



CENTRAL OREGON
community college

BUDGET COMMITTEE MEETING

AGENDA

Wednesday, May 12, 2010 6:00 PM
Christiansen Board Room, Boyle Education Center

				<u>Exh.</u>	<u>Action</u>	<u>Presenter</u>
I.	Call to Order					Garrett
II.	Introduction of Guests					Garrett
III.	Public Hearing and Testimony					Garrett
IV.	Minutes Approval			4.a	X	Smith
	a. Budget Meeting – April 14, 2010					
V.	Update on Proposed 2010-11 Budget					Dona
VI.	Resolution for Approval					
	Proposed 2010-11 Budget			5	X	Dona
VII.	Adjourn					



Central Oregon Community College
BUDGET COMMITTEE MEETING
MINUTES

Wednesday, April 14, 2010 - 6:00 PM
Christiansen Board Room-Boyle Education Center

PRESENT: Patricia Kearney, Evan Dickens, Joe Krenowicz, Gayle McConnell, Julianne Reed, Dr. Joyce Garrett, Charley Miller, Connie Lee, John Overbay, Anthony Dorsch, David Ford, Ed Fitch-Board Attorney, Dr. James Middleton-President, Julie Smith-Executive Assistant

ABSENT: Lester Friedman, Steve Curran, Donald Reeder

CALL TO ORDER: Dr. Joyce Garrett-Board Chair, called the meeting to order of the 2010-11 Budget Committee.

INTRODUCTION OF GUESTS:

Matt McCoy, Kathy Walsh, Ron Paradis, Kevin Kimball, David Dona, Carol Moorehead, Jim Weaver, Gene Zinkgraf, Julie Mosier, Eric Buckles, Alicia Moore, Lisa Bloyer, Mary Jeanne Kuhar, Diana Glenn, Jim Ellis-Faculty, Dan Cecchini, Terry Link-Student Government and others.

PUBLIC HEARING AND TESTIMONY: None.

MINUTES APPROVAL:

Ms. Connie Lee moved to approve the Budget Meeting Minutes of March 10, 2010.
Mr. Joe Krenowicz seconded. MCU. Approved. M04/10:1

2010-11 GENERAL FUND – QUESTIONS: None.

2010-11 PROPOSED NON-GENERAL FUND BUDGET: (Handouts: 6, 6.a)

Mr. David Dona-Associate Chief Financial Officer presented a PowerPoint reviewing each of the Non-General Funds:

- Debt Service Fund
- Special Revenue Fund
- Capital Project Fund
- Enterprise Fund
- Internal Service Fund
- Auxiliary Fund
- Reserve Fund
- Financial Aid Fund
- Trust & Agency Fund.

Mr. Dona noted that each of the nine funds have a specific purpose and activity as defined by local budget law. The primary budget objective is to ensure adequate appropriation authority and compliance to the funds specific operating parameters. Each program or activity is required to be self-balancing and expenditures cannot exceed resources.

Navigating the PERS Maze (Handout: 6.b)

Mr. Kevin Kimball-Chief Financial Officer gave a PowerPoint presentation reviewing the background of the PERS-Public Employees Retirement System, noting that it was established in 1945 by the Oregon Legislative Assembly. Membership includes state, school district and local government employees, including community colleges. Depending on year of enrollment in PERS - employees are grouped into three programs: Tier One; Tier Two and OPSRP-Oregon Public Service Retirement Plan.

Mr. Kimball reviewed that due to lawsuits filed by other participating entities regarding PERS rule changes and as recommended by the state, the college set up a PERS Reserve account to fund any unanticipated liability due to the lawsuits. The College did not receive any additional PERS assessments due to the lawsuits – making the original purpose for the reserve no longer valid.

The Budget Committee consensus is to not transfer any PERS Reserve funds to the General Fund as presented in the proposed 2010-11 budget. The Board will reauthorize the PERS Reserve account to allow the funds to be used to offset future PERS rate increases.

BUDGET CALENDAR:

The next Budget Committee Meeting is scheduled for Wednesday, May 12, 2010 at 6:00 PM in the Christiansen Board Room, Boyle Education Center – Central Oregon Community College.

Chair Garrett adjourned the Budget Committee Meeting.

ADJOURN: 7:10 PM

APPROVED;

ATTEST TO;

Dr. Joyce Garrett-Acting Chair
-Budget Committee

Dr. James E. Middleton,
President

**CENTRAL OREGON COMMUNITY COLLEGE
BUDGET COMMITTEE**

RESOLUTION

Prepared by: David Dona – Associate Chief Financial Officer

A. Action Under Consideration

Approval of the 2010-2011 Fiscal Year Budget, including the approval of the property tax rate.

B. Discussion/History

As part of the budgeting process, the Budget Committee has the following functions;

- a) specify the amount of tax revenue or tax rate for all funds,
- b) establish a maximum for total expenditures for each fund,
- c) approve the total taxes for the local government as an amount and/or rate and,
- d) approve the budget. The College's established permanent tax rate of \$0.6204 per thousand dollars of assessed property value is a result of voter approved Measure 50 (1997), a constitutional amendment.

The Proposed Budget for all funds totals \$128,164,755.

C. Options/Analysis

1. Approve the Proposed Budget and tax rate at this time.
2. Do not approve the Proposed Budget and tax rate at this time.

D. Timing

Approval of the proposed 2010-2011 Fiscal Year Budget is requested at this time. Approval now will facilitate the remainder of the budget process, which involves adoption of the Budget by the Board of Directors in June after an additional public hearing.

E. Recommendation

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 2010-2011 in the aggregate amount of \$128,164,755 (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 \$2,405,096 be approved for the Debt Service Fund for the purpose of satisfying required debt service of general obligation bonds issued by the district.

