, Latino/a students will represent 7.5% of annual credit student headcount.
2007-08 Baseline Data	395 Students (4.8%)
2009-10 Progress	582 Students (5.7%)
Progress Indicator	

Task Force Process, Key Findings and Strategies

The task force met regularly throughout winter and spring terms 2010. During this time, the task force reviewed SEM, institutional and regional data, and national trends. Through this research, the task force brainstormed a list of strategies to recruit and retain Latino/a students, as well as create a welcoming campus climate and prioritized this list based on proven best practices:

- Faculty/Staff Training in Cultural Awareness, modeled after *The Puente Project* (www.puente.net)
- Develop hiring practices to encourage a more bilingual and bi-cultural staff
- Publications in Spanish, with an emphasis towards the parents and families supporting Latino students
- “COCC en Español” link on COCC website
- Retention Model: Develop a comprehensive retention program to include culture-specific training for all employees; strengthen relationships with high school counselors; Summer Bridge program; academic advising; high school to college transition skills; Learning Community geared towards the Latino/a culture; Latino/a student “family” program
- Develop a Latino/a ethnic studies academic program

Supporting Campus Initiatives

To help support a growing Latino student population, COCC hired a .75 FTE Latino Student Program Coordinator, a position new to the

College. This position will primarily focus on the recruiting and retention initiatives focused towards Latino students, but will also serve as a general resource to the campus in better understanding the Latino culture and as a liaison to various Latino-based community agencies.

Task Force Members

Kevin Multop, Financial Aid; Karen Roth, Multicultural Activities; Shannon Turner, Admissions/Records; Jessica De la O, OLI/Instruction; Jason Garrett, Instruction

Native American Students

Goal Descriptor	By the end of 2011-12, Native American students will represent 3.5% of annual credit student headcount.
2007-08 Baseline Data	230 Students (2.8%)
2009-10 Progress	269 Students (2.6%)
Progress Indicator	○

Task Force Process, Key Findings and Strategies

The SEM Native American Student Task Force was charged with reviewing best practices supporting the access and persistence rates of Native American students and tailoring those practices to fit the COCC environment. The committee met, shared their backgrounds and interests in working with Native American students, reviewed existing data points, and brainstormed areas of possible growth and improvement. Additionally, the task force reviewed colleges and universities that successfully support their Native American students, insights were shared on how COCC and the Confederated Tribe of Warm Springs could improve communication and partner on projects and research was done on possible instructional programs to support and promote Native American students and their heritage. Of particular assistance was the “Pathways for Native American Students: A Report on Colleges and Universities in Washington State” (Evergreen State College).

Based on this research, the task forces recommends the following strategies:

- Native American Resource Guide
- Native American Studies Academic Program
- Cultural Learning Communities

Future strategies include:

- Expand the Warm Springs summer bridge program to a full

academic year;

- Develop an indigenous outdoor cooking area in conjunction with the new culinary building;
- Promote a Native American presence on the Madras Campus in the form of artwork, meeting space, activities; and
- As plans for new residence halls develop, research providing a possible residential community of Native American students.

Task Force Members: Brynn Pierce, Institutional Research; Justine Connor, Native American Program Coordinator; David Dona, Fiscal Services; Reina Estimo, Student Representative; Tina Redd, Humanities/Writing Faculty

Persistence & Completion

Goal Descriptor	By the end of 2011-12, 72% of first-time, certificate or degree-seeking freshman will return for a second consecutive term.
2007-08 Baseline Data	70.6%
2009-10 Progress	81%)
Progress Indicator	●
Goal Descriptor	By the end of 2011-12, 50% of first-time, certificate or degree-seeking freshman will return for at least three terms during a two-year time period.
2007-08 Baseline Data	Fall 2005 cohort: 44%
2009-10 Progress	Fall 2007 Cohort: 55%
Progress Indicator	●
Goal Descriptor	By the end of 2011-12, 25% of students who declared a Career & Technical Education major their will receive a certificate or degree within four years of starting classes.
2007-08 Baseline Data	2001-03 Average: 20%
2009-10 Progress	Fall 2006 Cohort: 21%
Progress Indicator	○
Goal Descriptor	By the end of 2011-12, 20% of students who declared a transfer major will receive a certificate or degree within four years of starting classes.
2007-08 Baseline Data	2001-03 Average: 14%
2009-10 Progress	Fall 2006 Cohort: 12%
Progress Indicator	○

Task Force Process, Key Findings and Strategies

“Success”, in its simplest form, is defined as an institution’s ability to create systems that enable students to persist beyond issues and challenges to meet their educational goals. Using this as a starting point, as well as with a focus on the SEM persistence and completion goals, the task force reviewed the following supporting information:

