

**Portland  
Community  
College**

# Board of Directors

## AGENDA

January 16, 2014

### **Vision**

Building futures for our Students and Communities

### **Mission**

Portland Community College advances the region's long-term vitality by delivering accessible, quality education to support the academic, professional, and personal development of the diverse students and communities we serve.

### **Who We Are**

Portland Community College is a public, multi-campus, comprehensive community college serving the lifelong learning needs of our students. We offer college transfer programs; career technical education programs; adult basic skills; opportunities to develop English as a second language; high school completion and dual credit; community and continuing education programs; and service-learning opportunities that foster the development of civic responsibility and engagement. Through extensive partnerships with business, industry, labor, educational institutions and the public sector, we provide training and learning opportunities for the local and state workforce and promote economic and community development.

### **We Value**

- Effective teaching and student development programs that prepare students for their roles as citizens in a democratic society in a rapidly changing global economy
- An environment that is committed to diversity as well as the dignity and worth of the individual
- Leadership through innovation, continuous improvement, efficiency, and sustainability
- Leadership through the effective use of technology in learning and all College operations
- Being a responsible member of the communities we serve by actively participating in their development
- Quality, lifelong learning experiences that helps students to achieve their personal and professional goals
- Continuous professional and personal growth of our employees and students including an emphasis on fit and healthy lifestyles that decrease disease and disability
- Academic Freedom and Responsibility - creating a safe environment where competing beliefs and ideas can be openly discussed and debated
- Collaboration predicated upon a foundation of mutual trust and support
- An agile learning environment that is responsive to the changing educational needs of our students and the communities we serve – making students marketable for jobs in the future and promoting economic development
- The public's trust by effective and ethical use of public and private resources

### **Goals**

**Access:** Access to learning opportunities will be expanded through the cultivation of community and business partnerships.

**Diversity:** Lifelong learning opportunities will be accessible to all and enriched by the diversity of our students, faculty and staff.

**Quality Education:** Educational excellence will be supported through assessment of learning and practicing continuous improvement and innovation in all that we do.

**Student Success:** Outstanding teaching, student development programs and support services will provide the foundation for student skill development, degree completion and university transfer.

**Economic, Workforce, and Community Development:** Training provided to individuals, community and business partners will be aligned and coordinated with local economic, educational and workforce needs.

**Sustainability:** Effective use and development of college and community resources (human, capital and technological) will contribute to the social, financial and environmental well-being of communities served.

PORTLAND COMMUNITY COLLEGE  
12000 S.W. 49th Avenue  
Portland, Oregon

**BUSINESS SESSION**  
**January 16, 2014**  
**Sylvania Campus, Campus Center, Rooms 238 and 239**  
**BOARD OF DIRECTORS**

**AGENDA**

- 5:00 PM     **Work Session** – SY CC 241
- Board Goals
  - OCCA/OPC
  - HECC
- 6:00 PM     **Board Dinner** – Oak and Elm Rooms
- 6:45 PM     **Executive Session** - in accordance with ORS 192.660 (2), in accordance with ORS 192.660 (2), (a) Employment of a Public Official, (d) Labor Negotiation, (e) Real Property Transactions, (f) Information Exempt from Public Disclosure (Attorney-Client Privilege) and (h) Litigation
- 7:30 PM     **Call to Order** – CC238/239
- Introductions
  - Approval of Board Business Meeting Minutes – December 5, 2013
  - Approval of Agenda
- 7:35 PM     **Information Session**
- Community College and Workforce Development – Gerald Hamilton (10 minutes)
  - Foundation Update – Dick Stenson and Kristin Watkins (15 minutes)
  - Faculty Focus – Julianne Johnson (10 minutes)
  - PEAK – Jim Langstraat and Heiko Spoddeck (10 minutes)
  - Strategic Planning – Randy McEwen (5 minutes)
- 8:25 PM     **Public Comment on Agenda Items** (A sign-up sheet is on a table at the entrance of the meeting room.)
- 8:30 PM     **Business Meeting**
- Consent Agenda:** (All items will be approved by consent agenda unless an item is withdrawn by request of a member of the Board. A separate motion will then be required to take action on the item in question.)

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Gayle Armstrong, Career Specialist, Workforce, Economic and Community Development Division, Southeast/Extended Learning Campus (Temporary)	
Ethan Bull, College Success Skills (DE) Student Resource Specialist, Student Support Services and Adult Basic Skills Division, Sylvania Campus	
Alyssa Eggebrecht, Research Analyst, Academic and Student Affairs	
Larisa Felty, Career Specialist, Workforce, Economic and Community Development Division, Southeast/Extended Learning Campus (Temporary)	
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8:35 PM      **Public Comment on Non-Agenda Items** (A sign-up sheet is on a table at the entrance of the meeting room.)

8:40 PM      **Reports** (5 minutes each)  
                Faculty  
                Classified  
                Students  
                Board Members  
                President

9:05 PM      **Adjournment**

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The Board of Directors meetings are held in accordance with open meeting laws and accessibility requirements. If a person with a disability needs assistance in order to attend or participate in a meeting, please notify the PCC Disability Access Services at least 48 hours in advance at (971) 722-4341 (voice) or (503) 246-4072 (TTY). A sign-up sheet for those who wish to offer comments or testimony on any item will be available at the entrance of the meeting room.

PORTLAND COMMUNITY COLLEGE - BOARD OF DIRECTORS  
12000 S.W. 49th Avenue - Portland, OR 97219

**BOARD OF DIRECTORS BUSINESS MEETING**

December 5, 2013  
Sylvania Campus, Campus Center, Rooms 238 and 239  
**MINUTES**

**BOARD ATTENDANCE**

Chair Denise Frisbee, Jim Harper, Ken Madden, Gene Pitts, Kali Thorne-Ladd

**EXECUTIVE SESSION**

The Board of Directors met in accordance with ORS 192.660 (2), in accordance with ORS 192.660 (2), (a) Employment of a Public Official, (d) Labor Negotiation, (e) Real Property Transactions, (f) Information Exempt from Public Disclosure (Attorney-Client Privilege), and (h) Litigation.

**CALL TO ORDER**

Chair Frisbee called the business meeting to order at 8:08 pm and invited all present to introduce themselves.

**APPROVAL OF THE MINUTES**

The November 21, 2013 Business Meeting minutes were approved as published.  
Harper/Pitts

**APPROVAL OF THE AGENDA**

Director Harper moved that item 14-073 be removed from the consent agenda, other than that motion, the agenda was approved. Harper/Ladd

**INFORMATION SESSIONS**

Audit Report

Ken Kuhns and Scott Mueller, Kenneth Kuhns and Company

Mr. Kuhns noted that the audit went well and that PCC keeps accurate records that help with this report. Several areas that were addressed are if the records are accurate, legal requirements from the State of Oregon, and federal money received. PCC has received a clean opinion.

Faculty Focus

Maurge Dulaney, Instructor, Nursing

Ms. Dulaney gave a history of nursing and its introduction at PCC. PCC Nursing program accredited in 1970, and created in 1966. She has been with the college for 18 years.

Affordable Care Act

Lisa Beldsoe, Director, Human Resources and Jennifer de Laix, Manager, Compensation and Benefits

Ms. Bledsoe updated the board that PCC's benefits meet the ACA requirements.

Ms. de Laix went through these benefits and penalties. OEBC has also made sure that the programs meet the standards.

#### Strategic Planning Update

Randy McEwen, Vice President

Mr. McEwen updated the Board on the work of the committee. The conversation so far, in terms of vision of the group is that it remains student centered. These elements include the fact the PCC is a premium education experience to counter the notion that community college is a last resort. Another element from the group is the thought that PCC owns the first two years of college in the District. The group sees technology as aggressive and uniform for all students, and it is essential for the premium level student services as well as a component for completion.

#### **PUBLIC COMMENT ON AGENDA ITEMS**

None

#### **BUSINESS MEETING**

Chair Frisbee proposed approval of Resolutions 14-063 through 14-074, removing 14-073. The motion passed unanimously. Harper/Madden

#### **PUBLIC COMMENT ON NON AGENDA ITEMS**

Katie Riley, Chair, Children's Fund Initiative Washington County

Ms. Riley presented the board members with information on the initiative. She provided informational brochures to the group. They are currently seeking sustainable funding sources for non-school activities for children in Washington County. The County has the largest population of children 0-17 of any county in the state. They will be conducting a poll to target the need of the county.

#### **REPORTS**

*AP and Faculty Federation:*

Frank Goulard, President

Mr. Goulard thanked Maurge Dulaney for her report on the Nursing Program. There will be a Holiday Party for the Federations on Saturday from 11:00-2:00 at Sylvania, all are invited. He encouraged everyone to keep in touch with folks who serve on committees to provide information and feedback.

*ASPCC:*

Rachel Black Elk, Chair, District Student Council

She updated that campuses have been working with Cover Oregon with the Affordable Care Act. The District has been collecting food for the Food Nooks because the need has been great this term. They are also working on an Adopt-A-Family program for students and their families. Many ASPCC students also volunteer in the community this time of year.

*Classified Federation:*

Deborah Hall, President

She noted that she attended the Campus Conversation at the CLIMB Center. She

noted the turnout was good, and the panel created a lot of conversations. She also noted that Bob Hanks, Executive Director at the CLIMB Center is very forward thinking, which is great for the CLIMB Center.

*Board Members:*

Chair Frisbee noted that there was an Internal Audit Committee Meeting earlier in the day. She thanked Director Pitts for his leadership of the committee. She also thanked Director Harper for his work with OCCA and his work on behalf of the college. Director Harper thanked Chair Frisbee for her participation on the Strategic Conversations that are happening at OCCA. The Chair also thanked President Brown on his work with OCCA. She stated that 9 applications were received for the Zone 3 vacancy. Interviews will be conducted in early January.