F. Budget Impact - NA

General Fund Resources Summary:

	March Proposed 2010/11	May Proposed 2010/11	\$ Change	% Change
Property Tax				
Current year	11,893,000	11,751,000	(142,000)	-1.2%
Prior year	621,000	766,000	145,000	23.3%
Tuition & Fees	16,287,000	16,038,000	(249,000)	-1.5%
Sales and Services				
Interest	125,000	125,000	-	0.0%
Miscellaneous				
State Aid	4,675,000	4,636,000	(39,000)	-0.8%
Transfer-in	600,000	350,000	(250,000)	-41.7%
Resources	<u>34,201,000</u>	<u>33,666,000</u>	<u>(535,000)</u>	<u>-1.6%</u>
Beginning Fund Balance	4,764,000	4,764,000	-	0.0%
Total Resources	<u><u>38,965,000</u></u>	<u><u>38,430,000</u></u>	<u><u>(535,000)</u></u>	<u><u>-1.4%</u></u>



CENTRAL OREGON
COMMUNITY COLLEGE
Board of Directors' Meeting – AGENDA
Wednesday, May 12, 2010 – 7:00 PM
Christiansen Board Room, Boyle Education

TIME**	ITEM	ENC.*	ACTION	PRESENTER
7:00 pm	I. Call to Order			Garrett
7:00 pm	II. Introduction of Guests			Garrett
7:10 pm	III. Agenda Changes			
7:10 pm	IV. Public Hearing and Testimony			
	A. OCCA Executive Director – Annual Visit (Oregon Community College Association)			Henderson [P]
	B. CCWD Commissioner – Annual Visit (Community Colleges and Workforce Development)			Preus [P]
7:40 pm	V. Consent Agenda***			
	A. Minutes			
	1. Regular Meeting- April 14, 2010	5.a1	X	Smith
	B. Personnel			
	1. New Hire Report (April 2010)	5.b1	X	Buckles ^A
	2. Approval of Contract (Hayes)	5.b2	X	Buckles ^A
	3. Approval of Contracts - (Cruikshank, Gibbs, Wilde, Borowsky, Cheney)	5.b3	X	Walsh ^A
	4. Approval of Contract (Hilgersom)	5.b4	X	Buckles ^A
	5. Approval of Contract (Floyd)	5.b5	X	Buckles ^A
	6. Approval of Contract (Holtzclaw)	5.b6	X	Buckles ^A
	7. Rehire Faculty	5.b7	X	Walsh ^A
	C.			
7:45 pm	VI. Information Items			
	A. Financial Statements	6.a		Bloyer ^A
	B. HEAT and OSU-Cascades Update			Johnson/Middleton [P]
8:10 pm	VII. Old Business			
	A. Bid Award – Pence/Pinckney Improvement	7.a*	X	Mosier ^A
8:20 pm	VIII. New Business			
	A. New Student Housing Plan	8.a*	X	Moore/ Kimball /McCoy [P]
8:50 pm	IX. Board of Directors' Operations			
	A. Board Member Activities			
9:05 pm	X. President's Report			Middleton [P]
	A. Updates			
	1. Self-Evaluation-Progress on Board Priorities	10.a1		
	XI. Dates			
	A. Wednesday, June 9, 2010 – 6:00 PM – Regular Board of Directors' Meeting in <u>Prineville</u> at the Meadow Lakes Golf Course – Banquet Room			



Central Oregon Community College
Board of Directors' Meeting
MINUTES
Wednesday, April 14, 2010- 6:00pm
Christiansen Board Room
Boyle Education Center

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

ABSENT: Donald Reeder

PRESENT: Donald Reeder joined the meeting by conference phone at 7:30 PM.

INTRODUCTION OF GUESTS: Bill Smith of William Smith Properties, Inc., David Taylor of Seattle NW Securities, Julianne Reed/Budget Committee Member, Eric Ercanbrack-The Broadside, Kathy Walsh, Matt McCoy, Gene Zinkgraf, Alicia Moore, Ron Paradis, Julie Mosier, Joe Viola Kevin Kimball, Carol Moorehead, Lisa Bloyer, Eric Buckles, Leslie Minor-President, Faculty Forum, Ed Sea, Jim Ellis, David Dona, Diana Glenn, Mary Jeanne Kuhar, Dan Cecchini, Jim Weaver, Terry Link-Student Government, Sheila Miller from The Bulletin and others.

PUBLIC HEARING AND TESTIMONY:

Mr. Terry Link-Student Government reviewed that after having several conversations with COCC students regarding tuition increases, he reported that the majority of student comments were in favor of an increase in tuition if the end result was that more sections/classes are made available and "wait-lists" are significantly reduced so students can "get into" desired classes.

The Board thanked Mr. Link for the student feedback.

CONSENT AGENDA:

Mr. John Overbay moved to approve the Consent Agenda (Exhibit: V). Mr. Anthony Dorsch seconded the motion. MCU. Approved. M04/10:1

BE IT RESOLVED that the Board of Directors' reviewed and approved the Meeting Minutes of March 10, 2010, and April 5, 2010 (Exhibits: 5.a1 & 5.a2);

BE IT RESOLVED that the Board of Directors' reviewed and approved the March 2010 New Hire Report (Exhibit: 5.b1).

INFORMATION ITEMS:

Financial Statements – (Exhibit: 6.a)

The Board of Directors' were apprised of the February 2010 Financial Statements.

Institutional Effectiveness, K-12 Partnerships (Exhibit: 6.b)

The Board of Directors' were apprised of the continuing progress with K-12 partners.

President Middleton commented on how the graph in (Exhibit: 6.b) shows the significant 16% enrollment increase of high school students taking COCC courses and the challenges to expand the number of course offerings.

President Middleton pointed out that since 2005-06, 36 % of high school seniors who earned college credit have matriculated to COCC.

David Ford and Dr. Joyce Garrett complemented Brynn Pierce and Chris Egertson (Institutional Research Dept.) for the great job they do in transforming the gathered data into the excellent report that is informative and easy to read.

7:30 pm - Don Reeder joined the meeting via Conference Phone

OLD BUSINESS:

William Smith Properties, Inc. (WSPI) – Development Agreement Resolution (Exhibits: 7.a, 7.a1 & 7.a2)

President Middleton gave a PowerPoint presentation thanking numerous individuals and entities for their great work in the development of the “Campus Village” and in particular:

- COCC Board of Directors
- Board Real Estate Committee
- City of Bend
- Bill Smith – William Smith Properties, Inc.
- Matt McCoy
- Kevin Kimball
- Jim Jones
- Ed Fitch and Ron Bryant

President Middleton reviewed the primary purpose of the Campus Village Development Agreement; how we got here and where we are; the Campus Village use; long term and immediate focus; and the principles of the project.

