

Central Oregon Community College

BUDGET COMMITTEE MEETING - AGENDA

Wednesday, March 12, 2008 – 6:00 PM
Christiansen Board Room – Boyle Education Center

AGENDA

	<u>Presenter</u>
I. Call to Order	Friedman
II. Introduction of Guests	Friedman
III. Election of Chair	Friedman
IV. Budget Message – (Handout: 4)	Middleton
V. Cash Flow (Revenue/Expense Projection)	Dona
VI. 2008-09 Proposed General Fund Budget	Dona/Bloyer
VII. Budget Calendar Update (Exhibit: 7) Next Meeting - <u>Wednesday, April 9, 2008 – 6:00 PM</u>	
VIII. Adjourn	

CENTRAL OREGON COMMUNITY COLLEGE

2008/09 Budget Calendar

- January 2 Initial current service level (CSL) general fund expense budget roll-up. Departments should start review of current non-general fund budgets for any changes.
- January 8 General fund budgets distributed and reviewed based upon budget parameters.
- January 9 Financial Forecast presentation to Board of Directors and Budget Committee members. Discussion of 2008/09 budget assumptions and key issues.
- February 8 Fax to the Bulletin: Notice of Budget Committee Meeting.
- February 13 First Notice of Budget Committee Meeting.
- February 22 General fund budgets due to Fiscal Services Department.
- February 27 Fax to the Bulletin: Notice of Budget Committee Meeting.
- March 3 All non-general fund changes due to Fiscal Services Department.
- March 3 Second Notice of Budget Committee Meeting.
- March 12** **First meeting of the Budget Committee. Updated Financial Forecast presentation with initial budget message and discussion.**
- March 13-
May 12 Budget Committee work sessions as needed/scheduled.
- April 9** **Budget Committee Meeting. Continued budget review and discussion.**
- May 14** **Budget Committee Meeting. Continue budget review and discussion. Consider approval of budget.**
- May 29 Fax to Bulletin: Notice of Budget Hearing (including summaries).
- June 4 Notice of Budget Hearing to appear in the Bulletin (including summaries).
- June 11 Budget Hearing: Adopt budget, levy taxes and make appropriations.



CENTRAL OREGON COMMUNITY COLLEGE
 Board of Directors' Meeting – AGENDA
 Wednesday, March 12, 2008 – 7:00 PM
 Christensen Board Room, Boyle Education Center

TIME**	ITEM	ENC.*	ACTION	PRESENTER
7:00 pm	I. Call to Order			Overbay
	II. Introduction of Guests			
	III. Agenda Changes			
7:05 pm	IV. Public Hearing and Testimony			
	A.			
7:10pm	V. Consent Agenda***			
	A. Minutes			
	1. February 13, 2008	5.a1	X	Smith
	2. February 25, 2008 (Special Brd Mtg)	5.a2	X	
	B. Personnel			
	1. New Hire Report (February 2008)	5.b1	X	Buckles
	C. Approval to Hire (Hartley)	5.c	X	Walsh
	D. Collection Costs	5.d	X	Bloyer
7:15 pm	VI. Information Items			
	A. Financial Statements	6.a*		Bloyer ^A
	B. Board Priorities & Institutional Effectiveness	6.b		Pierce☐
	B. Educational Services for Deer Ridge Correctional Institute	6.c*		Moorehead☐
7:35 pm	VII. Old Business			
	A.			
7:40 pm	VIII. New Business			
	A. Senate Bill 1066-Section 9 “Qualified Student” of active duty Service Member after September 11, 2001	8.a*	X	Middleton
7:55 pm	IX. Board of Directors' Operations			
	A. Board Member Activities			
8:10 pm	X. President's Report			
	A.			Middleton
	XI. Dates:			
	A. Wednesday, April 9, 2008 – 6:00 PM – <u>Budget Committee Meeting</u> in the Christiansen Board Room			
	B. Wednesday, April 9, 2008 – 7:00 PM – Regular Board of Directors' Meeting in the Christiansen Board Room			
8:25 pm	XII. 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 [P]resentation will be provided. A = indicates the presenter is Aavailable for background information if requested.

Please Note: At any time during this meeting, an executive session may be called to address issues relating to ORS 192.660(1)(e), real property transactions; ORS 192.660(2)(h), pending or threatened litigation; or ORS 192.660(2)(b), personnel issues.