*President Report:*

Director Palm was in Salem to testify on a bill for funding for state-wide support for programs like Future Connect. Forty student leaders also attended legislative hearings. He met with Senator Devlin, Speaker Kotek and Representative Doherty last week, and had good conversations in Salem regarding PCC. He thanked Frank Goulard on behalf of his work on Community Colleges and his representation. On November 22 a team from PCC walked away with the trophy from the World Affairs Councils Oregon's World Quest Global Knowledge Competition for Grownups. We had a team of faculty and staff, beating teams such as PSU, OHSU, and Lewis and Clark. Linda Gerber announced her retirement in March 2014; the search process will be started in the New Year.

## **ADJOURNMENT**

There being no further business, the meeting adjourned at 9:25 PM.

## **NEXT MEETING**

The next business meeting of the Portland Community College Board of Directors will be held on January 16, 2014 at 7:45 PM at the Sylvania Campus.

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Denise Frisbee, Chair

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Dr. Jeremy Brown, President

Prepared by:

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Jeannie Moton, Assistant to Board of Directors

Minutes approved on January 16, 2014



January 16, 2014

14-075

APPROVAL OF PERSONNEL ACTIONS

PREPARED BY: The Human Resources Department Staff

APPROVED BY: Dr. Jeremy Brown, President

RECOMMENDATION: That the Board of Directors approve the following actions:

A. Approval of new hires, new positions and change of position

1. Academic Professional Appointment (Temporary)–**Olivia Alcaire**

Career Resource Center Specialist

Office of the Dean of Student Development, Rock Creek Campus

Annual Salary: \$43,464                      Grade: 3                      Step 3

Effective: November 27, 2013 to June 30, 2014

Education: Oregon State University                      MED                      2005

Adult Basic Education

Portland State University                      MA                      2002

History

Portland State University                      BA                      1993

History

Most Recent

Experience: Portland Community College

Queer Center Coordinator (Casual)

Instructor, Career Guidance (Adjunct)

Applicant Flow: Article 3.64

Recruitment

2. Academic Professional Appointment (Temporary)–**Gayle Armstrong**

Career Specialist

Workforce, Economic and Community Development Division,

Southeast/Extended Learning Campus

Annual Salary: \$59,236 @.67 FTE                      Grade: 3                      Step 12

Effective: November 19, 2013 to September 30, 2014

Education: University of Colorado                      MA                      1976

Psychology

University of Colorado                      BA                      1974

Psychology

Most Recent

Experience: Portland Community College

Career Specialist (Casual on recall list)

Applicant Flow: Article 3.64

## Recruitment

### 3. Academic Professional Appointment–Ethan Bull

College Success Skills (DE) Student Resource Specialist

Student Support Services and Adult Basic Skills Division, Sylvania Campus

Annual Salary: \$43,464

Grade: 3

Step 3

Effective: December 30, 2013

Education: University of Arizona

MFA 2008

Creative Writing

Indiana University

MS 2004

Language Education

University of Michigan

BA 2002

English

Most Recent

Experience: Portland Community College

Instructor, Writing; Reading (Adjunct)

Applicant Flow: Gender

Ethnicity

3

Male

6 White (not of Hispanic Origin)

9

Female

1 Black or African American

1

Not Disclosed

1 Asian

2 Hispanic/Latino

1 American Indian/Pacific Islander

2 Not Disclosed

13

13 Total

### 4. Academic Professional Appointment–Alyssa Eggebrecht

Research Analyst

Academic and Student Affairs

Annual Salary: \$46,020

Grade: 5

Step 1

Effective: January 6, 2014

Education: Concordia University

MA 2010

Education Foundation and Research

Franklin College

BA 2003

International Economics and International Relations

Most Recent

Experience: University of Oregon-Center on Teaching and Learning

Data Technician

Applicant Flow: Gender

Ethnicity

37

Male

48 White (not of Hispanic Origin)

30

Female

2 Black or African American

10

Not Disclosed

8 Asian

5 Hispanic/Latino

1 Two or More

13 Not Disclosed

77

77 Total

5. Academic Professional Appointment (Temporary)–Larisa Felty  
 Career Specialist  
 Workforce, Economic and Community Development Division,  
 Southeast/Extended Learning Campus  
 Annual Salary: \$49,876 @ .67 FTE Grade: 3 Step 7  
 Effective: November 18, 2013 to September 30, 2014  
 Education: Monterey Institute of International Studies MPA 1997  
 International Management  
 Moscow State University MA 1995  
 International Relations  
 Moscow State University BA 1995  
 International Relations  
 Most Recent  
 Experience: Portland Community College  
 HOPE Healthcare Job Developer (Casual on recall list)  
 Applicant Flow: Article 3.64  
 Recruitment
6. Academic Professional Appointment–Maria Ruiz  
 Talent Search/TriO Advisor  
 Office of the Dean of Student Development, Rock Creek Campus  
 Annual Salary: \$43,464 @ .80 FTE Grade: 3 Step 3  
 Effective: January 6, 2014 to August 31, 2016  
 Education: Portland State University MS 1998  
 Education: Foundations and Administration  
 University of Oregon BA 1976  
 Liberal Arts and Sciences  
 Most Recent  
 Experience: Sin Fronteras Educational Consultants  
 President/CEO  
 Applicant Flow: Gender Ethnicity  
 13 Male 36 White (not of Hispanic Origin)  
 35 Female 1 Black or African American  
 2 Not Disclosed 1 Asian  
 5 Hispanic/Latino  
 4 Two or More  
 3 Not Disclosed  
 50 50 Total
7. Academic Professional Appointment–Michael Vernon  
 Research Analyst  
 Academic and Student Affairs  
 Annual Salary: \$49,298 Grade: 5 Step 3  
 Effective: January 6, 2014  
 Education: University of Massachusetts PhD 2008  
 Social Psychology

	University of Massachusetts	MS	2006
	Social Psychology		
	University of Nevada	BA	1996
	Psychology and Sociology		
Most Recent			
Experience:	State of Oregon-Center for Health Statistics		
	Research Analyst II		
Applicant Flow:	Gender	Ethnicity	
37	Male	48	White (not of Hispanic Origin)
30	Female	2	Black or African American
10	Not Disclosed	8	Asian
		5	Hispanic/Latino
		1	Two or More
		13	Not Disclosed
<hr/>		<hr/>	
77		77	Total

**ETHNIC AND GENDER DESCRIPTION OF STAFF  
PROPOSED TO BE HIRED IN *January 17, 2013* PERSONNEL REPORT**

Male	2
Female	5
	<hr/>
	7
White (not of Hispanic Origin)	6
Hispanic/Latino	1
	<hr/>
	7

January 16, 2014

14-076

COMMENDATION OF RETIRING EMPLOYEE –  
ESPERANZA BECK

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Esperanza Beck has performed faithfully in his duties as a Bilingual Student Resource Specialist and Specialist/Student Resources for Portland Community College since September 23, 1996. He retires effective December 31, 2013.

RECOMMENDATION: That the Board commend him for his service to Portland Community College and wish him well in his retirement years.

January 16, 2014

14-077

COMMENDATION OF RETIRING EMPLOYEE –  
PATSY BRENNAN

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Patsy Brennan has performed faithfully in her duties as an Accountant I and Accountant II for Portland Community College since July 25, 2005. She retires effective December 31, 2013.

RECOMMENDATION: That the Board commend her for her service to Portland Community College and wish her well in her retirement years.

January 16, 2014

14-078

COMMENDATION OF RETIRING EMPLOYEE –  
CONSUELO ROMANSKI

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Consuelo Romanski has performed faithfully in her duties as Full-time English Instructor Portland Community College since September 01, 1990. She retires effective December 20, 2013.

RECOMMENDATION: That the Board commend her for her service to Portland Community College and wish her well in her retirement years.

January 16, 2014

14-079

COMMENDATION OF RETIRING EMPLOYEE –  
LINDA GERBER

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Linda Gerber has performed faithfully in her duties as an Interim Division Dean/Students, Interim Campus President/Sylvania and Campus President/Sylvania for Portland Community College since May 22, 2006. She retires effective March 31, 2014.

RECOMMENDATION: That the Board commend her for her service to Portland Community College and wish her well in her retirement years.



January 16, 2014

14-080

COMMENDATION OF RETIRING EMPLOYEE –  
CHRISTINE SHEA

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Christine Shea has performed faithfully in her duties as a Part-time Instructional Support Technician II and a Part-time Resource Support Assistant II and IV for Portland Community College since March 10, 1995. She retires effective December 30.

RECOMMENDATION: That the Board commend her for her service to Portland Community College and wish her well in her retirement years.

January 16, 2014

14-081

COMMENDATION OF RETIRING EMPLOYEE –  
DWIGHT PAGE

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Dwight Page has performed faithfully in his duties as a Full-time and Part-time Trades and Industry Instructor for Portland Community College since September 22, 1986. He retires effective December 31, 2013.

RECOMMENDATION: That the Board commend him for his service to Portland Community College and wish him well in his retirement years.