Mr. Anthony Dorsch moved to authorize the President or his designee to enter into the Development Agreement and Addendum with William Smith Properties, Inc. Ms. Connie Lee seconded.

Discussion: John Overbay expressed “This is very special what we are doing for the College. There are not two better partners than the administration at COCC and Bill Smith to make this work.”

Don Reeder (by Conference Phone) noted that he was proud of the work Ed Fitch-Board Attorney and Matt McCoy-VP for Administration, have done to formulate the unique development agreement document.

Dr. Joyce Garrett complimented the document for the ease of read and understandability.

David Ford declared “potential conflict of interest.”

Charley Miller declared “potential conflict of interest.”

Call for the Vote:

MCU. Approved. M04/10:2

2010-11 Tuition and Fee Rates (Exhibit: 7.b & 7.b1)

Mr. Kevin Kimball-Chief Financial Officer, reviewed that at the December Board Retreat, the Board had a general discussion regarding possible 2010-11 tuition rates and how COCC's combined tuition and fee rates compare to other Oregon community colleges. The Board established a board priority to "develop and implement sustainable systems, which would balance comprehensive quality programs, courses and services with appropriate tuition and fee levels.

Information was provided at the March 10 Board and Budget committee meeting, reflecting a proposed tuition increase for the 2010-11 academic year.

Anthony Dorsch moved to authorize the 2010-11 tuition rate increase as identified in (Exhibit: 7.b). Ms. Connie Lee seconded.

Discussion:

Ms. Connie Lee commented that the tuition increases progress the college into opening up more offerings to students with fewer wait lists.

Mr. Don Reeder commented that parents he has spoken with are in favor of their student not having "the hassle" of wait-lists; he is also in favor of additions to more full time faculty.

Call for the Vote:

MCU. Approved. M04/11:3

8:15 pm – Mr. Don Reeder left the meeting via Conference Phone

NEW BUSINESS:

Bond Authorization (Exhibits: 8.a, 8.a1, & 8.a2)

Mr. Kevin Kimball-CFO reviewed that on November 3, 2009, the COCC district voters approved a \$41.58 million dollar bond election to provide funds for identified capital construction and improvement projects. The college has selected Seattle-Northwest Securities Corporation (SNW) as the underwriter and to provide investment banking services.

Mr. Kevin Kimball was joined by David Taylor-Senior Vice President with Seattle NW Securities, Mr. Taylor congratulated the College and the community for the Bond authorization. Mr. Taylor reported that the Bond sale will take place in late May with a closing in June 2010.

A Bond Authorization Resolution is needed to meet necessary legal requirements and to maintain the bond sale schedule.

Mr. Charley Miller suggested putting an advertisement in the local papers notifying local residents and patrons of the college district – that "they" can purchase the college bonds if they choose.

Mr. Ed Fitch-Board Attorney commented that there is "no conflict of interest" should faculty, staff or the Board desire to purchase the college bonds.

Mr. David Ford moved to approve Bond Authorization Resolution (Exhibit: 8.a1). Mr. Charley Miller seconded. MCU. Approved. M04/10:4

2010-11 Juniper Residence Hall Room and Board Rates (Exhibit: 8.b)

Ms. Alicia Moore-Dean of Students and Enrollment Services reviewed that the Board of Directors set the Juniper Hall room and board rates each spring. In order to establish COCC's proposed rate, the staff reviews room and board rates at other Oregon community colleges.

Mr. Anthony Dorsch moved to adopt a 4.0% increase for the 2010-11 Juniper residence hall board rates and a 3.7% increase for the 2010-11 residence hall room rates. Mr. John Overbay seconded. MCU. Approved. M04/10:5

Contractor Prequalification (Exhibit: 8.c)

Mr. Gene Zinkgraf-Director of Campus Services reviewed that the purpose of prequalification is to review and ensure that contractors submitting bids to do work for the College on the Health Careers Building and public improvement project - are adequately experienced, equipped and financed to meet their contractual obligations.

Mr. Anthony Dorsch moved to approve the prequalification process for all prime contractors on the Health Careers Building public improvement project. Ms. Connie Lee seconded. MCU. Approved. M04/10:6

Third-Party Sustainability Certification (Exhibit: 8.d)

Mr. Matt McCoy-Vice President for Administration gave a PowerPoint presentation and reviewed that as the College embarks on numerous upcoming construction projects - a "consideration" be given for each sustainable certification of the project. He reviewed that this is in keeping with the Board priority established at the December 2009 Board Retreat which states: *Design and construct sustainable institutional facilities and establish third-party sustainability certification as appropriate.*

Mr. David Ford moved that the Board approves staff to seek third-party sustainability certification for the Culinary Institute, Health Careers and Science buildings. Mr. John Overbay seconded. M04/10:7

BOARD OF DIRECTORS' OPERATIONS:

Board Member Activities

- | | |
|-------------|---|
| Ms. Lee | Attended three receptions for Vice President for Instruction candidates
Meeting w/ President Middleton |
| Mr. Miller | Attended two receptions for Vice President for Instruction candidates
Special Board Meeting for the Architect selection
Meeting w/President
Mr. Miller noted that in a 3 day time frame - board member David Ford has been
highlighted favorably in articles in The Source, The Bulletin and the Cascade
Business News |
| Mr. Overbay | Breakfast with Matt McCoy and Bill Smith re: Campus Village
Special Board Meeting for Architect selection
Attended reception for Vice President for Instruction candidate
Met w/President Middleton |

- Mr. Ford** Attended College Affairs Committee Meeting
Met w/ Kevin Kimball and David Dona re: the Budget
Met w/President Middleton
Attended Special Board Meeting for Architect selection
Attended two receptions for Vice President for Instruction candidate
- Mr. Dorsch** Sent letter to President Middleton
 re: Tuition Increase and the Culinary Institute Bldg. project
Received letter back from President Middleton
Spoke w/past president Dr. Fred Boyle
Spoke w/Gene Zinkgraf
- Dr. Garrett** Six weeks in Salem w/OCCA during the Oregon Legislative Session
ACCT Legislative Summit in Washington DC
Asked to serve as Rep. for OSU-Cascades on National Resources Education Grant
Met twice (by phone & in person) with President Middleton re: Agenda
HEAT presentation in Prineville re: Higher Ed in Central Oregon
Continues to participate in the Open Campus Meetings either by phone or email
Worked w/Ron Paradis for the selection of the new Budget Committee member
Asked to Chair OCCA Committee to draft a change in legislation that is not
 favorable to community colleges
Attended the Kitzhaber announcement of his new education plan as he is running
 for governor
Attended two receptions for Vice President for Instruction candidates
OCCA Board Meeting
Special Board Meeting for Architect selection

PRESIDENT'S REPORT:

Updates:

President Middleton thanked and congratulated the Board for the cohesiveness in working through the monumental resolutions and topics at this board meeting.