- National and State Initiatives (American Graduate Initiative,

40-40-20, State Student Success Steering Committee data and key performance measures, Oregon’s “Milestone and Momentum Points”, State Student Persistence and Completion Task Force charge)

- Retention research from Vincent Tinto, Center for Community College Student Engagement, ACT, and Alan Seidman
- COCC CCSSE data
- 27 Best Retention Practices (from the Oregon Student Success Committee)

- COCC Data: CCSSE, information on developmental courses; information on “at-risk” courses (courses with high attrition rates); COCC data as it aligned with the State of Oregon’s “Milestone and Momentum Points”
- Miscellaneous articles on retention and student success best practices

This research demonstrated that active interventions, done early, done often and done at multiple points throughout a student’s educational career, are key to long-term student success. There is no “silver bullet” solution to improve a student’s opportunities for success; rather, a multi-prong approach is key. Recommended strategies include:

- Peer-assisted interventions targeted towards high attrition courses
- Mandatory prerequisites
- Learning communities
- Bridge programs

While the above were considered priority, high impact strategies, the task force also recommends the following as part of a long-term student success plan:

- Embedded study skills for high attrition courses
- Early alert programs
- Specialized programs/support services for students testing into developmental levels
- Mandatory orientation
- Relationship building activities
- Expand services to Redmond campus

Supporting Campus Initiatives

Student success is at the core of COCC’s programs and services. However, given institutional enrollment growth, few resources were available to focus on new initiatives supporting student persistence


and completion. Research demonstrated that those institutions most successful in this regard chose to intentionally focus resources on retention initiatives, supported through staffing specifically dedicated to retention. Recognizing this need, COCC created and funded a full-time “director of retention” position, and filled this position in winter 2011. Primary responsibilities with this position include developing a campus-wide “early alert” system, researching and recommending appropriate peer-assisted intervention strategies, creating appropriate interventions targeted towards academic warning students, coordinating pre-enrollment success services/strategies and serving as the student services liaison to learning community initiatives.

Additionally, COCC is implementing DegreeWorks, a degree audit tool that not only allows transcript and degree evaluators to electronically review student progress toward certificate or degree requirements, but also has an online module allowing students and their advisors to track progress and utilize a “what if” module to determine if other certificate or degree options are possible. In addition to these primary features, DegreeWorks includes the ability for an institution to run a variety of reports to better promote certificate or degree completion amongst various populations. It is anticipated that this solution will be available for faculty and advisor use by fall 2011, and for students by winter 2012.

Task Force Members

Jake Agatucci, English Faculty; Theresa Freihoefer, Business Administration Faculty; Lynne Hart, Library; Thurman Holder, CAP Center; Alicia Moore, Student & Enrollment Services; Margaret Peterson, HHP Faculty; Brynn Pierce, Institutional Research; Anne Walker, Disability Services

College Preparedness: Students at Developmental Levels

Goal Descriptor	By the end of 2011-12, 60% of students who test into developmental writing and math will complete 70% or more of their registered credits with a 2.0 GPA their first term.
2007-08 Baseline Data	50%
2009-10 Progress	63%
Progress Indicator	

Task Force and Current Status

In support of the above goal, COCC's instructional administration convened a task force in spring 2010 to begin the evaluation and potential redesign of developmental education at COCC. As part of this redesign, developmental education was renamed "Transitional Studies." COCC has traditionally offered transitional studies in different areas of the College, with little coordination or "big picture" oversight. Adult Basic Education (ABE) and English Language Learning (ELL) were under the direction of the Dean of Continuing Education and Extending Learning, while other developmental programs such as math, CIS, writing, and human development were housed in their respective academic departments. While the task force is not proposing moving all pre-college courses into one, single department greater coordination among the different areas should take place. Furthermore, this task force is interested in making sure that students are able to persist from one level to the next more effectively. The task force is still in its fact-finding stages, so there are no key findings to report, nor any strategies that will request funding at this time. The task force's work will continue into the 2011-12 academic year and remain a priority for COCC's SEM planning.

Supporting Campus Initiatives

In addition to the work of the above task force, the College pursued a redesign of the delivery of Math 60 and Math 65, allowing students to successfully complete these courses at a higher rate and more of a self-paced format. Discussions are underway to consider expansion of this delivery format to Math 20 and Math 95.