January 16, 2014

14-082

CONTINUOUS APPOINTMENT: FACULTY

PREPARED BY: Nancy Cloud, Human Resources Assistant

APPROVED BY: Wing-Kit Chung, Vice President, Administrative Services  
Dr. Jeremy Brown, President

The President RECOMMENDS that the following Faculty having fulfilled the required probationary period, be granted continuous appointment, effective September 1, 2013:

Continuous  
Appointments

Job Title

Emiliano Vega

Instructor/Mathematics

January 16, 2014

14-083

AUTHORIZATION FOR HOWARD S. WRIGHT  
CONSTRUCTION TO PROVIDE CONSTRUCTION  
SERVICES FOR RENOVATIONS, SITE WORK AND  
SEISMIC UPGRADES FOR THE SYLVANIA CAMPUS  
BOND PROJECT

PREPARED BY: Kathy Kiaunis, Bond Finance Manager

FINANCIAL  
RESPONSIBILITY: Linda Degman, Director, Bond Program

APPROVED BY: Wing-Kit Chung, Vice President, Administrative Services  
Randy McEwen, Vice President  
Dr. Jeremy Brown, President

REPORT: As part of the 2008 Bond projects, the Board approved Resolution 10-077 which authorized the exemption process for the Construction Manager/General Contractor (CM/GC) procurement method for the Sylvania Campus. Howard S. Wright Construction was selected as the CM/GC for the Sylvania Campus through Resolution 10-097, with an initial authorization of \$21 million, and Resolution 13-078 authorized an additional \$14 million for 2013 projects, for a total of \$35 million. The bond projects at the Sylvania campus are unique compared to the other campuses, in that they are primarily renovations to existing buildings. Lack of swing space to move occupants of buildings and to relocate classes during remodels is a major limiting factor in proceeding with work at the campus. Many projects need to be planned and completed in phases, which results in several smaller projects, as opposed to larger discrete projects for new construction.

Projects to date have included renovations to the Library, Science and Technology (ST) building (phase I), Social Science (SS) building (phase I), Communication Technology (CT) building, Automotive Metals (AM) building and College Center (CC), Health Technology (HT) building heating, ventilation, and cooling (HVAC) upgrades, and campus technology services relocation.. Seismic upgrades in buildings are underway as well.

A new Automotive Storage Building was completed in 2013. Site projects have included the completion of G Street, and the addition of a Plaza Access Lane between the HT and CC Buildings.

Several maintenance projects have been completed, including a complete overhaul of the swimming pool. Technology projects to date have included VOIP work, telecom infrastructure, and the data center upgrade. Energy efficiency projects (E6) have included the boiler replacement, the heating hot water loop upgrades, and several other upgrades.

Upcoming projects in 2014 include seismic upgrades, further renovations to the CC, ST, and CT buildings, and site improvements. TSS projects, including a media control center, are also planned. At this time, an additional authorization for \$8 million for construction services is requested. This resolution, plus the previous authorizations, total \$43 million.

**RECOMMENDATION:** That the Board of Directors authorize Howard S. Wright Construction to provide construction services at the Sylvania Campus for \$8 million. All expenditures for these services are from the 2008 Bond funds.

January 16, 2014

14-084

APPLY TO THE STATE BOARD OF EDUCATION FOR  
APPROVAL OF THE CERTIFICATE IN FLUX CORE  
ARC WELDING

PREPARED BY: Sally Earll, Curriculum Coordinator, Curriculum Support Services

FINANCIAL  
RESPONSIBILITY: Irene Giustini, Division Dean, Math, Aviation and Industrial Technology

APPROVED BY: Dr. Christine Chairsell, Vice President, Academic and Student Affairs  
Dr. Jeremy Brown, President

REPORT: The proposed Certificate in Flux Core Arc Welding prepares individuals for employment in an expanding field. This is one of five specialized certificates in the Welding Department and prepares students for welding steel, steel alloys, and nickel alloys. Flux core arc welding is used in general construction and in ship-building and repair. Upon completion and certification, students holding this certificate can anticipate excellent job prospects in the Portland area – even now PCC graduates are being readily hired by companies like Oregon Iron Works, Columbia Industries, Precision Castparts, Gunderson Marine, and Portland's ship-building industry. All courses within this 12-credit certificate are included in the Welding Less Than One-Year Certificate. Completion of this certificate will provide a benchmark for students as they work towards their One-Year Certificate and Welding AAS.

RECOMMENDATION: That the College be authorized to submit an application to the Oregon State Board of Education for a Certificate in Flux Core Arc Welding for Portland Community College.

January 16, 2014

14-085

APPLY TO THE STATE BOARD OF EDUCATION FOR  
APPROVAL OF THE CERTIFICATE IN GAS METAL  
ARC WELDING

PREPARED BY: Sally Earll, Curriculum Coordinator, Curriculum Support Services

FINANCIAL  
RESPONSIBILITY: Irene Giustini, Division Dean, Math, Aviation and Industrial Technology

APPROVED BY: Dr. Christine Chairsell, Vice President, Academic and Student Affairs  
Dr. Jeremy Brown, President

REPORT: The proposed Certificate in Gas Metal Arc Welding prepares individuals for employment in an expanding field. This is one of five specialized certificates in the Welding Department and prepares students to weld aluminum and steel, a common and highly used industrial process. Upon completion and certification, individuals will be prepared to weld smaller wire, a process used to weld lighter gage material. The process is used when welding stainless steel, aluminum and mild steel in applications such as rail cars, truck trailers, hand railings, and conveyers. All courses within this 12-credit certificate are included in the Welding Less Than One-Year Certificate. Completion of this certificate will provide a benchmark for students as work towards their One-Year Certificate and Welding AAS.

RECOMMENDATION: That the College be authorized to submit an application to the Oregon State Board of Education for a Certificate in Gas Metal Arc Welding for Portland Community College.

January 16, 2014

14-086

APPLY TO THE STATE BOARD OF EDUCATION FOR  
APPROVAL OF THE CERTIFICATE IN GAS  
TUNGSTEN ARC WELDING

PREPARED BY: Sally Earll, Curriculum Coordinator, Curriculum Support Services

FINANCIAL  
RESPONSIBILITY: Irene Giustini, Division Dean, Math, Aviation and Industrial Technology

APPROVED BY: Dr. Christine Chairsell, Vice President, Academic and Student Affairs  
Dr. Jeremy Brown, President

REPORT: The proposed Certificate in Gas Tungsten Arc Welding prepares individuals for employment in an expanding field. This is one of five specialized certificates in the Welding Department and prepares students for welding iron and steel. Gas tungsten welding is a very fine, high-purity type of welding commonly used in the manufacture and repair of equipment and tools in various industries (brewing/winemaking/distilling, medical and dental, food manufacturing, aerospace and aviation, etc.). Upon completion and certification, individuals will be prepared to repair and fabricate food-grade piping and fire suppressant systems in commercial kitchens and aircraft. Local employers include Boeing, Precision Castparts, Boeing, and A-dec. All courses within this 15-credit certificate are included in the Welding Less Than One-Year Certificate. Completion of this certificate will provide a benchmark as students work towards their One-Year Certificate and Welding AAS.

RECOMMENDATION: That the College be authorized to submit an application to the Oregon State Board of Education for a Certificate in Gas Tungsten Arc Welding for Portland Community College.



January 16, 2014

14-087

APPLY TO THE STATE BOARD OF EDUCATION FOR  
APPROVAL OF THE CERTIFICATE IN PIPE WELDING

PREPARED BY: Sally Earll, Curriculum Coordinator, Curriculum Support Services

FINANCIAL  
RESPONSIBILITY: Irene Giustini, Division Dean, Math, Aviation and Industrial Technology, Portland Community College

APPROVED BY: Dr. Christine Chairsell, Vice President, Academic and Student Affairs  
Dr. Jeremy Brown, President

REPORT: The proposed Certificate in Pipe Welding prepares individuals for employment in an expanding field. This is one of five specialized certificates in the Welding Department and prepares students for pipe welding. Pipe Welding certification, which recognizes competency in advanced pipe welding, is for individuals who already have certification in gas tungsten arc and shielded metal arc welding. Upon completion and certification, individuals will be prepared to weld water-transmission lines, gas and oil pipes, and high-purity pipes in the computer chip industry. Students holding this certificate can anticipate excellent job prospects in the Portland area—even now PCC graduates are being readily hired by companies like Oregon Iron Works, Columbia Industries, Precision Castparts, Gunderson Marine, and Portland's ship-building industry. All courses within this 12-credit certificate are included in the Welding Less Than One-Year certificate. Completion of this certificate will provide a benchmark as students work towards their One-Year Certificate and Welding AAS.

RECOMMENDATION: That the College be authorized to submit an application to the Oregon State Board of Education for a Certificate in Pipe Welding for Portland Community College.

January 16, 2014

14-088

APPLY TO THE STATE BOARD OF EDUCATION FOR  
APPROVAL OF THE CERTIFICATE IN SHIELDED  
METAL ARC WELDING

PREPARED BY: Sally Earll, Curriculum Coordinator, Curriculum Support Services

FINANCIAL  
RESPONSIBILITY: Irene Giustini, Division Dean, Math, Aviation and Industrial Technology, Portland Community College

APPROVED BY: Dr. Christine Chairsell, Vice President, Academic and Student Affairs  
Dr. Jeremy Brown, President

REPORT: The proposed Certificate in Shielded Metal Arc Welding prepares individuals for employment in an expanding field. This is one of five specialized certificates in the Welding Department and prepares students for welding iron and steel. Upon completion and certification, individuals will be prepared to weld pipes and tanks at shipyards, in the construction industry, for water-transmissions lines and for gas and oil pipelines. Students holding this certificate can anticipate excellent job prospects in the Portland area – even now PCC graduates are being readily hired by companies like Oregon Iron Works, Columbia Industries, Precision Castparts, Gunderson Marine, and Portland's ship-building industry. Employment opportunities are expected to grow due to the anticipated arrival of a new dry dock in Portland, and rebuilding of the Trans-Alaska pipeline. All courses within this 15-credit certificate are included in the Welding Less than One-Year Certificate. Completion of this certificate will provide a benchmark as students work towards their One-Year Certificate and Welding AAS.