CENTRAL OREGON COMMUNITY COLLEGE
Board of Directors' Meeting – MINUTES
Wednesday, February 13, 2008 – 6:00 PM
Christiansen Board Room, Boyle Education Center

PRESENT: John Overbay, Connie Lee, Charley Miller, Donald Reeder, Ed Fitch-Board Attorney, Dr. James E. Middleton-President, Julie Smith-Executive Assistant.

ABSENT: Dr. Joyce Garrett, Dr. Ronald Foerster, Anthony Dorsch

INTRODUCTION OF GUESTS: Matt McCoy, Kathy Walsh, Alicia Moore, Jim Jones, Ron Paradis, Carol Moorehead, Lisa Bloyer, Lowell Lamberton-President-Faculty Forum, David Dona, Diana Glenn, Mary Jeanne Kuhar, Julie Mosier, Dan Cecchini.

CONSENT AGENDA:

Ms. Connie Lee moved to approve the Consent Agenda (Exhibit: V). Mr. Charley Miller seconded. MCU. Approved. M02/08:1

BE IT RESOLVED that the Board of Directors' reviewed and approved the Meeting Minutes of the January 9, 2008 Board of Directors Meeting (Exhibits: 5.a1);

BE IT RESOLVED that the Board of Directors' reviewed and approved the January 2008 New Hire Report (Exhibit: 5.b1);

BE IT RESOLVED that the Board of Directors' approves the contracts for delivery of instructional services (Exhibit: 5.c);

BE IT RESOLVED that the Board of Directors' approves the employment contract of Joseph Viola full-time Construction Project Manager (Exhibit: 5.d).

INFORMATION ITEMS:

Financial Statements – (Exhibit: 6.a)

The Board of Directors' were apprised of the January 2008 Financial Statements.

Tuition & Residency History/Overview (Exhibit: 6.b) and (Handout: 6.b2)

President Middleton reviewed the college tuition history over the past 32 years, COCC has averaged a 5.2% annual increase for in-district tuition. Out-of-district and out-of-state tuition has averaged an annual increase of 5.0% and 8.6%, respectively. In the past five years, in-district tuition has increased 5.7% per year.

Residency - He noted that as a result of COCC receiving significantly less revenue from the state than the other colleges - COCC is the only community college in the state that charges out-of-district/border state students a different tuition rate than in-district students.

In 2006-07, 14% of our students were out-of-district/border state residents and 1.8% were classified as out-of-state residents.

President Middleton reviewed (Handout: 6.b2) – COCC's Multi-year Tuition Increase Analysis.

Legislative Update

President Middleton reported that the state revenue forecast was announced on Friday, February 8. The fiscal analysis is not projecting an Oregon recession.

He noted that the good news is that there are currently no major impacts on community colleges before the legislature.

An un-mandated bill (911 related) is currently before the legislature that would require all colleges to have a tuition waiver for children and spouses of deceased or disabled veterans.

A majority of the state's community colleges have already implemented a tuition waiver; President Middleton will bring this issue back to the March Board meeting for discussion.

OLD BUSINESS:

New Oregon Government Ethics Laws

Top 10 Myths (Exhibit: 7.a1) and Top 10 Things public Officials Should Know (Exhibit: 7.a2)

President Middleton reviewed (Exhibit: 7.a1) noting that quarterly reports rather than annual reports will now be required.

He noted the upcoming February 20 workshop to be held at the High Desert ESD in Redmond - "What Every Public Official Should Know About Recent Changes to Ethics, Public Meeting, and Public Records Laws" (Handout: 7.a3).

Board Priority Goals, 2007-09 Progress Update (Exhibit: 7.b)

President Middleton reviewed (Exhibit: 7.b) Two-Year, Board Goals and Priorities that were approved at the Fall 2007 Board Retreat. He reported that the midyear progress assessment is excellent. Since these are two-year goals, board assessment will be at the Fall 2008 board retreat.

NEW BUSINESS:

Campus Center Bids (Exhibit: 8.a)

Mr. James R. Jones-Vice President and Chief Financial Officer, reported that three bids were received. The bids will be evaluated and a "Special" Board Meeting" will be scheduled in the next 10 days for the Board to consider awarding the bid.

State 40/40/20 Goal

Ms. Connie Lee reviewed (Exhibit: 8.b & Handout: 8.b1), noting that the OCCA Executive Committee and Board is asking for community colleges to collaboratively take a position on the 40/40/20 Goal. Each college will submit their input to the OCCA by the March meeting. Input will be combined into one document that will be submitted. She reviewed that the Governor, with the guidance of the Oregon Business Plan, has set an ambitious goal for Oregonians' post secondary education. The goal states that by 2025 (18 years from now) 40% of adult Oregonians will have a bachelor's degree or higher, another 40% will have a post-secondary professional certification or an associate's degree, and the remaining 20% will have a high school diploma as the highest level of education.