He reported that the college is in the midst of a significant hiring process with more than 30 positions to be filled – the college will be interviewing approximately 100 candidates in the next few weeks making the College currently one of the most active employers in the region.

President Middleton reviewed that the college is working towards leveraging the college's facilities capacity for 10% or more enrollment growth by enhancing the scheduling of existing classrooms, while anticipating the completion of the five additional classrooms by Winter Term, he added that "space" will also be re-purposed for critically needed offices.

President Middleton reported that Dr. Becky Johnson-CEO of OSU-Cascades, Kirk Schueler, a member of the State Board of Higher Education, and he will give a HEAT (Higher Education Action Team) presentation at the May meeting reviewing long-range vision and strategies.

President Middleton will also be involved with the "SB 442" Committee, public hearing in Madras on Tuesday.

President Middleton gave an update on the Culinary Institute building timelines, hoping to bid in May and bid approval in June with a possible Special Meeting in June.

Accreditation training will be May 7 with Mr. Ron Baker-Executive Director of the Northwest Commission on Accreditation.

Adjourn to Executive Session: 9:41 PM

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

Adjourn Executive Session: 9:47 PM

APPROVED;

ATTEST TO;

Dr. Joyce Lynn Garrett, Board Chair

Dr. James E. Middleton, President

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve temporary employment contract for Rick Hayes, Full-time Construction Project Manager.

B. Discussion/History

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

C. Options/Analysis

Approve the employment contract for Rick Hayes.
Decline approval of the employment contract for Rick Hayes

D. Timing

This temporary position is appointed for a full time 12 month employment contract. For the 2009-10 fiscal year the initial employment contract period will be from May 17 through June 30, 2010. Effective July 1, 2010 another temporary contract will be issued for the fiscal year beginning July 1.

E. Recommendation

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

F. Budget Impact

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

G. Miscellaneous

Rick Hayes has a Bachelor of Science degree in Construction Engineering Management from Oregon State University. He is a certified National Sustainable Building Advisor. Mr. Hayes has been a Construction Project Manager for the Bend La Pine School District. While performing in this capacity he oversaw the bond construction program including program and contract administration. He also authored the initial construction management plan and project schedule; and established budgets. Mr. Hayes has also been involved in land acquisition and the design and construction of custom homes in the area.

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Kathy Walsh-Vice President for Instruction

A. Action Under Consideration

Approve the contract for Justin Borowsky, Monte Cheney, Jennifer Cruickshank, Ralph Gibbs, and Robert Wilde

B. Discussion/History

The Assistant Professor I of Speech Communication contract for Justin Borowsky is a new position.

The Assistant Professor II in Mathematics contract for Monte Cheney is a new position.

The one-year temporary instructor of Health and Human Performance contract for Jennifer Cruickshank is a replacement position.

The one-year temporary instructor of Aviation contract for Ralph Gibbs is a new position.

The one-year temporary instructor of Automotive Technology contract for Robert Wilde is a replacement position.

C. Options/Analysis

Approve the contracts for Justin Borowsky, Monte Cheney, Jennifer Cruickshank, Ralph Gibbs and Robert Wilde

Decline approval of the contracts for Justin Borowsky, Monte Cheney, Jennifer Cruickshank, Ralph Gibbs and Robert Wilde

D. Timing

For the 2010-11 academic year.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College district approves the contracts Justin Borowsky, Monte Cheney, Jennifer Cruickshank, Ralph Gibbs and Robert Wilde for the 2010-11 academic year.

F. Budget Impact

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

G. Miscellaneous

**Justin Borowsky
Assistant Professor I – Speech Communication**

Justin Borowsky holds Bachelor's and Master's degrees in Communication from Rutgers University in New Jersey, and PhD in Interpersonal and Family Communication from the University of Denver. He comes to COCC from the University of Denver, where he has been a communications instructor for three years.

**Monte Cheney
Assistant Professor II – Mathematics**

Monte Cheney earned a Bachelor's degree in Mathematics at Walla Walla College in College Place, WA and Master's degrees in Mathematics and Statistics from Washington State University. He has taught at COCC for seven years and is returning after teaching at Asia-Pacific International University in Thailand for four years.

**Jennifer Cruickshank
One-Year Temporary Instructor – Health & Human Performance**

Jennifer Cruickshank holds a Bachelor of Science degree in Exercise and Sports Science from Colorado State University. She has been a part time and adjunct instructor at COCC since 2004.

**D. Ralph Gibbs
One-Year Temporary Instructor - Aviation**

Ralph Gibbs earned a Bachelor of Science in Sociology degree at Portland State University and a Master's degree in Business Administration – Aviation from Riddle Aeronautical University in Daytona Beach, FL. He has taught at COCC as an adjunct and simulator instructor since 2007.

**Robert Wilde
One-Year Temporary Instructor – Automotive Technology**

Robert Wilde has 29 years of experience in heavy equipment repairs and is a certified Caterpillar service technician. He earned a two year certificate in automotive and diesel mechanics at Lane Community College. He has taught at COCC on a part time or adjunct basis for a total of seven years.

Exhibit: 5.b4
May 12, 2010
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 Dr. Karin Hilgersom, Full-time Vice President for Instruction.

B. Discussion/History

The employment contract for Dr. Karin Hilgersom is for an administrative position. This position was filled through an external National College search.

C. Options/Analysis

Approve the employment contract for Dr. Karin Hilgersom.
Decline approval of the employment contract for Dr. Karin Hilgersom

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 July 12, 2010 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 Dr. Karin Hilgersom.