Task Force Members

Shawna Elsberry, Director of Retention and Human Development Instructor; Carolyn Eskey, Human Development instructor; Diana Glenn, Instructional Dean; Debbie Hagan, Adult Basic Education and Secondary Programs; Amy Harper, Social Science; Sara Henson, Human Development Faculty; Karin Hilgersom, Vice President for Instruction; Mike Holtzclaw, Instructional Dean; Julie Hood, Science and Allied Health Faculty; Julie Keener, Math Faculty; Carol Moorehead, Dean of Extended Learning and Continuing Education; Ron Paradis, College Relations and SEM Team Member; Brynn Pierce, Institutional Research; Maggie Triplett, Humanities Faculty; Vickery Viles, CAP Center Director.

Credit Course Scheduling

Goal Descriptor	By the end of 2011-12, increase the number of credit courses offered by non-traditional methods by 12%.
2007-08 Baseline Data	546 classes
2010-11 Progress	951 classes (+49%)
Progress Indicator	●

Current Status

Responsibility for scheduling of classes is under the direction of academic department chairs, with oversight from the instructional deans and vice president for instruction. Factors influencing course offerings include past enrollment trends, availability of qualified instructors, size of waitlists, and ability to find open, appropriate rooms. "Non-traditional methods" is defined as online, hybrid, evening, weekends and outside of Bend.

Since 2007-08, a push towards offering more hybrid-formatted classes, enrollment growth at the Redmond campus, and growth across the College has helped COCC reach SEM targets for non-traditional course offerings:

	2007-08	2010-11	% Change
Online	72	176	145%
Hybrid	36	64	77%
Weekend	64	81	27%
Non-Bend	466	646	39%
Total	638	951	49%

Financial Aid

Goal Descriptor By 2011-12, increase the percentage of current students applying for federal financial aid to 60%.
 2007-08 Baseline Data 57%
 2009-10 Progress 79%
 Progress Indicator ●

Goal Descriptor By 2011-12, increase the percentage of current students awarded any type of financial aid to 55%.
 2007-08 Baseline Data 50%
 2009-10 Progress 71%
 Progress Indicator ●

Current Status

Although 2010-11 data for is not yet available, it has already become clear that the college has well surpassed its original goals for aid applicants:

	2007-08	2008-09	2009-10
Certificate/Degree-Seeking Students	4,771	5,997	7,536
# students who applied for aid	2,701	4,127	5,933
% students who applied for aid	57%	69%	79%
# students awarded aid	2,476	3,726	5,382
% students awarded aid	52%	62%	71%

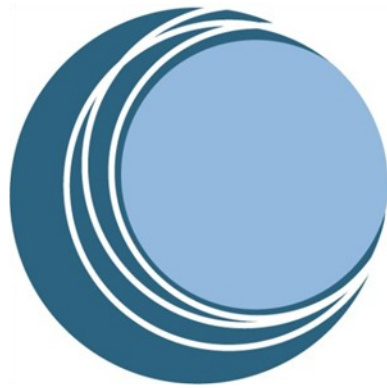
Strategies

External forces have certainly influenced these numbers (e.g., economic downturn, government media campaign, increased funding, etc.) At the same time, COCC’s Financial Aid staff also took a proactive approach in support of these targets:

- Expanded Outreach: COCC’s Financial Aid Advisor has expanded financial aid outreach activities to include classroom visits, group workshops and individual appointments. The College also participates in statewide initiatives such as College Goal Oregon and College Night in Oregon.
- Technological Efficiencies: With the help of the Information Technology Services Department, the FA Office has taken advantage of current and new technologies to become more efficient in reviewing, awarding and delivering financial aid.
- Improved Communications: Improved communications, both in terms of type and frequency, has resulted in better response rates, as well as allowed staff to create customized “promotional” campaigns encouraging students to apply early.

Next Steps

Because of the success rate of recent initiatives, SCT recommends maintaining current strategies supporting this goal. Careful monitoring will be needed to ensure that staffing and technology levels support expanded enrollment so that students may continue to receive aid in a timely and reasonable fashion.