Ms. Lee suggested additional wording be added to Questions 2 and 3 of the "40/40/20 - COCC Board Response Brainstorming Draft" -Exhibit: 8.b:

2. The current distribution formula would need major modifications.
3. This process could push us towards a state-wide control system verses local control.

President Middleton commented that it's very important to have aspirations which can be transformational for society but it's also important to have aspirations that are attainable. The 40-40-20 Goal is attainable if the state and different groups come together with a common purpose.

The college provides a range of important programs that don't always result in a certificate or degree.

Mr. Donald Reeder moved to approve the COCC Board Response to the 40/40/20 Goal, with the suggested wording added to Questions 2 and 3. Mr. Charley Miller seconded. MCU. Approved. M02/08:2

BOARD OF DIRECTORS' OPERATIONS:

Board Member Activities

Mr. Miller	Attended Two Real Estate Committee Meetings Attended COCC - Professional Development Series
Mr. Reeder	Attended Two Real Estate Committee Meetings Met w/Matt McCoy in Madras - re: the college property
Ms. Lee	OCCA legislative conference call Worked with Joyce Garrett on 40-40-20 document Attended Portland Community College board meeting Attended Chemeketa Community College board meeting OCCA meeting State Board of Education meeting Student Success Steering Committee - Community College and Workforce project Meeting with President Middleton Power of Partnership lunch (table facilitator) - ways to reduce poverty for the 20K Central Oregonians living below the poverty line Treasurer of COCC Bond Campaign
Mr. Overbay	Attended Two Real Estate Committee Meetings Photo Shoot (as Chair of COCC Brd) for upcoming publication along with the Mayor of Bend, Chair of Parks&Rec Brd, Chair of Library Brd and Chair of County Commissioners Agenda Planning Meeting w/President Middleton

Chair Overbay discussed holding a "Special" Board Meeting regarding the Campus Center bids. Ms. Julie Smith-Executive Assistant, will poll the Board for availability on Monday, February 25.

PRESIDENT'S REPORT:

Winter Term Enrollment Update

President Middleton reported that

- COCC's reimbursable FTE for winter term enrollment is up 14.2% over winter term of last year.
- Year to date – up 12.3% cumulatively
- High School students taking COCC classes is up 84%.

ADJOURN: 7:15 PM

APPROVED;

ATTEST TO;

Mr. John Overbay, Board Chair

Dr. James E. Middleton, President

CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS' "SPECIAL MEETING - MINUTES
Monday, February 25, 2008 – 4:30 PM
Christiansen Board Room – Boyle Education Center

The meeting was called to order by Chair – John Overbay

Present:

Roll Call by Chair Overbay

John Overbay- Present

Tony Dorsch – Present by Phone

Ron Foerster – Present by Phone

Joyce Garrett – Present by Phone

Connie Lee - Present

Don Reeder – Present

Charley Miller - Present

Also Present in Board Room: Jim Middleton, Jim Jones, Gene Zinkgraf, Matt McCoy, Ron Paradis, Kathy Walsh, Ed Fitch-Board Attorney, Julie Smith-Executive Assistant.

Adjourn to Executive Session:

ORS 192.660 (2) (h) - Potential Litigation

Open Session

Campus Center Bids

Declarations of Potential Conflict of Interest: John Overbay, Don Reeder and Charley Miller.

Mr. Donald Reeder motioned that the Board finds that the notation in the bid by Kirby Nagelhout of the receipt of Addendum Nos. 1 through 2 instead of 1 through 4 to be a typographical error. The Board finds that the offer from Kirby Nagelhout reflects the receipt and consideration of Addendum 4 in the bid itself. The Board finds that our architects have opined that the Addendum 3 does not represent a substantive change in the price, quality or terms of the delivery of the bid items for this project and therefore constitutes a minor informality. The Board also finds that receipt of Addenda 3 and 4 were actually sent to Kirby Nagelhout prior to the submission of the bid and that Kirby Nagelhout has confirmed receipt of the bid and the offers reflect consideration of those two Addenda. Based upon these considerations, the Board finds that the typographical error in the bid form is in fact a minor informality that can be waived by the college. The college finds that the bid is below the budgeted amount. The Board finds that Kirby Nagelhout has a strong record of quality construction in Central Oregon and is a responsible bidder. Based upon these considerations the Board hereby approves awarding the contract for the Campus Center to Kirby Nagelhout in the amount of \$6,705,000. Dr. Joyce Garrett seconded.