F. Budget Impact

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

G. Miscellaneous

Dr. Hilgersom, holds her PhD in Educational Policy and Management from the University of Oregon, and has been Executive Vice President of Instruction at Walla Walla Community College in Washington for the past three years. Prior to Walla Walla, she served five years as an Academic Dean at Spokane Community College after sixteen years as a communications and speech instructor at the same institution. In her application, Karin characterized herself as "passionate about the success of students – especially those who have disadvantaged backgrounds." As we learned more about Dr. Hilgersom, the selection committee saw this very commitment. Dr. Hilgersom has worked with assessment of student learning outcomes, online educational strategies, university transfer and career education, student diversity, and facility construction.

Central Oregon Community College
Board of Directors

RESOLUTION

Prepared by: Dan Cecchini-Director of Information Technology
and Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve temporary employment contract for Jeffrey Floyd, Bond Technology Project Manager.

B. Discussion/History

The employment contract for Jeff Floyd is for an administrative position. This position was filled through a national search.

C. Options/Analysis

Approve the employment contract for Jeffrey Floyd.
Decline approval of the employment contract for Jeffrey Floyd.

D. Timing

This temporary position is appointed for a full time 12 month employment contract. For the 2009-2010 fiscal year the initial employment contract period will be from May 10, 2010 through June 30, 2010. Effective July 1, 2010 another temporary contract will be issued for the fiscal year beginning July 1 through June 30, 2011.

E. Recommendation

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

F. Budget Impact

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

G. Miscellaneous

Mr. Floyd has extensive experience in IT infrastructure design and installation and comes with outstanding references from managers at Microsoft, MCI, and Time Warner Telecom. Mr. Floyd has 19 years of experience in the data center/telecom infrastructure field. Starting with an empty space, Mr. Floyd has designed and built national data centers for industry giants, such as one in use now by Microsoft, and Microsoft has incorporated design recommendations into their standards from Mr. Floyd. He has independently managed the installation of multimillion dollar telecom projects for Time Warner Telecom across the country.

Exhibit: 5.b6
Date: May 12, 2010
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 Michael Holtzclaw, Full-time Instructional Dean.

B. Discussion/History

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

C. Options/Analysis

Approve the employment contract for Michael Holtzclaw.
Decline approval of the employment contract for Michael Holtzclaw

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 July 1, 2010 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 Michael Holtzclaw.

F. Budget Impact

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

G. Miscellaneous

Michael Holtzclaw earned his PhD and Master's degree in Geography from Ohio State University after earning a Bachelor's of Arts in International Affairs from Lewis & Clark College. He has been a full time faculty member at COCC since 1997 and was promoted to full professor this year. He is currently working on creating a two-year Associates of Applied Science degree in Sustainability and Renewable Energy for the college, and is in his second year of a four-year term as Social Science Department Chair. He has taught upper level courses for University of Oregon's Bend program, led a study abroad program to Florence, Italy in 2006, and serves on various committees and as a faculty advisor.

Exhibit: 5.b7
May 12, 2009
Approved: Yes ___ No ___
Motion: _____

CENTRAL OREGON COMMUNITY COLLEGE
Board of Directors

RESOLUTION

Prepared by: Kathy Walsh-Vice President for Instruction

A. Action Under Consideration

Approve rehire recommendations.

B. Discussion/History

Need for timely approvals to rehire faculty members who have been evaluated and are doing satisfactory work.

C. Options/Analysis

Approve the rehire recommendations.
Decline approval of rehire recommendations.

D. Timing

For the 2010-11 academic year.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College district approve rehire recommendations for the academic year 2009-10 as identified on the attached memo.

F. Budget Impact

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

REHIRE RECOMMENDATIONS FOR 2010-11

PROBATIONARY FACULTY

The following probationary faculty are recommended for rehire. Annual Report of Activities and appropriate evaluations (student, peer and designated evaluator) are on file in the Human Resources Office and course materials are on file in the department office. Designated evaluator and faculty member discussed student evaluations and Annual Report of Activities and reviewed Professional Improvement Plan.

*Jacob Agatucci	Amy Howell	Tina Redd
Kelly Davis-Martin	Eric Magidson	*Vicky Ryan
Michele Decker	*John Miller	Dana Topliff
Jim Ellis	Lynn Murray	Monica Vines
*Theresa Freihoefer	Tim Peterson	
Kevin Grove	*Donna Raymond	

PROBATIONARY FACULTY

Considered for and awarded tenure this year. The following probationary faculty are recommended for rehire. Annual Report of Activities and appropriate evaluations (student, peer and designated evaluator) are on file in the Human Resources Office and course materials are on file in the department office. Designated evaluator and faculty member discussed student evaluations and Annual Report of Activities and reviewed Professional Improvement Plan.

James Knox	Ralph Phillips	Mariko Shimizu
David Liu		

The following tenured faculty members are recommended for rehire.

TENURED FACULTY

Non-Evaluation Year - Annual Report of Activities and student evaluations are on file in the Human Resources Office. Designated evaluator and faculty member discussed student evaluations and Annual Report of Activities and reviewed Professional Improvement Plan.

Cora Agatucci	Carol Higginbotham	Bret Michalski
Thomas Barry	Carson Hauray	James Moodie
Art Benefiel	Julie Hood	*Jane Morrow
Steve Bidlake	William Hoppe	Charlie Naffziger
Ron Boldenow	*Tina Hovekamp	Doug Nelson
Jon Bouknight	Marjorie Hoye	Patricia O'Neill
Tom Carroll	Karen Huck	Christine Ott-Hopkins
Peter Casey	Beverlee Jackson	Sean Palagyi
Lewis Cousineau	Eddie Johnson	Margaret Peterson
Deborah Davies	Julie Keener	Rebecca Plassmann
Julie Downing	Kelvin Kempfer	Robert Reynolds
Mark Eberle	Sara Krempel	Sean Rule
Bruce Emerson	Jim Kress	Kiri Simning
Catherine Finney	Terry Krueger	Katherine Smith

Michael Fisher	Lowell Lamberton	Eleanor Sumpter-Latham
Michael Gesme	Aaron Lish	Ricky Virk
Amy Harper	Robin Martinez	Rebecca Walker-Sands
Scott Hays	Ken Mays	Andria Woodell
Franz Helfenstein	Kathy McCabe	Nancy Zens
Chuck Hutchings	Nancy Zavacki	Zelda Ziegler

TENURED FACULTY

Evaluation Year - Annual Report of Activities and student, peer and designated evaluator evaluations have been completed and are on file in the Human Resources Office. Course materials have been reviewed. Designated evaluator and faculty member discussed student evaluations and Annual Report of Activities and reviewed Professional Improvement Plan and summative evaluation report.