RECOMMENDATION: That the College be authorized to submit an application to the Oregon State Board of Education for a Certificate in Shielded Metal Arc Welding for Portland Community College.

January 16, 2014

14-089

RESOLUTION FOR THE APPROVAL OF THE 2014  
INTERNAL AUDIT PLAN

PREPARED BY: David Terry, Internal Auditor

APPROVED BY: Board Audit Committee  
Randy McEwen, Vice President  
Dr. Jeremy Brown, President

REPORT: The International Standards for the Professional Practice of Internal Auditing require that the internal audit activity's plan of audit engagements must be based on a documented risk assessment, undertaken at least annually. The input of senior management and the Board of Directors or its Finance/Audit Committee must be considered in this process. The accompanying 2014 Internal Audit Plan encapsulates the annual risk assessment that the Internal Auditor conducted at Portland Community College (PCC) and outlines the areas within PCC that the Internal Auditor plans to audit during the 2014 calendar year. This plan was reviewed with the Board Audit Committee on December 5, 2013. The Audit Committee approved the plan and recommended the Board of Directors formally approve this plan.

RECOMMENDATION: That the Board of Directors approve the 2014 Internal Audit Plan in Exhibit A.

Portland Community College  
2014 Internal Audit Plan



December 2013

Prepared by:  
David Terry, *PCC Internal Auditor*

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## **PLAN OVERVIEW**

This document provides the 2014 Internal Audit Plan as required by professional auditing standards.

### **AUDIT PLAN – Exhibit A**

The final audit plan covers a 12-month period beginning January 1, 2014 through December 31, 2014. This plan includes internal audits selected based on the results of the entity wide risk assessment performed by Portland Community College's Internal Auditor (IA), input from various stakeholders and managers throughout the college, and input and approval from the Board Audit Committee.

### **PRIORITIZED POTENTIAL AUDITS – Support Services – Exhibit B**

The IA prioritized the Support Services areas, or auditable units, by sorting the units from highest risk to lowest risk based on scoring criteria used for the entity wide risk assessment. The IA analyzed the results to determine if risk ratings were consistent with what professional judgment would expect. In addition, the IA considered significant changes in processes units are currently undergoing and/or will be undergoing in the near future to help identify the timing of when an Internal Audit should occur. This resulted in the prioritized ranking of audits of Support Services.

### **PRIORITIZED POTENTIAL AUDITS – Academic Units – Exhibit C**

The IA prioritized the Academic Unit areas for each college campus and/or center, or auditable units, by sorting the units from highest risk to lowest risk based on scoring criteria used for the entity wide risk assessment. The IA analyzed the results to determine if risk ratings were consistent with what professional judgment would expect. In addition, the IA considered significant changes in processes units are currently undergoing and/or will be undergoing in the near future to help identify the timing of when an Internal Audit should occur. This resulted in the prioritized ranking of audits for Academic Units listed in Exhibit C.

### **2014 DISTRICT-WIDE TOP 10 RISK SCORES & POTENTIAL RISKS – Exhibit D**

This exhibit helps outline the top 10 audit units by overall risk score and what potential risks could occur in these areas if internal controls are not implemented and functioning effectively.

### **RISK FACTOR DEFINITIONS AND SCORING CRITERIA – Exhibit E**

The IA established risk criteria, based on best practices implemented by other Internal Audit Departments throughout governmental and academic entities in the State of Oregon, to be used in determining the overall risk for each potential audit unit. The IA scored risk for each auditable unit by: receiving input from key stakeholders throughout the college; scoring the complexity of each unit; scoring the significance of the impact an error and/or weakness would have to the college as a whole if a detrimental event were to occur in that unit; scoring the significance of revenues and expenditures flowing through the unit; and scoring risk based on the IA's professional judgment.

### **AUDIT ENTITIES – Exhibit F**

Exhibit E provides an overview of the audit universe at the college (i.e. "what is auditable"). Defining the audit universe is a critical step in helping plan future internal audits at the college. Each auditable unit must be distinct and contain activities structured to obtain common objectives. The IA's has broken auditable units for the college into two distinct classifications. The first being Support Services and the second being Academic Units. Support Services have been defined as units that provide critical support and customer services to other units throughout the college and assist in the college's daily business activities. Examples of Support Services units include Payroll, Procurement, Finance & Budgeting, etc... Academic Units have been defined as units that provide instruction to students attending the college and/or are administrative units overseeing instructional units. Examples of Academic Units include Office of the Campus President, Dean of Instruction, Dean of Students, Social Sciences Division, English/Modern Language Division, etc.... For the 2014 entity wide risk assessment, there are 68 auditable units, 27 for Support Services and 41 for Academic Units.

## Internal Audit Plan

January 1, 2014 through December 31, 2014

Audit #	Engagement Title	Hours*	Timeframe**	Comments
Risk Assessment	Annual Risk Assessment	110	Nov-Dec. 2013	Annually required by IIA auditing standards.
<b>Tier I Audits</b>				
2014-1	FMS – Financial Controls Over College Properties Audit	Estimated at 260	Jan-Mar 2014	
2014-2	Parking Follow-Up Audit	Estimated at 250 hrs.	Mar-Apr. 2014	
2014-3	Classroom Utilization	Estimated at 300 hours	Apr-May 2014	
2014-4	CLIMB	Estimated at 450 hours	Jun-Sept 2014	
2014-5	ABE & Title II Grant Funds Follow-Up Audit	Estimated at 120 hours	Oct-Nov 2014	
2014-6	Emergency Preparedness	Estimated at 180 hours	Oct-Dec 2014	
2014-7	Ethics Audit of Cabinet	Estimate at 110 hrs.	Nov-Dec 2014	
MISCIR	Emerging Risks & Consulting Work	100	Jan.-Dec. 2014	Special reviews and consulting work as needed/requested.
	<b>Total Audit Hours for 2014 Calendar Year</b>	<b>1,880</b>		
INDIRECT	Indirect hours for 2014	<b>200</b>	Jan. 2014-Dec. 2014	Hours are estimates for training, leave time, & mgmt. meetings.
	<b>Total Budgeted Hrs</b>	<b>2,080</b>		
<b>Tier II Audits</b>				
2015-1	Bond Program Follow-Up Audit	Estimated at 400 hours	Estimated for early 2015	
2015-2	International Education	Estimated at 600 hours	Estimated for mid to late 2015	
2015-3	Procurement Card Controls	Estimated at 400 hours	Estimated for mid to late 2015	
2015-4	FMS & Capital Projects	Estimated at 500 hours	Estimated for late 2015	

\* Hours may be adjusted as needed based on scope and objectives of the planned audit and potential issues identified during fieldwork.

\*\* Dates may be adjusted as needed to avoid a negative impact on PCC projects, available staff and resources.

**Audit Plan**  
Description of Audits  
January 1, 2014 through December 31, 2014

Audit #	Description
2014-1	A specific review of financial controls over property management and designated business processes managed by the department over properties PCC has strategically purchased throughout the district over the last two bond programs. This audit will address potential risks related to cash receipting controls, segregation of duties, and other best practices in accounting and treasury management.
2014-2	IIA Standards require that follow-up audits be performed periodically to determine the status of recommendations made on internal controls in prior audits. This follow-up audit will focus on the findings and recommendations made in Report # 2011-1
2014-3	PCC's Board of Director members expressed interest in having an informational audit performed and provided for their review on the utilization of PCC's classroom facilities throughout the district. This informational report will help PCC's governance and stakeholders gain a better understanding of the utilization rates of college facilities, the impact new facilities created under the current Bond Program have had on PCC's classroom capacity, and other key data points that may assist management in making strategic decisions for the future of PCC.
2014-4	The audit will include determining whether internal controls are designed and implemented to reduce the risk of error in financial transactions, safeguarding college assets, compliance with key rules and regulations, and monitoring performance of CLIMB. In addition, key revenue sources, expenditure categories, significant contract and/or grant agreements, and adherence to PCC policies and procedures will be reviewed and tested. PCC Prep and Life by Design are included in this auditable unit; however, these departments have not been selected for audit at this time.
2014-5	IIA Standards require that follow-up audits be performed periodically to determine the status of recommendations made on internal controls in prior audits. This follow-up audit will focus on the findings and recommendations made in Report # 2012-4.
2014-6	Dr. Brown has requested an audit of PCC's compliance with emergency preparedness laws and regulations required by any State and/or Federal oversight agencies. This audit will focus on gaining an understanding of PCC's emergency preparedness procedures and ensuring that they align to key compliance requirements.
2014-7	Dr. Brown has requested an audit of Cabinet members be conducted during calendar year 2014. This audit project will focus on agreed upon procedures conducted over Cabinet members' adherence to ethical use of public funds. The results of this audit will help the governance structure at PCC obtain a level of assurance regarding the "tone at the top" that Cabinet members set in regards to establishing a strong control environment at PCC.
Risk Assessment	The annual risk assessment forms the basis of the audit plan. Auditing standards require the IA to conduct an annual risk assessment to conform to standards.
Follow-Up Audits	Required to be performed to meet IIA standards. Annually performed on past internal audits conducted to determine the status of all IA recommendations and management corrective action plans.
Irregularity Reviews	Includes hours for unplanned, special requests for audit reviews and investigations arising from allegations received and/or actual detrimental events occurring at the college.