Roll Call for the Question:

Yes: Foerster, Garrett, Dorsch, Lee, Reeder, Overbay

Abstain: Miller

MC. Approved.

President Middleton thanked the staff for their good work on the Campus Center project.

Adjourned - 5:10 PM

APPROVED;

ATTEST;

John Overbay, Board Chair

James Middleton, President

Exhibit: 5.b1
March 12, 2008
Approve: ___Yes___No
Motion: ___

Central Oregon Community College
Board of Directors

New Hire Report – February 2008

Name	Date Hired	Job Title
Classified Full-Time		
Jensen, James	2/1/2008	Campus Services Officer
Non-Faculty Nonbenefitted Ins		
Wright, Christopher	2/15/2008	Assistant Baseball Coach
Temporary Hourly		
Broyles, Dan	2/5/2008	EMT Lab Assistant
Ollier, Meredith	2/1/2008	Clothed Model

Exhibit: 5.c
March 12, 2008
Approved: Yes ___ No ___
Motion: _____

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Dr. Kathy Walsh-Vice President for Instruction

A. Action Under Consideration

Approve the contract for Sean Hartley.

B. Discussion/History

This is for a one-year temporary Instructor of Emergency Medical Services.

C. Options/Analysis

Approve the contract for Sean Hartley

Decline approval of the contract for Sean Hartley

D. Timing

For the 2008-09 academic year.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College district approves the contracts for Sean Hartley.

F. Budget Impact

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

G. Miscellaneous

Sean Hartley
Temporary Instructor of Emergency Medical Services

Sean Hartley earned his EMS and Fire Science degrees from COCC. He held the position of Fire Training Officer/Paramedic for the Crescent RFPD where he was responsible for planning and instructing fire and EMS drills for department personnel. Sean worked at Crescent RFPD and Black Butte RFPD as an EMT and Paramedic.

**CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS**

RESOLUTION

Prepared by: Lisa Bloyer, Director of Accounting

A. Action Under Consideration

Approve this resolution allowing the College to charge students for collection fees when delinquent accounts are submitted to a collection agency.

B. Discussion/History

The College utilizes the State of Oregon Department of Revenue to collect money from students who have defaulted on their accounts. The State garnishes taxpayer refunds and kicker payments and forwards the funds to the College after deducting the 12 percent collection fee. Currently, the College applies payments to the students' accounts based on the gross amount collected by the State, not the net amount received by the College, and expenses the difference.

Historically, the College participated in a passive program with the State and the collection fee was immaterial. In approximately 2003, the College moved to a more aggressive collection process, which also includes a higher collection fee. The College recovers significantly more money under this new program, but the fee is now 12 percent of money collected. The College absorbed \$16,000 of collection costs in 2006 and \$23,000 in 2007. COCC is the only community College who does not apply the collection fee to the students accounts.

The College Affairs Committee has reviewed the proposed fee and has recommended to President Middleton that it be approved. President Middleton concurs with the College Affairs Committee recommendation.

C. Options/Analysis

1. Approve this resolution allowing the College to charge collection fees to the student's account.
2. Do not approve this resolution. Continue to have the general fund absorb the costs of collection.

D. Timing

Approval is requested at this time.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College does hereby authorize the application of collection costs to the students' accounts.

F. Budget Impact

The State has approximately \$450,000 in receivables to collect on behalf of the College today. If the State were to collect the entire amount, the College would absorb \$54,000 in collection fees. Approval of this resolution will shift the cost of collection to those people who have delinquent accounts.