Jeff Cooney	LilliAnn Foreman	Margaret Triplett
Stacey Donohue	Leslie Minor	

TEMPORARY FACULTY

The following faculty are recommended for One-Year Temporary contracts for regular full time positions.

Jennifer Cruickshank	D. Ralph Gibbs	Robert Wilde
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Central Oregon Community College
Monthly Budget Status
Highlights of March 2010 Financial Statements

Cash and Investment

Cash and investment balances are stable at \$27.2 million. The March average yield is .55%, which is unchanged from the prior month.

General Fund Revenues

Registration for spring term continued into March resulting in additional tuition and fee revenue of \$1 million as compared to the February reporting period. Tuition and fees have exceeded the budget due to the 23% increase in enrollment for the year. The transfer of \$67,000 from the Summer Term fund and \$250,000 from the PERS Reserve fund were delayed pending a review of operating results. The \$250,000 transfer from the PERS Reserve will be reversed in April.

General Fund Expenses

The financial statements reflect all necessary inter-fund transfers. Financial aid expense is over budget due to awarding more Veteran's waivers than anticipated.

Budget Compliance

The budget includes the Supplemental Budget changes approved by the Board at the December meeting. The board will be presented with a request to amend the financial aid appropriation category at the June board meeting. All other appropriation categories are within budget.

2009/10 Presidential Self Evaluation

Under Board Policy, the President is responsible for institutional outcomes and Board evaluation is to be keyed to these outcomes. While the following outcomes and initiatives are presented as key to the Presidential Self Evaluation, they represented the collective commitment, creativity and dedication of the faculty, staff and administration of COCC. They are the product of the whole institution and are presented on behalf of the entire institution.

Access and Success	
Strengthen student and community access to educational opportunity and success.	
<ul style="list-style-type: none"> • By expanding access in outlying communities including strategies for educational services in geographic areas which may be underserved 	<ul style="list-style-type: none"> ○ In cooperation with other key leadership and constituencies, conducted successful bond campaign which will leverage new facilities in Madras, Prineville and Redmond. ○ Provided additional maintenance and custodial positions for Redmond Campus in the 2010/11 Budget to meet expanding needs. ○ Guided academic and support staff in initiatives resulting in one-year 134% Summer Term, 39% Fall Term, and 40% Winter Term FTE increase at the Redmond Campus. (cumulative summer/fall/winter increase of 311% in four years) ○ Served as member of SB 442 Statewide Committee on Rural Higher Education strategies which is studying strategies for improving rural opportunities. Ensured that initial community forum was held in Madras, April 20, 2010. Have contributed concepts which can expand resources and strategies for service in these areas and improve linkage to main campus locations. ○ Assigned and monitored Carol Moorehead and Matt McCoy in consideration of facility options for Prineville in cooperation with OUS Extension/Open Campus. ○ Served as member of local HEAT (Higher Education Assessment Team) which is working to strengthen higher education opportunities in Central Oregon and strengthen services to rural communities ○ Supported instructional initiatives to expand online and hybrid courses which improve access for rural citizens
<ul style="list-style-type: none"> • By expanding strategies which respond to students' scheduling challenges and diverse learning styles 	<ul style="list-style-type: none"> ○ Facilitated initiatives which increased summer 2009 enrollment by 115% over prior year. Summer 2010 is structured and staffed to support further significant expansion ○ Supported instructional initiatives to expand online and hybrid courses which improve access for rural citizens ○ In past two years, number of online courses expanded by 80% ○ Exploring strategies for Learning Communities (developing linkage between a skill course and content course for a specific cohort of students) in cooperation with OSU-Cascades

<ul style="list-style-type: none"> • By refining and implementing a Strategic Enrollment Management plan with data driven enrollment targets 	<ul style="list-style-type: none"> ○ Strategic Enrollment Plan key priorities last formally shared with Board at April 2009 Board meeting ○ A two-year process has resulted in the comprehensive SEM Plan with over 70 different targeted initiatives relative to enrollment, recruiting and outreach, course and program offerings, access and affordability, and persistence and graduation ○ COCC SEM system (primary credit to Alicia Moore and Ron Paradis) has been featured as a model at several state and national presentations ○ SEM sub-committee activities in refining targets and initiatives for Latino students, Native American students, transitional studies, and specific plan for enhancing student success (retention and degree attainment)
<ul style="list-style-type: none"> • By supporting enrollment of student groups that have been traditionally underserved 	<ul style="list-style-type: none"> • College opened expanded Multicultural Center in the new College Center • 2010/11 budget funds new Latino Student coordinator • 2010/11 budget expands hours for Multicultural Director • Last Board report February 2010 <ul style="list-style-type: none"> ○ As of 2008/09, Latino credit enrollment has increased by 91% in four years ○ Native American credit enrollment has increased by 18% in four years • Business Development Center developed \$73,000 two-year Oregon Community Foundation Latino Business Navigator grant (also support from Partnership to End Poverty, Miller Lumber and Pepsi Distributors) providing workshops, coaching and other assistance for Latino businesses in the region.
<ul style="list-style-type: none"> • By minimizing financial barriers to the extent possible 	<ul style="list-style-type: none"> • College staff leveraged extraordinary increases in financial aid with only minimal additional staff – As reported at April 2010 Board Meeting # of students with grants is up 62% in one year and (395% in three Years); amount of grant aid up 193% (395%), students with scholarships 38% (54%), # of students with all types of aid up 45% (189%), and total amount of aid up 65% (334%) • Even with recently approved tuition increase, COCC combined in-district tuition and fees remain the lowest in Oregon. • Last full report to Board, July 2008.