CENTRAL OREGON
community college

Appendix

Appendix A: SEM Organizational Structure

Strategic Enrollment Management Leadership Team	
<p>Campus Executive Team</p> <ul style="list-style-type: none"> President Vice President of Instruction Vice President of Administration Chief Financial Officer Dean of Student & Enrollment Services Director of College Relations 	<p>Team Responsibilities</p> <ul style="list-style-type: none"> Review progress towards annual SEM goals Approve new SEM goals Consider SEM goals in budget allocations
Strategic Enrollment Management Coordinating Team (Recommends to SEM Leadership Team)	
<p>Team Members:</p> <ul style="list-style-type: none"> Instructional Dean Associate Chief Financial Officer Director of Admissions/Registrar Director of Financial Aid Director, CAP (Career, Academic & Personal Counseling) Center Director of Retention Two Faculty (one CTE and one transfer faculty) Institutional Research Coordinator 	<p>Team Responsibilities:</p> <ul style="list-style-type: none"> Develop and maintain annual SEM Report. Report to the Campus Executive Team quarterly as to progress towards goals and current activities. Provide leadership to the SEM Task Forces. This will include at least one ECG member sitting on each task force in order to provide the historical SEM context, provide needed data and other resource support and serve as a liaison between the task force and ECG. Recommend annual budget packages based on SEM objectives. Develop and implement strategies for priority objectives not being considered by a SEM task force. Keep the campus engaged with and informed about SEM goals and core concepts.
Strategic Enrollment Management: Topic-Specific Task Forces (Recommends to SEM Coordinating Team)	
<p>Task Force Members:</p> <ul style="list-style-type: none"> Volunteers from across campus chosen based on topic and areas of interest At least one member of SEM Coordinating Team 	<p>Task Force Responsibilities:</p> <ul style="list-style-type: none"> Each task force to focus on one SEM objective Research and develop strategies to reach SEM objective Recommend strategies to SEM Coordinating Team

Appendix B: SEM Planning Cycle



**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

INFORMATION ITEM

Prepared by: Jim Middleton-President

A. Issue

Next steps and issues with COCC Accreditation submission.

B. Discussion/History

The Board has been involved in approval of COCC's recent accreditation submission of Chapter One under the new standards, and the Board has been informed of the process for completing a Comprehensive Self Evaluation leading to our site accreditation site visit in May 2012. The College recently received review of the Chapter One submission (attached). Dr. Middleton and Dr. Hilgersom will briefly summarize the content of that review and indicate next steps.

Based on the Chapter One review, it will be appropriate to consider modifications or detailing of the mission statement and actions that will highlight links between mission, vision, strategic plan and assessment – all issues that have been anticipated

Board Priorities and Institutional Effectiveness | 2011-13

BOARD PRIORITY	Continual Improvement
METHOD	Through comprehensive planning and assessment, ensure the College is providing relevant, quality programs and services to best support student learning and educational achievement
MEASUREMENT	<ul style="list-style-type: none"> ✓ Board Planning & Assessment ✓ Institutional Planning & Assessment ✓ Student Learning Assessment ✓ Accreditation
TARGET	Targets yet to be established

COCC STRATEGY & PROGRESS

To ensure the College is staying true to its mission and providing students and the community the opportunities defined therein, the Board believes that strategic planning and systematic assessment are key. The COCC Board of Directors and College staff are committed to focusing on clear goals, assessing evidence of progress toward achieving these goals, and adjusting programs and services based on documented outcomes.

✓ **Board Planning & Assessment**

Fall 2007 - in an effort to provide further clarification and direction to the broad, policy level Board mission, vision and goals - the COCC Board of Directors established biennial Board Priorities. The priorities were updated and reaffirmed in 2009 and again in 2011 at the May Board Meeting. The **2011-13 Board Priorities** are in the following five areas:

- Access
- Success
- Strategic Partnerships and Response to Regional Needs
- Continual Improvement
- Institutional Viability

The purpose of the priorities is to set the expectation for College staff to make significant, focused progress in the identified areas, as well as establish methods of assessment, communication and identification of policy issues to be further reviewed by the Board.

To measure and communicate the College's progress in the established Board priority areas, the Institutional Research office prepares focused Board information items to address progress made in each outcome area. The Institutional Effectiveness reports provide continual updates and, as a result, focus the Board on the College's strengths and possible opportunities for improvement.

Visit the following webpage to learn more about...

[Board Priorities and Institutional Effectiveness Reporting at COCC](#)

Board Priorities and Institutional Effectiveness | 2011-13

✓ Institutional Planning & Assessment

On an institutional level, the College is guided by the Board Priorities and is in the process of updating its strategic planning process and strengthening connection to the Board's priorities. As administrative and academic departments enter into their planning cycles, they will be asked to link their emerging goals/needs/initiatives (elements) to the established Board priorities. As planning cycles are finalized, top tier elements are submitted to COCC's Executive Team for review and prioritization. It is these elements, as prioritized by the leadership team that will inform the College's strategic planning.

At the institutional strategic planning level, elements will be mapped to areas of institutional organization (instruction, human resources, facilities, etc.) and COCC's Core Themes: Transfer and Articulation, Workforce Development, Basic Skills and Lifelong Learning. To facilitate an organized approach to maintaining this interactive plan and assessing progress/achievement of the plan's elements, an Institutional Scorecard is being developed. The scorecard will provide a dashboard indicator on how well the College is addressing the Board priority areas.