**EXHIBIT B**

**2014 Prioritized Audit Risk Model – Support Services**

<b>Auditable Entity / Unit</b>	<b>Total Risk</b>	<b>Risk Ranking</b>	<b>Risk Category</b>	<b>IA Planned for 2014?</b>
Capital Projects (FMS)	131.0	1	High	Yes***
International Education	129.0	2	High	No
Human Resources & Payroll	118.5	3	High	No*
Facilities Management Services (FMS)	106.0	4	High	Yes***
Bookstore	105.3	5	High	No
Grants Development	104.2	6	High	Yes***
Food Services/Vending	101.3	7	High	No
2008 Bond Program	96.5	8	High	No**
Financial Aid	95.4	9	High	No**
Media Services (TSS)	89.6	10	Moderate	No**
A/R & Treasurer	89.4	11	Moderate	No*
Curriculum and Support	89.2	12	Moderate	No
Business Office(s)	88.5	13	Moderate	No*
Procurement	87.7	14	Moderate	No*
Institutional Advancement	87.4	15	Moderate	No
Risk Management	86.2	16	Moderate	No*
Campus Technical Services (TSS)	84.5	17	Moderate	No**
Technical Services (TSS)	84.5	18	Moderate	No**
Office of the District President & Governing Board	84.2	19	Low	No
Parking & Transportation	83.6	20	Low	Yes***
Institutional Effectiveness	82.2	21	Low	No
Student Affairs (Financial Aid assessed separately)	80.4	22	Low	No
Affirmative Action	63.8	23	Low	No
Public Safety	62.4	24	Low	No**
Finance/Budget	58.3	25	Low	No*
Print Center	38.8	26	Low	No
Libraries	38.5	27	Low	No

\* - IA may indirectly audit aspects of this auditable unit via the planned audits for 2014. For example, certain procurement processes, such as contract creation, contract monitoring, and contract enforcement may be audited via the 2014 planned audits. Also, supporting documentation may be reviewed at the Business Office or Risk Management during 2014 planned audits.

\*\* - The IA conducted an internal audit work over this unit and/or a portion of this unit during 2011-2013. This unit and/or a portion of this unit will be subject to a follow-up audit most likely in 2015 or 2016.

\*\*\* - The IA is planning to conduct audit work and/or follow-up audit work on a portion of this unit in 2014.

**EXHIBIT C**

**2014 Prioritized Audit Risk Model – Academic Services by Campus**

<b>Cascade Campus – Auditable Units</b>	<b>Risk Score</b>	<b>Risk Ranking</b>	<b>Risk Rating</b>	<b>IA Planned for 2014?</b>
Student Services	111.9	1	High	No
Arts & Professions Division	111.7	2	High	No
Allied Health, Emergency & Legal Services	77.8	3	High	No**
Office of the Campus President	72.9	4	Moderate	No
Enrollment & Employment Services	70.9	5	Moderate	No
Math & Science Division	70.4	6	Moderate	No
Dean of Instruction	67.1	6	Low	No
Dean of Students	62.4	7	Low	No
Liberal Arts & Pre-College Programs	48.2	8	Low	No

<b>Rock Creek Campus - Auditable Units</b>	<b>Risk Score</b>	<b>Risk Ranking</b>	<b>Risk Rating</b>	<b>IA Planned for 2014?</b>
Science & Technology Division	127.6	1	High	No
Math, Aviation, & Industrial Tech Division	118.0	2	High	No**
Student Development	113.8	3	High	No
Communications & Humanities Division	96.6	4	Moderate	No
Business, Applied Tech, Coll. Prep Div.	95.2	5	Moderate	No
Social Sciences & Health Division	89.7	6	Moderate	No
Dean of Instruction	70.9	6	Moderate	No
Office of the Campus President	67.8	7	Low	No
Hillsboro Center	49.5	8	Low	No
Columbia County	47.4	9	Low	No

**Southeast Center and Sylvania Campus are present on the next page.**

**EXHIBIT C**  
**Cont.**

**2014 Prioritized Audit Risk Model – Academic Services by Campus**

<b>Southeast Center – Auditable Units</b>	<b>Risk Score</b>	<b>Risk Ranking</b>	<b>Risk Rating</b>	<b>IA Planned for 2014?</b>
CLIMB Center – Workforce Trng. & Dev.	129.5	1	High	Yes
Workforce Development	128.4	2	High	No
Community Education	114.0	3	High	No
Dean of Instruction	86.2	4	Moderate	No
Student Development SVCS & Admin.	78.0	5	Moderate	No
Office of the Campus President	68.9	6	Low	No
Pre-College Skills Programs	58.9	7	Low	Yes***
Core Campus Programs	57.6	8	Low	No

<b>Sylvania Campus - Auditable Units</b>	<b>Risk Score</b>	<b>Risk Ranking</b>	<b>Risk Rating</b>	<b>IA Planned for 2014?</b>
Math & Industrial Tech. Division	120.1	1	High	No
Health Prof., ECE, & Phys Ed.	117.2	2	High	No
Science & Engineering Division	111.4	3	High	No
Visual & Performing Arts Division	93.4	4	High	No
Business, Computer Tech, & Real Estate	83.3	5	Moderate	No
Development Education	80.1	6	Moderate	No
Newberg Center	69.9	7	Moderate	No
Student Services	69.4	8	Moderate	No
Dean of Students	67.6	9	Moderate	No
English/Modern Language Division	61.7	10	Low	No
Dean of Instruction	59.2	11	Low	No
Student Activities	58.9	12	Low	No
Social Sciences Division	56.8	13	Low	No
Office of the Campus President	55.6	14	Low	No

**EXHIBIT D**

**2014 District-Wide Top 10 Risk Scores & Potential Risks**

#	Audit Unit Title	Total Risk Score	Fiscal Year 2013 Revenues	Fiscal Year 2013 Expenditures
1	Capital Projects (FMS)	131	\$ 18,617	\$ 5,877,033
2	CLIMB	129.5	\$ 8,663,995	\$ 10,012,673
3	International Education	129	\$ 5,257,650*	\$ 1,093,992
4	Workforce Development	128.4	\$ 9,070,498	\$ 9,032,702
5	Science & Technology Division - RC	127.6	\$ 7,354^	\$ 5,038,555
6	Math & Industrial Tech. Division - SY	120	\$ 81,979^	\$ 5,339,114
7	Human Resources & Payroll	118.5	N/A	\$187,000,000**
8	Math, Aviation, & Industrial Tech. - RC	118	\$ 38,206^	\$ 7,033,505
9	Health Prof., ECE, & Phys Ed. - SY	117.2	\$ 107,352^	\$ 7,150,012
10	Community Education - SE	114	\$2,592,543	\$ 2,616,376

\* Indicates this financial figure is an estimate based on a sample of international students' payment of tuition and fees to PCC that was then projected to the total international student population district-wide for the fiscal year.

\*\* This financial figure presented here was extracted from page 14 of the fiscal year 2013 draft CAFR for "payments to employees" and has been rounded down to the nearest millions.

^ The total revenues generated for PCC from students taking courses offered by this academic audit unit are difficult to easily extract from Banner. The Internal Auditor would have to conduct a formal in depth audit of the academic unit to determine the amount of tuition and fee revenue that this academic unit generates for PCC. The revenue amounts outline in the figure above for the academic audit units listed are from academic business operations that are directly tied to the audit unit's budget structure and are easy to extract from Banner.

## Overview of Risks Identified in the Top 10 Risk Scores

#	Audit Unit	Risks(s) Identified	Probability of Risk Occurring
1	Capital Projects (FMS)	<ul style="list-style-type: none"> <li>a) Procurement rules not being followed;</li> <li>b) Monitoring of major contracts may be deficient;</li> <li>c) Not all public funds managed by this unit are in PCC's accounting system or budget;</li> <li>d) IRS compliance risks with UBIT;</li> <li>e) Capital assets not being properly accounted;</li> <li>f) Fragmentation of purchasing to bypass procurement rules and controls;</li> <li>g) High turnover in management could lead to inconsistent adherence to policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>a) Moderate to High</li> <li>b) Moderate to High</li> <li>c) High</li> <li>d) Moderate to Low</li> <li>e) Moderate to Low</li> <li>f) Moderate</li> <li>g) Moderate</li> </ul>
2	CLIMB	<ul style="list-style-type: none"> <li>a) GAAP not being followed for financial accounting &amp; reporting;</li> <li>b) High turnover in management could lead to inconsistent adherence to policies and procedures;</li> <li>c) Monitoring of major contracts may be deficient;</li> <li>d) Grant compliance requirements may be out of compliance;</li> <li>e) Internal controls over cash receipting, contract management, and expenditure controls may be ineffective.</li> </ul>	<ul style="list-style-type: none"> <li>a) High</li> <li>b) Moderate</li> <li>c) Moderate</li> <li>d) Moderate to Low</li> <li>e) Moderate</li> </ul>
3	International Education	<ul style="list-style-type: none"> <li>a) International students must maintain a full-time load to maintain student VISA requirements;</li> <li>b) International students must show evidence of health insurance;</li> <li>c) International students are limited to the number of credit hours they can take via distance education;</li> <li>d) International students must present evidence of sufficient financial resources to pay higher tuition rates before being admitted;</li> <li>e) Controls over the processing of the \$50 application fee for international students may be ineffective;</li> <li>f) Risk that incorrect tuition rate is</li> </ul>	<ul style="list-style-type: none"> <li>a) Moderate</li> <li>b) Moderate to Low</li> <li>c) Moderate</li> <li>d) Moderate</li> <li>e) Moderate</li> <li>f) Moderate</li> </ul>