<p>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:</p>	
<ul style="list-style-type: none"> • K-12 partners 	<ul style="list-style-type: none"> ○ Last full report to Board April 2010 <ul style="list-style-type: none"> ▪ In 2008/09 82 College Now Tech Prep classes offered to high school students (3 year increase of 39%), 56 College Now Transfer Courses (3 year increase of 350%), 4 Concurrent Contracted courses ▪ Overall concurrent enrollment of high school students has increased 287% from 2005/6 to 2008/9. ▪ HS seniors who choose COCC has increased from 25% in 2005/6 to 36% 2008/09 (as a percentage of those who took COCC college level courses while in HS and matriculated to a college or university after graduation) ▪ Adult Basic Education enrollment expanded by 50 students in 2008/09 and 2009/10 through collaboration with Partnership to End Poverty grant.
<ul style="list-style-type: none"> • University partners - improve partnerships and articulation with OSU-Cascades and explore appropriate partnerships with other universities 	<ul style="list-style-type: none"> • President Middleton has served on core team for the mixed community constituent HEAT (Higher Education Assessment Team) group developing mid-range and long-term objectives for invigorating Central Oregon higher education options. The HEAT draft proposal underlines a critical on-going role for COCC and proposes enhanced collaboration to serve students and community. • COCC expansion has been key to 20%+ expansion of OSU-Cascades enrollment. • Additional initiatives and results outlined in the April 2010 report to the Board.

<ul style="list-style-type: none"> Regional employers 	<ul style="list-style-type: none"> Last formal Board reports– November 2008 & September 2009. New programs developed in Pharmacy Technician Assistant and Renewable Energy Aviation Maintenance, Veterinary Technician, Graphic Design under review. Continue close collaboration with businesses through advisory committees. Technology Education Center included as component of bond projects. Licensure pass rates for LPN nursing have averaged over 99% from 2003/4 to 2006/7 and RN-nursing has averaged 91%. In the past two years, COCC RN pass rates have been the highest in the State. Business Development Center continues to offer regular programs for small businesses, as well as customized training programs. <ul style="list-style-type: none"> New sustainability programming was introduced in 2009 2008/9 BDC worked with 350 local businesses and helped create/retain 200 jobs. Business Development Center developed \$73,000 two-year Oregon Community Foundation Latino Business Navigator grant (also support from Partnership to End Poverty, Miller Lumber and Pepsi Distributors) providing workshops, coaching and other assistance for Latino businesses in the region.
<ul style="list-style-type: none"> Regional organizations, State agencies and the Oregon CC system 	<ul style="list-style-type: none"> COCC faculty, staff and administration provide leadership and service across a broad range of community agencies and non-profits as well as regional and State organizations. President has specifically provides service on OCCA Executive Committee, CCWD Capital Project Review Committee, CCWD/OCCA Growth Funding Committee, Senate Bill 442 – Rural Higher Education Committee, Higher Education Assessment Team (HEAT), and Regional Superintendents/Higher Education CEO group.
<p>Design and implement systems for tracking and strengthening student retention and achievement of academic goals.</p>	<ul style="list-style-type: none"> Spring 2010 purchase of degree audit software will assist students in assessing degree completion and transfer options and help faculty and staff advisory deal with the expanded workload. Two COCC SEM task forces have been formed to develop strategies to increase student retention and completion. President and Dean of Enrollment Services have provided input on statewide persistence and completion task force.

Facility Development

Expand and improve institutional facilities to support enrollment growth, enable innovative programming in response to community/student needs, strengthen sense of campus community and link with the broader community.

Last comprehensive Board Report – June 2009

Facility improvement has been is key area of success over the past several years. Within the past year there have been several major accomplishments:

- Application for, awarding of and implementation of Go! Oregon stimulus projects which
 - Expanded parking
 - Improved reliability and safety of electrical and computer systems
 - Disability access
 - Environmental fire safety
 - Addition of critical classrooms Other improvements
- Resurfaced track for uses by students and community
- Completed and opened new Campus Center which has improved sense of community on the campus and set foundation for potential expansion of student housing
- Completed planning for Health Center (bidding pending in summer 2010) and Science Center
- Completed planning, design and pending bidding for Culinary Center
- Completed and received City approval of campus rezoning.
- Completed and executed agreement with William Smith Properties Inc. for long-term mixed use development for instruction, community use and revenue generation.
- Continuing collaboration with Crook County constituents for new instructional facility in Prineville – potentially a facility shared with OSU Extension/Open Campus.
- Acquired, refined and completing plans for six additional classrooms through special State funding.
- On-going collaboration with OSU-Cascades for its legislative request for funding for an additional university facility.
- On-going collaboration with OSU-Cascades and OSU Corvallis for joint planning for student housing at the Bend campus (presentation planned for May 2010 Board Meeting)

	<ul style="list-style-type: none"> • On-going assessment and retrofitting of existing facilities to create additional classrooms and office space needed due to enrollment expansion. • Submission to CCWD for future State funding for General Purpose Classrooms in Bend and Redmond and potential expansion of either Madras or Prineville. (President Middleton served on CCWD/Presidents Council team evaluating and ranking Statewide facility proposals).
<ul style="list-style-type: none"> • Finalize bond construction project plans and implement construction of Health and Science Centers, Technology Education Center, Madras and Prineville campuses, and renovations for expanding general purpose classrooms - including appropriate project staff to ensure project success and long-term cost-effectiveness. 	<ul style="list-style-type: none"> • Collaborated with other leaders and constituents in approval of the November 2009 Bond Election. • College leadership and faculty completed preliminary planning for Health and Science Centers with strategies that will expedite completion of the Health facility by Spring 2012 – targeted bidding in summer 2010. • College leadership and faculty nearing completion of conceptual plans for Science Center. • Relocated site for Science Center to leverage over \$300,000 in savings which can be redirected to instructional components of the facility. • College leadership is collaborating with OSU Extension Open Campus to plan shared facility for Prineville which can amplify the impact of the COCC investment in its satellite campus. • College leadership has completed work with Bean Foundation and City of Madras for structure and site for new facility. • Overall, college is working to fast track projects to take advantage of positive bidding environment. • Supervised and supported college leaders in establishing personnel resources for managing construction projects to ensure cost effectiveness and timely completion. <p>Additional non-bond projects:</p> <ul style="list-style-type: none"> • Supervised and supported college leadership and staff in efficient and timely implementation of Go!Oregon projects which improved access, energy conservation, safety, and classroom/office space on the Bend Campus. • Worked with legislature and CCWD to fund expanded six-classroom project for COCC.