<p style="text-align: center;">COCC Board of Directors -- Priorities for 2007-09</p> <p>The Board expects tangible progress across a broad spectrum of the Strategic Plan.</p> <p>The Board expects college staff to make significant focused progress on the following priorities and, relative to these priorities, expects communication, assessment, and identification of policy issues which require further Board review.</p>	<p style="text-align: center;">Institutional Effectiveness Reporting 2007-09 Reporting Plan</p> <p style="text-align: center;">The reporting plan for 2007-08 will concentrate on directly supporting/measuring the established Board Priorities for 2007-09</p>
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<p>Access and Success – Strengthen student and community access to educational opportunity and success.</p> <ul style="list-style-type: none"> • By expanding geographic access in outlying communities (A) • By expanding strategies which respond to students' challenges due to their personal schedule and other commitments (B) <p style="color: red; font-style: italic;">The College needs a clear definition as to what student's challenges and commitments are in order to prioritize addressing them and measuring our success at mitigating them.</p>	<p>Access:</p> <p>(A) Expanding geographic access</p> <ul style="list-style-type: none"> ✓ <u>Online/Hybrid Credit Course Taking Behavior</u> – number of students from taking online/hybrid classes by zip code. ✓ <u>College Now/Contracted Concurrent Course Offerings in various zip codes/locations and now provided on adhoc basis</u> ✓ <u>Student Activity by Location</u> – courses offered, headcount and FTE provided by location in EOT and Annual reports- Report 8. ✓ <u>Summary of Student Services available outside of Bend</u> – this information is available – work with Alicia & Aimee. <p>(B) Expanding strategies which respond to students' challenges due to their personal schedule</p> <ul style="list-style-type: none"> ✓ <u>Online/Hybrid Credit Course Offerings</u> – number of courses offered / percentage of all credit offerings – provided in the Instructional Strategic Planning Indicators (ISPI) ✓ <u>Number of Courses Taught Off Bend Main Campus</u> – provided in ISPI for credit courses and also available in Report 8 – Student Activity by Location. ✓ <u>Courses Taught at Non-Traditional Times</u> – provided in ISPI for credit courses offered before 9 a.m. and after 3 p.m. ✓ <u>Student Services Provided outside Traditional Times/Locations</u> – this information is available – work with Alicia & Aimee. ⊗ <u>Course Scheduling</u> – provided in different formats and needs work in defining exactly how to measure in this case
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Access and Success... continued...

- By refining and implementing a Strategic Enrollment Management system with data driven enrollment targets **(C)**
- By supporting enrollment of student groups that have been traditionally underserved **(D)** – *SEM defined as the following:*
 - Latino/a **(D-1)**
 - Native American **(D-2)**
 - Students with less than a high school education **(D-3)**
 - Students from low income families **(D-4)**

(C) By refining and implementing Strategic Enrollment Management (SEM) with data driven enrollment targets

- ⊗ Progress on the SEM Plan – *an update on this effort will be provided by Ron Paradis and Alicia Moore*

(D) By supporting enrollment of student groups that have been traditionally underserved (defined by SEM as predominantly Latino/a and Native American students, those with less than a high school education and students from low income families)

- ⊗ Support Services provided to these populations – *this would include activities/services provided by OLI, CAP Center, Student Advising, Financial Aid, Foundation, etc. Work with Alicia/Aimee to come up with this list of activities. SEM is also looking at the same sort of services so should work together.*

Access to Success...

(D-1) Latino/a (D-2) Native American

- ✓ Number of students (in specific student group) enrolled
- ⊗ Where the students are participating – ABE, ELL, Credit, etc
- ⊗ How well do the students do in their area of study compared to general student population in that same area? *Retention, successful completion, certificate/degree attainment...*
- ⊗ District penetration rate – *within the specific Race/Ethnicity*

(D-3) Students with less than a high school education

- ✓ Number of ABE courses offered
- ✓ Number of ABE students participating
- ✓ Number of ABE students reaching their declared educational goal - – *this is possible, for most students, through the TOPS system*
- ✓ Number of AHS/GED courses offered
- ✓ Number of AHS/GED students participating
- ✓ AHS/GED students earning their diploma?
- ✓ Number of AHS/GED students reaching their declared educational goal - – *this is possible, for most students, through the TOPS system*
- ⊗ AHS/GED students matriculating and taking credit classes at COCC (anywhere in higher education?)
- ⊗ How do these students do in College level courses compared to the general first-time freshman student base at COCC.

Access and Success... continued...

- Traditionally Underserved (continued):

Students from low income families **(D-4)**

- By minimizing financial barriers to the extent possible **(E)**

To achieve targeted progress with access and success, the Board believes that strategic partnerships will be increasingly important. Therefore, the Board expects continuing progress in partnerships with:

- K-12 partners **(F)**

- University partners – OSU-Cascades in particular **(G)**

(D-4) Students from low income families

- ⊗ Identify this student group through FAFSA applications – credit students are identified using their FAFSA application. Need to research how to identify low income students who have not filled out a FAFSA and students in our non-credit programs.
- ⊗ How well do low income students do compared to general student population in the different program areas? Retention, successful completion, certificate/degree attainment, etc.