<b>3</b>	<b>International Education continued</b>	<p>charged to international students;</p> <p>g) Periodic international travel is conducted by PCC personnel to recruit students, which presents risks to PCC travel rules and compliance;</p> <p>h) Risk of inconsistent methodology used to award waivers to students.</p>	<p>g) Moderate</p> <p>h) Moderate</p>
<b>4</b>	<b>Workforce Development</b>	<p>a) Inherent risk of theft/fraud with some forms of assets the programs within this audit unit provide to clients (i.e. gas cards, utility bill payments, clothing purchases, etc...);</p> <p>b) Potential non-compliance with State and Federal requirements attached to grant funds (eligibility, matching, cost reimbursement, time &amp; effort reporting, etc...);</p> <p>c) Potential risk to PCC's General Fund to pay back grant funds used for unallowable costs.</p>	<p>a) Moderate to High</p> <p>b) Moderate</p> <p>c) Moderate</p>
<b>5</b>	<b>Science &amp; Technology Division – RC</b>	<p>a) Instructor pay inconsistencies and/or overpayments to instructors;</p> <p>b) Safety &amp; compliance risks with chemicals used in academic operations;</p> <p>c) Course fee inconsistencies between similar classes and/or fees not being charged correcting in Banner;</p> <p>d) Capital assets not being properly accounted.</p>	<p>a) Moderate to High</p> <p>b) Moderate to Low</p> <p>c) Moderate</p> <p>d) Moderate to Low</p>
<b>6</b>	<b>Math &amp; Industrial Tech. Division – SY</b>	<p>a) Instructor pay inconsistencies and/or overpayments to instructors;</p> <p>b) Safety &amp; compliance risks with chemicals used in academic operations;</p> <p>c) Course fee inconsistencies between similar classes and/or fees not being charged correcting in Banner;</p> <p>d) Capital assets not being properly accounted.</p>	<p>a) Moderate to High</p> <p>b) Moderate to Low</p> <p>c) Moderate</p> <p>d) Moderate to Low</p>
<b>7</b>	<b>Human Resources &amp; Payroll</b>	<p>a) Pay inconsistencies and/or overpayments to personnel;</p> <p>b) ACA (affordable care act) new compliance requirements;</p> <p>c) Recent turnover in some key management positions leads to inconsistent adherence to policies and procedures;</p> <p>d) Lack of internal controls identified in</p>	<p>a) Moderate to High</p> <p>b) Moderate</p> <p>c) Moderate</p> <p>d) Moderate to High</p>

7	Human Resources & Payroll cont...	<p>previous audit reports over some pay processes;</p> <p>e) Benefits being granted to those that are ineligible;</p> <p>f) I-9 compliance requirements not being consistently followed.</p>	<p>e) Moderate</p> <p>f) Moderate</p>
8	Math, Aviation, & Industrial Tech. – RC	<p>a) Instructor pay inconsistencies and/or overpayments to instructors;</p> <p>b) Safety &amp; compliance risks with chemicals used in academic operations;</p> <p>c) Course fee inconsistencies between similar classes and/or fees not being charged correcting in Banner;</p> <p>d) Capital assets not being properly accounted;</p> <p>e) Major contract with Hillsboro Aviation, Inc. may not be properly monitored.</p> <p>Note that Aviation Science and Contract Flight Training with Hillsboro Aviation was audited in the 2012-3 audit report.</p>	<p>a) Moderate to High</p> <p>b) Moderate to Low</p> <p>c) Moderate</p> <p>d) Moderate to Low</p> <p>e) Moderate to Low</p>
9	Health Prof., ECE, & Phys Ed. – SY	<p>a) Instructor pay inconsistencies and/or overpayments to instructors;</p> <p>b) Safety &amp; compliance risks with chemicals used in academic operations;</p> <p>c) Course fee inconsistencies between similar classes and/or fees not being charged correcting in Banner;</p> <p>d) Capital assets not being properly accounted;</p> <p>e) HIPPA compliance requirements associated with dental and nursing programs in this unit may be out of compliance.</p>	<p>a) Moderate to High</p> <p>b) Moderate to Low</p> <p>c) Moderate</p> <p>d) Moderate to Low</p> <p>e) Moderate</p>
10	Community Education – SE	<p>a) Contract monitoring and management of Ed2Go contract may be insufficient;</p> <p>b) Potential liability risks for courses held in “bodies of water”;</p> <p>c) Lifeguard training in CPR and First Aid may be lacking for personnel;</p> <p>d) Multiple off-site locations are used to host these courses; therefore, inherent risks are present with any cash receipting processes utilized at these off-site locations.</p>	<p>a) Moderate</p> <p>b) Moderate to Low</p> <p>c) Moderate</p> <p>d) Moderate</p>

## Risk Factor Definitions, Scoring Criteria, & Audit Plan Approval Process

### Overview of Entity Wide Risk Assessment

A		Complexity of Unit and Impact to PCC					B	C = A x B	D	E	F = C + D + E
Auditable Unit	Risk Assessment Survey Score	Strategic	Operational	Financial	IT	Legal Compliance	Total Business Risk Factors	Combined Risk Assessment & Complexity Score	Financial Significance Score	Last Time Audit by IA Score	Total Risk Score
Example Unit A	30	1	1	1	1	1	5	150	15	25	190
Example Unit B	10	0	1	0	0	0	1	10	.2	0	10.2

**Risk Assessment Survey Score** – The IA held interviews with key stakeholders from the various auditable units to help gain an understanding of risks and obstacles each unit was facing and to gain a more thorough understanding of the duties and responsibilities of each unit. The IA met with ~25 stakeholders throughout PCC to obtain input on the 2014 risk assessment and reviewed input received from ~60 stakeholders interviewed for the 2011 risk assessment; ~25 stakeholders from the 2012 risk assessment; and ~20 stakeholders for the 2013 risk assessment. The IA asked stakeholders questions on:

#### *General Risks*

- **Control Environment** – This describes the tone management sets/displays for personnel in regards to how policies and procedures are followed and control activities are performed.
- **Risk Assessment** is management’s identification and analysis of risks relevant to the achievement of objectives and goals. In addition, it includes a plan for determining how known risks should be managed to help the organization achieve its objectives and goals.
- **Control Activities** include policies and procedures, segregation of duties, and physical & automated controls that help management ensure directives are carried out.
- **Information and Communication** is the identification, capture, and exchange of information in a form and time frame that enable people to carry out their responsibilities. Information systems deal with both internally generated data and information about external events, activities, and conditions.
- **Monitoring** is a process established by management that assesses the quality of internal control and program performance over time. Monitoring provides external oversight, either ongoing or in the form of independent checks of internal controls by management or other parties outside the process.

#### *Specific Risks*

- **Obstacles the unit faces** – examples include spikes in demand on services, lack of adequate infrastructure, etc...
- **Known risks the unit faces** – grant requirements, monitoring requirements, safety risks, etc...
- **Confirmed or alleged instances of fraud, waste, or abuse** – misappropriation of assets, loss of funds, termination of personnel, etc...



- **Risks with turnover of personnel** – The risk that the organization will lose a significant amount of institutional knowledge at a key time in operations.
- **Other areas of concerns** – manual vs. automated processes, lack of key data to help manage programs, perceptions of program processes that cause concerns, etc...

The IA scored the responses provided by stakeholders to the 10 topic areas listed above based on his professional experience and observations of each unit by the IA. The IA then received rankings and/or scores of risk from each stakeholder either via input provided on an Excel spreadsheet/questionnaire or during interviews with the stakeholders via verbal rankings of units by stakeholders. The IA then averaged his risk score with the stakeholders' risk scores and placed this averaged score into Column A above. The highest score possible for this section of the risk assessment was 30 points and the lowest was 10 points.

**Complexity of Unit and Impact to PCC Scores** – The IA scored each unit based on his understanding of the complexity of processes overseen by the unit and the impact that an actual error in the unit's processes could have to the college as a whole. Complexity and impact were broken out into five various subject areas as defined below:

- **Strategic** – The IA scored this category primarily based on his understanding of high level goals the current college administration wants to strive to achieve. A few examples of a significant strategic impact for PCC might include the college's goals for student access, sustainability measures, and diversity of the college's workforce and student population.
- **Operational** – The IA scored this category primarily based on customer service aspects the auditable unit provided to students and to other college units. An example of a significant operational unit for PCC would be the Business Office and/or Financial Aid.
- **Financial** – The IA scored this category primarily based on the number of funding streams each auditable unit had and the significance of the amount of funds flowing through the unit. An example of a significant financial unit would be Financial Aid and/or the Bond Program.
- **Information Technology** – The IA scored this category primarily based on the significant amount of information technology (i.e. computers, specialized equipment, etc...) the unit used within its daily processes. Also, the IA looked at how significant a role the unit had in determining what type of information technology was used and how it would be implemented throughout the college. An example of a unit that had a significant impact on information technology would be TSS (Technology Solution Services).
- **Legal Compliance** – The IA scored this category primarily based on the complexity of legal and regulatory compliance requirements each auditable unit faced. The IA considered FERPA, HIPPA, ADA, PCI, grant rules and regulations, etc... in scoring each audit unit for this category. An example of an audit unit with significant and/or complex legal compliance requirements over it would be Financial Aid.

The IA would give a score of either 0 or 1 for each of these five complexity/impact areas per auditable unit. These complexity/impact scores were then used as a "multiplier" score to help assess risk. The total complexity/impact scores were placed in Column B above and used to compute C above for each unit. The highest risk score possible for Column C, after the risk "multiplier" was considered, was 150 points and the lowest was 10 points.