<ul style="list-style-type: none"> Finalize plans and construct Culinary Center and the related Campus Village project. 	<ul style="list-style-type: none"> Supported COCC Foundation in success completion of \$3M capital campaign for the Culinary Center. Supervised and supported leadership staff in rezoning of COCC Bend Campus, City approval of Culinary Development site plan, and formal agreement with William Smith Properties for Campus Village area development – all of which are critical for completion of the Culinary project.
<ul style="list-style-type: none"> Evaluate options for improved and expanded student housing and establish and implement a construction plan if the Board endorses the project 	<ul style="list-style-type: none"> May 2010 Board Meeting to include update on collaboration among OSU-Cascades/COCC/ OSU Corvallis for construction of new student housing at the Bend Campus. Careful consideration has been given to creating attractive facilities for students, fiscal self support for any housing initiative, and relation to attracting and retaining students.
<ul style="list-style-type: none"> Design and construct sustainable institutional facilities and establish third-party sustainability certification as appropriate. 	<ul style="list-style-type: none"> April 2010 Board Meeting included comparison of Earth Advantage and LEED certification and produced Board endorsement of strategies for certification for both Culinary and Health Science Centers.
<ul style="list-style-type: none"> Assess and implement as appropriate partnerships to support facility initiatives. 	<ul style="list-style-type: none"> Collaborative strategies have been key to several high profile facility initiatives: <ul style="list-style-type: none"> Culinary Center (Foundation) Student Housing (OSU-Cascades & OSU-Corvallis) Prineville (Crook County constituents, OSU-Extension, Open Campus, Senate Bill 442 Task Group on Rural Higher Education Access) Madras (Bean Foundation and various Jefferson County constituents, Senate Bill 442 Task Group on Rural Higher Education Access) Redmond Technology Center (REDI, Redmond Development Commission, Redmond SD, and others) Potential university facility (OSU-Cascades, HEAT)
<ul style="list-style-type: none"> Attract alternative financial contributions to support priority facility initiatives. 	<p>Above collaboration, State funding proposals, economic stimulus funds, Foundation capital campaign, William Smith Properties, Inc. Partners collaboration have all brought significant external funding which will amplify the impact of internal savings and voter supported facility bond.</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.	
<ul style="list-style-type: none"> Integrate planning and assessment into accreditation activities and potential programs sponsored under pending Federal legislative support for community colleges. Articulate Core Themes and develop the broad objectives and indicators for measuring performance as consistent with new NWCCU standards. 	<ul style="list-style-type: none"> COCC has made substantial progress on assessment at the course, program and degree level. Annual Columbus Day staff training has been focused on assessment issues and strategies for the past several years. Core Themes for the accreditation process were formally approved by the Board in 2010. Specific objectives and performance measures are being included in accreditation reports which are in progress. Student Services Division has developed assessment plan (including mission, goals, learning outcomes, measurements and timeline) and has initiated implementation.
Institutional Viability	
<ul style="list-style-type: none"> Develop and implement sustainable systems which balance comprehensive quality programs and services with appropriate tuition and fee levels 	<ul style="list-style-type: none"> COCC December 2009 Board Retreat structured to review challenges and opportunities and balancing mission and fiscal realities. Based on Retreat discussion, implemented 2010/11 tuition increase within a broader multi-year and Statewide perspective. Even with tuition increase, COCC retains the lowest combined in-district tuition and fees of Oregon's community colleges. Continued strategies with the Budget Committee which provide a multi-year perspective to identify trends, provide long-term warning of key challenges, and position COCC to make adjustments that retain institutional vitality. Budget planning continues to maintain Board Reserve substantially above the mandated 10% level and retains targeted reserves for identified needs and purposes.
<ul style="list-style-type: none"> Develop alternative revenue streams for the college 	<ul style="list-style-type: none"> Foundation, State capital funding, restructuring of culinary program business plan, and other partnerships have supplemented institutional resources. Adult Basic Education enrollment expanded by 50 students in 2008/09 and 2009/10 through collaboration with Partnership to End Poverty grant. Business Development Center developed \$73,000 two-year Oregon Community Foundation Latino Business Navigator grant (also support from Partnership to End Poverty, Miller Lumber and Pepsi Distributors) providing workshops, coaching and other assistance for Latino businesses in the region.

<ul style="list-style-type: none"> • Ensure efficient and cost-effective operations 	<ul style="list-style-type: none"> • In the past three years, COCC enrollment has grown over 80% while total institutional expenditures have increased 26%. This represents a 46% improvement in productivity even after inclusion of salary, benefits and other inflationary increases. • Faculty and support staff repurposed facilities, expanded services and otherwise demonstrated extraordinary efforts to achieve these outcomes.
<ul style="list-style-type: none"> • Work to maximize to the extent possible fiscal and other support from the State 	<ul style="list-style-type: none"> • Three years ago, COCC anticipated \$0 State funding for the 2010/11 year. Due to enrollment increases and consequential application of the distribution formula, COCC estimates \$4.6M in State funding for 2010/11. • Rapid response to State requests, resulted in COCC receiving \$2.8M for Go!Oregon projects and an additional \$1.2M for classroom expansion projects. • Passage of the bond measure ensured COCC receiving \$11.4M in matching funds for capital projects.
<p>Respond to regional student and business needs. Maintain open communication with various community groups and businesses;</p>	
<ul style="list-style-type: none"> • Define potential new or modified programs and services • Assess the operational and fiscal viability of such programs and services • Implement as possible within fiscal and operational capacity 	<ul style="list-style-type: none"> • New programs in Pharmacy Technician Assistant, Renewable Energy, Graphic Arts, Veterinary Technician and Aviation Mechanics are completed or under development. • Additional health career fields are under review. • Community and business discussions are underway to identify additional programs appropriate for the Redmond Technology Center, Madras Campus and Prineville Campus • Business Development Center developed \$73,000 two-year Oregon Community Foundation Latino Business Navigator grant (also support from Partnership to End Poverty, Miller Lumber and Pepsi Distributors) providing workshops, coaching and other assistance for Latino businesses in the region.
<ul style="list-style-type: none"> • Link college staff and initiatives to the community through support and leadership roles in organizations and community activities 	<ul style="list-style-type: none"> • Faculty, staff and administration continue leadership roles in a broad range of community groups.