(E) By minimizing financial barriers to the extent possible

- ✓ Financial Aid figures – include types/levels of financial aid paid, average aid paid compared to remaining cost (provided in Campus Indicator series), along with determination of student need as prepared in SEM materials.

Access to Success in our Partnerships

(F) K-12 Partners

- ✓ Number of College Now/Contracted Concurrent courses offered
- ✓ High School student participation in these courses
- ✓ Matriculation rate of those students to COCC – *also look at matriculation rate to any higher education institution. We have not done this but could with a little work.*
- ⊗ How do these students do in College level courses compared to the general first-time freshman student at COCC – *LBCC has put together a study of this nature which we can borrow.*

(G) University Partners – OSU-Cascades in particular
OSU – Cascades Dual Admit Program/Partnership

- ✓ Number of students participating in the partnership
- ⊗ Number of COCC students graduating w/ OSU-C degree compared to number of students graduating w/ degree who didn't take COCC classes – *we have not looked at this before but could research putting this together.*

<p>Assessment – Develop and implement comprehensive planning and assessment systems that define institutional direction, assess student learning, and modify programs, systems and activity based on that assessment.</p> <p>... define institutional direction...</p> <p>...assess student learning and modify programs, systems and activities...</p>	<p>Assessment</p> <p>✓ “<u>Develop and implement comprehensive planning and assessment systems</u>” – Measure using the fact we have Board goals, mission, vision and priorities and that the College has put together a Comprehensive Plan.</p> <p><u>define institutional direction</u></p> <p>⊗ Measure using the fact we have a comprehensive plan and sub-plans including Campus Services, IT, Institutional Advancement, etc. – effort is needed to update and summarize sub-plans.</p> <p>✓ Accreditation visits/recommendations as that is an outside entity evaluating what we do. A quick summary of where we are in addressing the recommendations.</p> <p><u>General Education Assessment</u> be able to articulate and assess those proficiencies/learning skills necessary for a student to master the 9 General Education Student Learning Outcomes</p> <p>⊗ % of programs/departments who have created assessment plans to measure one or more of the established general education outcomes in their course clusters/programs?</p> <p>⊗ % of programs/departments assessing students on those general education outcomes in their course clusters/programs?</p> <p>⊗ % of programs/departments who have used the assessment results to aid in greater student learning in their course cluster/program?</p> <p>⊗ <u>modify systems & activity</u> – Measure through the implementation of the sub-plans, as well as exemplify the work done by student services and others to assess various programs and activities to determine viability and contribution to student success. List a summary of research activities.</p>
<p>Fiscal Viability – In response to anticipated reductions in State funding and economic fluctuations and with the goal of achieving above targets:</p> <ul style="list-style-type: none"> • Develop alternative revenue streams for the college • Ensure efficient and cost-effective operations • Work to maximize to the extent possible fiscal support from the State. 	<p>Fiscal Viability</p> <p>This would be measured by the annual audit done by fiscal services so they would be the ones to put together the response to progress in this area.</p>

<p><u>Respond to regional student and business needs.</u></p> <ul style="list-style-type: none"> • Maintain open communication with various community groups and businesses, <ul style="list-style-type: none"> ○ define potential new/modified programs and services, ○ assess the operational and fiscal viability of such programs and services ○ implement as possible within fiscal/operational capacity. 	<p><u>Respond to regional student and business needs</u></p> <ul style="list-style-type: none"> ⊗ <u>Highlight community participation</u> - boards, chambers and committees in which COCC staff serve – <i>EDCO, Bend 2030, Chambers, Rotary, etc.</i> ⊗ <u>Identify new programs and services</u> – this information is available we just have to ask and collect it.
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ITEMS TO THINK ABOUT...

Access to Success

- Students in need of post-secondary remedial education (generally courses below 100 level) and their progress to being college ready (taking classes 100 level and above) is an important population we serve and does not immerge as an explicit Board Priority for 2007-09. It may be in there and not stated explicitly.
- At this point in time, it is very difficult to accurately capture a student's educational goal. Once the College is better able to capture and update this information, it will be easier to measure a student's success at achieving the set goal.
- Pre and Post employment / wage earnings of CTE graduates is critical information to provide and very difficult to gather. At this point, the state provides this information back to the Colleges and it is virtually impossible to utilize, at this point. We will have to wait until further progress is made or we establish a COCC CTE Graduate survey to gather this information.
- Employer Satisfaction is another critical piece of information to the puzzle and is collected by a few programs but not systematically across all programs. Efforts in this area will need to be made to begin to gather this information.