**Financial Significance Score** – The IA also assigned a risk score to each auditable unit based on how much revenues the unit processed during fiscal year 2013 (FY12) or how much expenditures the unit incurred during FY13. The primary concept of the risk scoring for this attribute was that as the amount of revenues

14-089  
Exhibit A

and/or expenditures increases in a unit the risk for that unit also directly increases. The IA primarily used financial data extracted from FY13 using Banner's FGIBDSR report to obtain the revenue and expenditure amounts. Also, the IA used PCC's FY13 CAFR and 2008 Bond Program bond limitation amounts to obtain revenue and expenditure amounts for some auditable units. The greater of revenues or expenditures being processed through the unit for FY13 was used to score the financial risk for the unit using the scoring matrix outlined below:

**Support Services Risk Score Matrix for Financial Significance:**

<b>Revenue or Expenditure Total for FY13</b>	<b>Multiple Risk Score in Column C to Calculate Financial Risk Score Placed in Column D</b>
> \$15,000,000	10.00%
\$15,000,000 to \$8,000,001	8.00%
\$8,000,000 to \$4,000,001	6.00%
\$4,000,000 to \$2,000,001	4.00%
\$2,000,000 to \$0	2.00%

**Academic Units Risk Score Matrix for Financial Significance:**

<b>Revenue or Expenditure Total for FY13</b>	<b>Multiple Risk Score in Column C to Calculate Financial Risk Score Placed in Column D</b>
> \$8,000,000	10.00%
\$8,000,000 to \$5,000,001	8.00%
\$5,000,000 to \$2,000,001	6.00%
\$2,000,000 to \$1,000,001	4.00%
\$2,000,000 to \$0	2.00%

The highest score an audit unit could obtain from the financial risk scoring here would be 15 points, and the lowest possible score an audit unit could obtain from this scoring would be .2 points. The highest combined risk score possible for Column D, after the Financial Significance "multiplier" was considered, was 165 points and the lowest was 10.2 points.

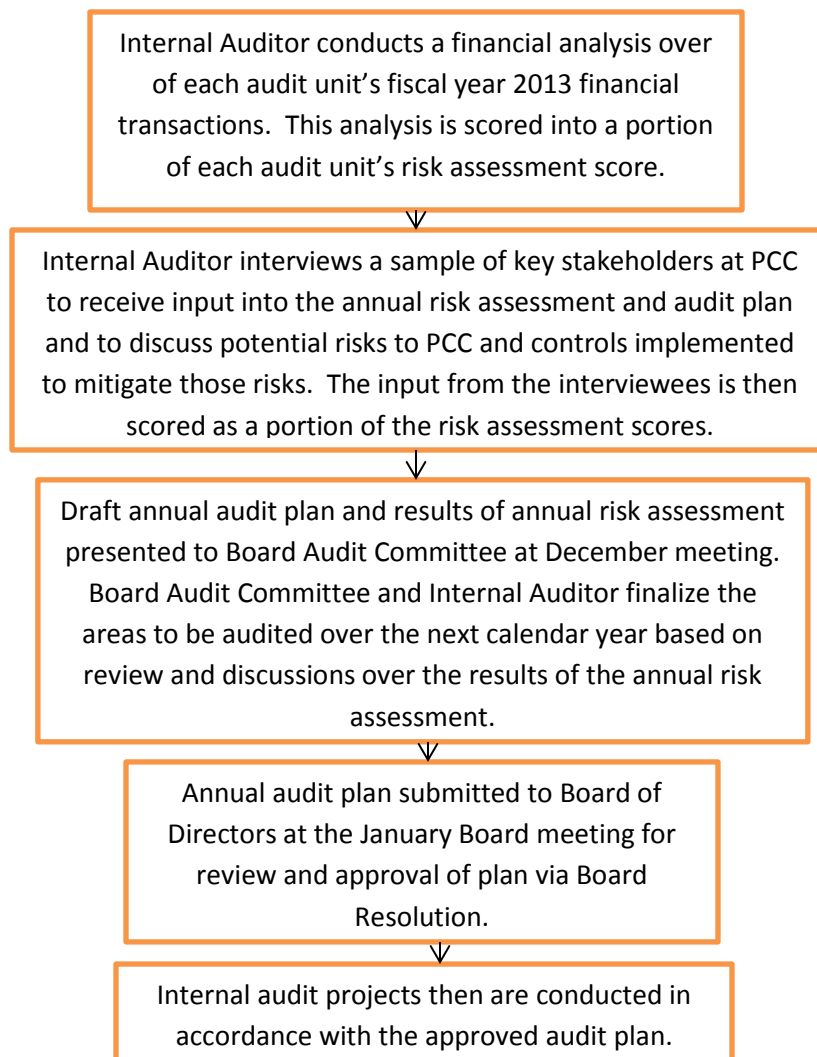
**Last Time Audited by the IA Score** - The IA also assigned a risk score to each auditable unit based on how much time has elapsed since the IA conducted an Internal Audit or consultation review at each of the auditable units. A risk score was added onto each auditable unit using the scoring matrix below based on the length of time that has elapsed from the IA's last audit of the unit.

<b>Last Time Unit was Audited by IA</b>	<b>Risk Points Scale</b>
Never Audited by the IA	25
Audited 10+ years ago	15
Audited 8-9 years ago	9
Audited 5-7 years ago	7
Audited 3-4 years ago	5
Audited by IA in 2011/12 with no follow-up audit performed at this time	3
Internal Audit conducted during 2012/13	0

The risk scores from the length of time elapsing since an internal audit has been conducted at the auditable unit was placed in Column **E** above. The highest combined risk score possible for Column **E**, after the Last Time Audited score was considered, was 190 points and the lowest was 10.2 points.

**Total Risk Score** - To obtain the total risk score for each auditable unit, the IA took the risk score in Column **C** and added it to the financial risk score calculated in Column **D**. In addition, the risk score in Column **E** based on the last time the unit was audited was added in to get the total risk score was placed in Column **F** above. These risk scores are the scores presented in Exhibit B and Exhibit C that were used to sort the various auditable units from high risk (i.e. a large risk score) down to low risk (i.e. a small risk score). The highest total risk score an audit unit could obtain using the risk scoring criteria above would be a score of 190 points, and the lowest score an audit unit could obtain would be a score of 10.2 points. Finally, to help designate high, moderate, and low risk audit units, the IA took the highest third of the audit units total risk scores (i.e. the top 33% of the audit units) and classified these as high risk units. The next third were classified as moderate risk units, and the bottom third were classified as low risk units. **Note – IA had to round the audit units up and/or down a risk classification based on the total number of units being assessed. Also, the IA reviewed risk scores between academic units college-wide and adjusted the risk rankings if outliers were denoted from this college-wide review.**

### Audit Plan Approval Process Flowchart



## Auditable Units Summary Descriptions

### Support Services Units

1. **Accounts Receivable & Treasury Management** – The Accounts Receivable Office works to support the College’s mission and goals by providing students financial and informational assistance and accurately receipting, recording and reporting College revenues. The department is also charged with assisting in collecting on delinquent accounts.

The Treasury Office at the College works with various departments throughout the college to help support their banking needs. In addition, this office manages the College’s investment portfolio. Both the Accounts Receivable and Treasury Offices are budgeted under Organization Code S20310 in Banner.

2. **Affirmative Action** – The Affirmative Action Office is responsible for managing and coordinating college policies, procedures and programs governing Affirmative Action matters. This area of responsibility includes handling discrimination and harassment complaints as well as conducting district-wide training in the areas of cultural and gender awareness, sexual harassment, team-building and conflict mediation. In addition, this office participates in and advises the college’s personnel recruitment. The Affirmative Action Office is budgeted under Organization Code R20000 in Banner.
3. **Bookstore** – The college’s bookstores fall under Auxiliary Services the college provides to students and faculty. There are currently four bookstores operated throughout the district. Bookstores offer books, equipment, supplies, materials, Panther clothing, and other miscellaneous goods to students and faculty. College bookstore operations use MBS (Missouri Bookstore System) accounting system to account for their financial transactions. Summary level accounting information is then interfaced into Banner on a periodic basis. The bookstore’s operations are budgeted under Organization Code S50400 in Banner.
4. **Business Offices** – The College’s Business Offices provide critical customer service and support to not only students but also other College departments and personnel. Students use the Business Office to pay for tuition and fees, buy parking permits and Tri-Met passes, and receive financial aid. College departments primarily use the College’s Business Offices for cash receipting and depositing needs. There are currently four Business Offices operated throughout the district. The Business Office is budgeted under Organization Code S20320.
5. **Campus Technical Services (TSS)** – Campus Technical Services for this risk assessment has been defined as Technology Solutions Services (TSS) minus Technical Services and Media Services, which have been broken out and assessed separately in #’s 26 and 17 below. TSS helps to support enterprise and campus computing and telephone needs, provides technology training to personnel,

procures College technology, and assists the College in restoring systems when technological problems arise. TSS is budgeted under Organization Code S401 in Banner.