Assessing the individual elements of the strategic plan will be achieved through a partnership - the department of origin, leadership representative and the Institutional Research office. With all elements, the same guiding principles will be applied: outcomes are clear, progress is measured and results are used to guide decision making and support continuous improvement.

The strategic planning process outlined above is in its formulation stage. A defined structure for strategic planning is targeted for completion in summer 2011. A COCC webpage link will be provided to this material at that time.

✓ Student Learning Assessment

Assessing student learning and development is one of the primary means by which COCC demonstrates institutional effectiveness. Student learning outcomes at the course, program, degree level establish what a student should know and be able to do as a result of their course work and educational experiences inside and outside the classroom at COCC.

Student learning outcomes are established and assessed at three levels:

Course Outcomes: In the early 1990s, the College initiated the development of course outcomes (then called competencies) in an effort to begin assessing student learning at the classroom level. Grants, training workshops, and online resources have been provided for all full and part-time faculty to facilitate the articulation of meaningful course-level outcomes and develop tools for assessing those outcomes.

Outcomes have been articulated for all courses, are routinely available on course syllabi and are increasingly available on COCC's Assessment Web. Course outcomes are assessed both formatively and summatively, using rubrics, projects, exams and other faculty generated assessment instruments.

Program Outcomes: In both academic and non-academic programs.

In 2008, the College initiated pilot projects among the Career and Technical Education (CTE) programs to bring the assessment process to the academic program level. The goals of the projects were to articulate program level outcomes for each of the CTE programs; and to begin assessing those program outcomes in terms of how well students are meeting the outcomes and how well the stated outcomes articulate with course outcomes, national standards and the needs of target employers.

Board Priorities and Institutional Effectiveness | 2011-13

Assessing how well students are meeting the program outcomes can take the form of a capstone course - a culminating class taken near the end of the program where a student demonstrates with a project or exam all that has been learned in the program - or a standardized exam taken near the end of a program. Passage rates of Board exams are also used to assess key program outcomes.

The **Student Services** departments (Admissions & Records, CAP Center, Financial Aid, Multicultural Activities and Student Life) also have developed department level goals, student learning outcomes, measurement tools and timelines. While each department is at a different stage in the assessment cycle, many have closed-the-loop and implemented new strategies based on assessment findings.

Degree (General Education) Outcomes: In fall 2006, the College adopted nine general education (GE) student learning outcomes for students earning an associate's degree. These outcomes define what a student should know and be able to do as a result of their course work and educational experiences at COCC. As part of the development process, credit courses were mapped to the GE outcomes, to confirm that all nine were addressed across the curriculum. A three-year assessment cycle was developed with the idea that three GE outcomes would be assessed in a given year:

- 2009-10:** Cultural Awareness, Health Choices, Quantitative Reasoning
- 2010-11:** Aesthetic Engagement, Scientific Reasoning, Values & Ethics
- 2011-12:** Technology & Information Literacy, Communication and Critical Thinking

For the first three-year cycle, faculty selected one GE outcome per year to assess in their courses. Assessment results are documented in a BlackBoard program, GEOD (General Education Outcomes Data). Faculty upload rubrics, student work samples and assessment results, along with suggested modifications for improved student learning. These data will be used collectively to assess accomplishment of Degree Level General Education Outcomes and to establish next steps.

To learn more about Student Learning Assessment visit the webpage [Assessment at COCC](#).

✓ Accreditation

COCC is a member of the regional accrediting organization the Northwest Commission on Colleges and Universities (NWCCU or the Commission). January 2010 the Commission adopted newly revised accreditation standards and a seven-year accreditation cycle.

Since COCC's last full accreditation visit was in 2002 – under the old standards and 10 year cycle – the College has been fast-tracked under the new standards in preparation for a 2012 visit. A Chapter One report was submitted March 2011, the Commission's evaluation was received mid-May and the College is preparing a full five chapter report and visit for spring 2012.

The planning and assessment work the College is updating and refining now is critical to a successful spring 2012 accreditation visit.

For further information on the new NWCCU standards and cycle, visit:
<http://www.nwccu.org/Standards%20Review/StandardsReview.htm>

Visit the following webpage to learn more about [Accreditation at COCC](#).

WHAT NEEDS TO BE DONE

From June 2011 through spring 2012, the College will need to take guidance from the Chapter One evaluation and focus on preparing for the spring 2012 visit under the new standards.

Foster an inclusive, systematic approach to College accreditation and assessment efforts. Due to the compressed accreditation timeline, the work of understanding and incorporating accreditation standards has been fulfilled by a limited number of faculty, staff and College constituents. In order for the College to embrace the new process and begin to see how the new standards help shape the College's picture of success and effectiveness, it will be important to include more people in ongoing implementation efforts.

Further develop a Program/Department review process building on the good work of programs that are independently accredited and have experience with comprehensive program review.

Continue to update and implement planning and assessment tools to aid in facilitating College efforts.

FACTORS AFFECTING RESULTS/PROGRESS

As the College continues to grow and successfully meet the demands of serving the student numbers, it will be critical to maintain momentum and invested interest around assessment efforts.

Due to the compressed Accreditation timeline – seven year process condensed to two years - the College will have the challenge of preparing quickly and thoroughly for the spring 2012 visit. The abridgment will heavily influence the College's initial accreditation cycle. The College stands to benefit in the long run by receiving an early review under the new standards, informing ongoing planning and assessment efforts.

ABOUT THE DATA

Contributions to the narrative supplied by Jim Middleton, President; Karin Hilgersom, Vice President for Instruction; Matt McCoy, VP for Administration; Julie Hood, Allied Health Chair; Ron Paradis, Director of College Relations; and Alicia Moore, Dean of Student Services.

The full report was coordinated and prepared by Brynn Pierce, Institutional Research.

Institutional Research Office
Central Oregon Community College
IR@cocc.edu

Central Oregon Community College
Board of Directors

INFORMATION ITEM

Prepared by: Lisa Bloyer-Director of Accounting

A. Issue

Financial Certifications

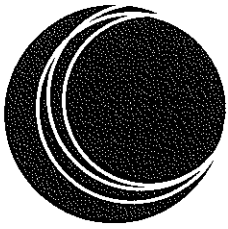
B. Discussion/History

Following this information item are two financial certifications.

The first document is a certification to the President and signed by the finance department.

The second document is a certification to the Board of Directors and signed by the President.

These documents are prepared in conformance with Board policy EL 4, Financial Condition. These documents are prepared to meet the requirements of the Sarbanes-Oxley act.



CENTRAL OREGON
community college

Exhibit: 10.h1

June 6, 2011

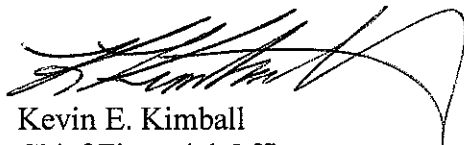
FISCAL SERVICES
Telephone 541.383.7220
Fax 541.383.7505

May 26, 2011

To: Dr. Middleton

Re: Financial Certification

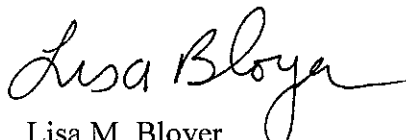
We have reviewed the annual audit report of Central Oregon Community College for the year ended June 30, 2010. Based on our knowledge, the information contained in the annual report does not contain any untrue statement of a material fact or omission of a necessary material fact that makes the statements misleading. Based upon our knowledge, the financial statements present, in all material respects, the financial condition, and results of operations of Central Oregon Community College for the period presented.



Kevin E. Kimball
Chief Financial Officer



David L. Dona
Associate Chief Financial Officer



Lisa M. Bloyer
Director of Accounting

June 6, 2011

June 6, 2011



Office of the President

2600 NW College Way

Bend, OR 97701

Ph. 541-383-7201

FAX: 541-383-7502

TO: Board of Directors

RE: Financial Certification

I have reviewed the annual audit report of Central Oregon Community College for the year ended June 30, 2010.

Based on my knowledge, the information contained in the annual report does not contain any untrue statement of a material fact or omission of a necessary material fact that makes the statements misleading.

Based on my knowledge, the financial statements present, in all material respects, the financial condition, and results of operations of Central Oregon Community College for the period presented.

James E. Middleton
President

Central Oregon Community College
Board of Directors

INFORMATION ITEM

Prepared by: Joe Viola-Director of Campus Services

A. Issue

2011-2012 Maintenance Projects (Schedule) Prioritization

B. Discussion/History

Per Board Policy, EL5: Asset Protection - Central Oregon Community College's maintenance projects (schedule) must be reviewed at least annually. This policy ensures that College assets remain protected and adequately maintained.

Attached you will find the proposed Maintenance Projects for 2011-2012. Projects on the list are taken from the College's Five-Year Maintenance Projects Plan. The Five-Year Plan contains projects noted in the campus wide Facilities Audit, completed in 1998, as well as input from staff.

Projects on the Five-Year plan are initially prioritized by the Director of Campus Services and submitted to the Institutional Support Committee (ISC). The ISC discusses the projects and recommends a final prioritization to the College President.

This year's Maintenance list will focus on completing Awbrey Campus projects that are noted as annual projects. Maintenance Projects for the Redmond Campus were prioritized separately from the Awbrey Campus Projects.

\$270,500.00 is budgeted in the 2011-2012 Proposed Budget for Maintenance Projects. This budget amount, with anticipated carry forward from the 2010-2011 Budget, will sufficiently cover the cost of all Priority 1 Maintenance Projects noted on the attached Maintenance Projects Schedule. Funds are available in the Redmond Operations Account to fund all Redmond Campus Priority 1 Projects noted on the same schedule.

The Facility Condition Assessment, which is scheduled to be completed in August 2011, will give us a comprehensive list of pending Maintenance Projects, and estimated actual costs that will assist us in future project prioritization.

Central Oregon Community College - Maintenance Projects 2011-2012
 ISC (Institutional Support Committee) Priorities

Exh. 10.i
 6/6/2011

Project	(* = Annual project)	Estimated Cost	ISC Priority (1=High,3=Low)
Awbrey Campus			
Landscape/Landscape Repair - Campus Wide*		12,000.00	1
Concrete Work -Campus Wide*		12,000.00	1
Snow Removal*		9,000.00	1
Security Measures (Upgrade Cardlock)*		5,000.00	1
ADA projects*		20,000.00	1
Classroom Remodels (to maximize seating)*		50,000.00	1
Energy Upgrades*		5,000.00	1
Interior Painting*		20,000.00	1
Mansard Replacement - Ochoco		35,000.00	1
Exterior Painting - Awbrey campus*		20,000.00	1
Carpet/Flooring Replacement*		15,000.00	1
Mazama Upgrades		25,000.00	1
Repair Tennis Court #2,#3, #4		12,000.00	1
CCB 116 A/B Lighting		3,500.00	1
Faculty Office Windows		4,000.00	1
Campus wide exterior building hole repairs		10,000.00	1
Hydration Station		3,000.00	1
Tripping Hazards Stairs, Sidewalks		5,000.00	1
Fire Reduction - As Needed		5,000.00	1
Total Priority 1 Projects Awbrey Campus		270,500.00	
Redmond Campus			
Interior and Exterior Painting		5,000	1
Carpet and Flooring Replacement		10,000	1
Landscape/Landscape Repair		3,000	1
Total Priority 1 Projects Redmond Campus		18,000.00	
Grand Total Priority 1 Projects		288,500.00	
Priority 2 Projects			
Asphalt Repair/Replacement Campus Wide		50,000.00	2
Replace Ceiling Tiles/Suspended Ceiling - Pioneer		20,000.00	2
Window coverings throughout Pence		3,000.00	2
Renovate Modoc Fan Coil Units		100,000.00	2
Modoc 104 redesign for Anthro Lab		15,000.00	2
Repair entry roadway College Way to upper BEC parking Lot		15,000.00	2
Construct Campus Parking Lot (35 Spaces)		100,000.00	2
Modoc Rear Stairs - Repair and Improve Exterior Lighting		5,000.00	2
Replace Pinckney Center Wood Floor		150,000.00	2
Total Priority 2 Projects		458,000.00	

Add Electrical Outlets	20,000.00	3
Replace Ext. Windows	36,000.00	3
Pave & Light Juniper Lot	15,000.00	3
College Way Kiosk	35,000.00	3
Redmond Pocket Park	10,000.00	3
Replace window coverings	6,000.00	3
Air Condition Ochoco	175,000.00	3
Appraisals/Envir. Assessments	5,000.00	3
Ponderosa -A/C - Ponderosa 205 (CIS)	5,000.00	3
Ponderosa -A/C - Ponderosa 221 (CIS)	5,000.00	3
Ponderosa - Shed Roof covering ADA Walkway	10,000.00	3
Repair/Replace Metal handrails	5,000.00	3
Mazama Field Repair	5,000.00	3
Hand Rail Inhibitors Campus Wide	5,000.00	3
Modoc - Rework Emergency Lighting	5,000.00	3
Modoc - Move speakers away from vents	2,500.00	3
Hitchcock Remodel	750,000	3
Enhance Shuttle Bus Stops (10)	50,000.00	3
CAP Center Remodel	50,000.00	3
JCI Upgrade HVAC controls in Pence, Mazama, Pioneer, Ponderosa	185,000.00	3
Total Priority 3 Projects	1,379,500.00	
Total Priority 1,2,3 Projects	2,126,000.00	

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION

Prepared by: Policy Review Committee

A. Issue

Second Reading on revision of Board Policy

- GP 2: Governing Style

B. Discussion/History

The Board Policy Committee submits second reading of GP2-Governing Style.

GP 2: GOVERNING STYLE

Revised: June 6, 2011

The board will be actively involved in the governance of the college, being proactive rather than reactive, staying adequately informed on relevant issues and approaching its task with a style which emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and staff roles, collective rather than individual decisions, and future oriented while respecting lessons from the past.

More specifically, the Board will:

1. Operate in all ways mindful of its civic trusteeship obligation to the citizens of its district.
2. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy making principles, respect of roles, speaking with one voice and adherence to ethical practices.
3. The Board will keep adequately informed about relevant global and local educational and other issues, actively gathering information to fulfill this role.
4. Direct, control and inspire the organization through the careful establishment of the broadest organizational values and perspectives through written policies.
5. Focus chiefly on intended long term impacts on the world outside the organization (*ends*), not on the administrative or programmatic means of attaining those effects.
6. Be an initiator of policy, not merely a reactor to staff initiatives. The board, not the staff, will be responsible for board performance.
7. Use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute their individual values for the group's values.
8. Monitor and regularly discuss the board's own process and performance. Insure the continuity of its governance capability by retraining and redevelopment.

A. Self-monitoring will include at least a biannual comparison of board activity and discipline to its Governance Process and Board-Staff Relationship policies.

B. Continual redevelopment will include orientation of new members in the board's adopted governance process and periodic board discussion of process improvement.

9. Be accountable to the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the board to usurp this role or hinder this commitment.

10. Acting as a committee of the whole, the Board shall retain the following functions of an Audit Committee:

1) The appointment, and compensation any public accounting firm employed by the College in connection with the attest function.

2) Establishment of procedures for:
a) The receipt, retention and treatment of complaints received by the College regarding accounting, internal controls and auditing matters.

b) The confidential, anonymous submission by employees regarding questionable accounting or auditing matters.

3) The appointment, compensation and oversight of independent counsel or other advisor as deemed necessary to carry out its audit duties.

C. Options

1. Approve the second reading recommendations
2. Do Not approve the second reading recommendations.

D. Recommendation

Be It Resolved that the Board of Directors of Central Oregon Community College does hereby approve the second reading for GP2: Governing Style.

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Jim Middleton-President

A. Action Under Consideration

Addition of new GP2: 11 policy statement on hiring of college legal real estate representation.

B. Discussion/History

At the fall 2010 Board Retreat, Board members expressed interest in establishing policy for appointment of legal and real estate representation which parallels the Board's role in appointment of college auditor. Through the 2010/11 year, there was not full clarity relative to the ability of sub-units of the college to seek and appoint such representation without Board approval. In line with fall Board Retreat discussion, the President recommends that the Board adopt clear policy defining the Board's primary role in such appointment.

C. Options/Analysis

- 1) Approve the proposed GP2:11 as a first reading
- 2) Reject the proposed GP2:11
- 2) Continue discussion and/or develop alternative wording

D. Timing

Approval at the July Board meeting could assist in having clear parameters for the 2011/12 academic year.

E. Recommendation

Be It Resolved that the Board of Directors of Central Oregon Community College do hereby approve as a first reading GP2:11 as follows:

Unless otherwise specifically delegated by the Board, the Board shall have sole responsibility for appointment of legal counsel or real estate agencies that represent the college in whole, any College department or College unit.

- No college funds including resources collected through student fees or other program or department fees may be used for legal counsel or real estate representation without prior approval of the Board or designee.
- Any legal representation available to the college that may be a related benefit from college, department, or college unit membership in regional or national organizations shall be coordinated through the college legal counsel approved by the Board.

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Jim Middleton-President

A. Action Under Consideration

Consideration of formal Request for Proposal (RFP) for legal services.

B. Discussion/History

In another Board item, the Board is considering a new GP2:11 policy related to legal and real estate representation. In line with this potential new policy, the Board may wish to consider releasing a formal Request for Proposal for legal services in the spirit of seeking RFP responses on a periodic basis as is done with audit services. Such a potential RFP is not intended as criticism of current legal services but is part of a potential cycle of periodic formal reconsideration.

C. Options/Analysis

- 1) Approve development and release of a formal Request for Proposals for legal services.
- 2) Reject development and release of such a RFP.
- 2) Continue discussion.

D. Timing

Time is not critical. Tentative dates in the recommendation may be adjusted.

E. Recommendation

Be It Resolved that the Board of Directors of Central Oregon Community College do hereby request that College with the assistance of two Board members develop and distribute a Request for Proposal for future legal services. Results of the RFP should be presented to the Board for consideration by the Board by the December 2011 Board Meeting. Board Members _____ and _____ are assigned to work with administrative staff in developing content of the RFP.