- 6. Capital Projects (FMS)** – Capital projects is one of the critical support arms of FMS (Facilities Management Services). FMS is a centralized, district-wide function that has responsibility for maintaining a healthy and safe physical environment, and it is charged with stewardship of College facilities and grounds. Per FMS, capital projects are any project that changes the physical facilities of the College. Capital projects are budgeted under Organization Code S603 in Banner.
- 7. Curriculum and Support** – Curriculum and Support includes Distance Education and PACTEC. These departments assistance in providing distance learning opportunities to students, and to enhance the access high school and PCC students have to quality career and technical education. These offices are primarily budgeted under Organization Codes T100, and T4 in Banner. **Note – In the 2011 through 2013 Internal Audit Plans, this auditable unit was titled Instructional Support.**
- 8. Finance and Budget** – For the entity-wide risk assessment presented here, Finance and Budget includes the following departments: Associate Vice President of Finance, Surplus Sales, General Accounting, Accounts Payable, Central Distribution Services, Fleet Management, and Debt Management. These departments are budgeted primarily under Organization Code S202; S204; and S20600.
- 9. Financial Aid** – The Financial Aid Office provides customer service and financial assistance through grants, scholarships, loans, work-study, and/or a combination of these aid packages to students to help students with educational costs. Financial Aid administration is budgeted primarily under Organization Code T80400, and funds granted and loaned out are budgeted under Organizational Code S30800.
- 10. Food Services & Vending** – Food Services & Vending falls under Auxiliary Services the College provides to students, faculty, and the general public. Food Services & Vending provide cafeteria style eateries, other small eatery shops, and food and beverage vending machines for students and faculty to use district-wide. In addition, the department provides catering services for special events. Food Services is budgeted under Organization Code S50100.
- 11. Grants Development and Grants Management** – The Grants Development Office serves as the clearinghouse for all college departments and personnel seeking grant opportunities to advance the mission of the college, prevent duplication of efforts, and maximize grant revenue for the college. In addition, the Contract and Grant Accounting department assists the college in the accounting and compliance oversight of the grants that the Grants Development Office has helped the College receive. These offices have been combined into one auditable unit for this risk assessment. Contract and Grant Accounting is budgeted under Organization Code S20220, and the Grants Development Office is budgeted under Organization Code T9 in Banner.
- 12. Human Resources & Payroll** – The Human Resources department assists the College with hiring personnel, negotiating various unionized employment contracts, employee performance management, and employee compensation and benefits management. In addition, Human Resources is the lead department in charge of American Disabilities Act compliance at PCC. Human

Resources is budgeted under Organization Codes S80100 and S80500 in Banner. The Payroll office helps oversee paying employees for their services to the College and works closely with sections of the Human Resources department to help ensure pay is accurate. Payroll is budgeted in Banner under Organization Code S20510.

- 13. Institutional Advancement** – Institutional Advancement includes the PCC Foundation, Marketing, and Public Affairs. These departments assist in obtaining funds for scholarships for students; advertising and promoting the College; and assisting with public, governmental, and media relations. The Foundation uses Financial Edge accounting software provided by Blackbaud for its non-profit operations. In addition, the Foundation receives an annual financial statement opinion audit that is separate from PCC’s annual CAFR audit. Institutional Advancement departments are primarily budgeted under Organization Code R3 in Banner.
- 14. Institutional Effectiveness** – Institutional Effectiveness assists the College in conducting research and surveys, reporting FTE figures to the State of Oregon and Federal Government, grant accountability, and other ad hoc requests by management. Institutional Effectiveness is budgeted under Organization Code T7.
- 15. International Education** – The Office of International Education (OIE) is the primary administrative office for international initiatives at PCC. The OIE supports international student recruitment and admissions, international student services, PCC faculty and staff development abroad program opportunities, and other curricular and co-curricular international activities. The OIE is budgeted under Organization Codes T2 in Banner. **Note – In the 2011 through 2013 Internal Audit Plans, this auditable unit was grouped under the unit titled Instructional Support, but it has been broken out and assessed separately for the 2014 Internal Audit Plan.**
- 16. Libraries** – The PCC Library department assists students and faculty with homework, research, and other informational needs. There are currently five libraries operating district-wide for students and faculty to use. The Library department is budgeted under Organization Code T5 in Banner.
- 17. Media Services (TSS)** – Media Services helps to provide all audio and visual support for classrooms to help facilitate instructional goals of faculty. Media Services is primarily budgeted under Organization Code S40103 in Banner.
- 18. Office of the District President, Office of the District Vice President, and Governing Board of Directors** – These offices and positions help to oversee and administer the core mission and objectives of the College. These offices and positions are budgeted in Banner with Organization Codes R10000, R40000, and V.
- 19. Parking & Transportation** – The Parking & Transportation office falls under Auxiliary Services. Parking & Transportation sells parking permits to students and faculty, enforces parking rules throughout the College and within close proximity neighborhoods, and provides shuttle services to students and faculty. Parking & Transportation is budgeted in Banner under Organization Code S50300.

- 20. Facilities Management Services (FMS)** – The FMS office helps to maintain College facilities throughout the district. FMS is budgeted under Organization Code S601 in Banner. **Note – This audit unit was entitled Plant Maintenance-Collegewide (FMS) in the 2011-2013 Internal Audit Plans.**
- 21. Print Center** – The Print Center falls under Auxiliary Services. The Print Center produces print and non-print materials for students, instructional and administrative staff for the College. The Print Center is budgeted under Organization Code S50200 in Banner.
- 22. Procurement** – The Procurement department helps oversee procurement and contracting processes throughout the College. Procurement is budgeted under Organization Code S20410 in Banner.
- 23. Public Safety** – The Public Safety department helps to promote a safe and secure campus community through the delivery of personal and facility security, crime prevention services, public safety communication, a disaster preparedness program, emergency medical services and public assistance. Public Safety is also responsible for Clery Act reporting at PCC. The Public Safety department is budgeted under Organization Code S70100 in Banner.
- 24. Risk Management** – The Risk Management helps oversee the College’s various insurance policies, environment waste removal processes, safety training and drills for emergency preparedness, and other safety and health risks present at the College. Risk Management is budgeted under Organization Code S20400 in Banner.
- 25. Student Affairs** – Student Affairs includes the Registrar’s office, Student Records, and Curriculum Enrollment Services. **Note – The Financial Aid office was assessed separately from Student Affairs as outlined in #8 above.** Student Affairs is primarily budgeted under Organization Code T8 in Banner.
- 26. Technical Services (TSS)** – Technical Services provides support for the College’s data and voice networks, the administrative host computer systems, e-mail and related internet and web technologies. Technical Services is one of the critical support arms of Technology Solution Services, and the department is budgeted under Organization Code S40102 in Banner.
- 27. 2008 Bond Program** – The Bond Program team has been empowered to centrally administer the \$374 million bond the public passed in 2008. The funds are being used to expand PCC campuses and locations, make PCC facilities more sustainable, and renovate current facilities to meet the increased demand in student enrollment. The Bond Program has implemented the use of the “E-Builder” application to help account for and manage the various projects for the 2008 Bond. Funds 2200 and 2100 have been setup in Banner to help account for the 2008 Bond Program expenditures and revenues from the investment of the funds.



## **Academic Services Units (by Campus)**

### **Cascade Campus**

1. **Allied Health, Emergency & Legal Services** – This unit includes Allied Health, Emergency, and Legal Services; Alcohol & Drug Counselor; Medical Lab Technology; Medical Assisting; Health Information Management; Ophthalmic Medical Technician; Health Education; Medical Professions; Emergency Services Department; Emergency Medical Services; Emergency Telecommunicator; Fire Protection Technology; Emergency Management; Criminal Justice; and Paralegal. The programs under this unit are budgeted under Organization Code C402.
2. **Arts & Professions Division** – This unit includes Business Administration; Computer Applications/Office Systems; Art/Theatre Arts; Professional Music; Education/Library Media; Trade Extension; Multimedia; and the Margaret Carter Skill Center. The programs under this unit are budgeted under Organization Code C403.
3. **Dean of Instruction** – This unit includes the office of the Dean of Instruction, the Teaching Learning Center, and the Cascade Art Gallery. The offices under this unit are budgeted under Organization Code C401.
4. **Dean of Students** – This unit includes the office of the Dean of Students, Diversity Events, and District-Wide Testing. The offices and programs under this unit are budgeted under Organization Codes C30100, C30101, and C30102. **Note – Enrollment & Employment Services, and Student Services have been broken out and assessed separately in #'s 5 and 8 below.**
5. **Enrollment & Employment Services** – This unit includes Placement Testing; Career Services; the Women's Resource Center; and Orientation & Outreach. The programs under this unit are budgeted in Banner under Organization Code C303.
6. **Liberal Arts & Pre-College Programs** – This unit includes Anthropology; Economics; English; ESOL; History & Humanities; Philosophy; Political Science; Psychology; Sociology; Spanish; Communications Studies; Developmental Reading & Writing; the Student Learning Center; ABE/GED; Chinese; and Geography. The programs under this unit are budgeted under Organization Code C404.
7. **Math & Science Division** – This unit includes Mathematics; Biological Science; Chemistry; Environmental Science and Resources; Geology; General Science; Physics; Health Education; Physical Education and Dance; and the Cascade Gym. The programs under this unit are budgeted under Organization Code C405.
8. **Office of the Campus President** – This unit includes the Office of the Campus President, the Cultural Affairs Program, and the Ethnic Minority (Tuition Waiver). The offices included in this unit are budgeted in Banner under Organization Code C1 and C30105.



9. **Student Services** – This unit includes Career Guidance; Advising; Intramural Activities; Student Leadership; Student Government; GED Testing Program; Student Fund Raising Activities; Student Honorary Membership; Child Care Program; Cascade Physical Education Facility; Project Independence; Men’s & Women’s Inter-Collegiate Basketball; Student Sponsored Diversity; District Student Council; District Student Programs; Student Activities; and Counseling. The programs included in this unit are budgeted in Banner under Organization Code C302.

**Rock Creek Campus**

1. **Business, Applied Technology, and College Prep. Division** – This unit includes Business Administration; Computer Applications/Office System; Japanese; Spanish; French and American Sign Language; Landscape Technology; Building Construction Technology; ESOL; and ABE/GED. This unit is budgeted in Banner under Organization Code B406.  
**Note – Hillsboro Center and Columbia County have been broken out of this unit and assessed as separate auditable units.**
2. **Columbia County** – PCC has two locations in Columbia County where credit classes are offered to students, Scappoose and St. Helens. The Columbia County unit is budgeted in Banner under Organization Code B40608.
3. **Communications & Humanities Division** – This unit includes Cultural Activities; the Student Learning Center; Developmental Writing/Reading; the Business Department; the Humanities Department; Chicano Latino Studies; Religion; the Writing Center; and the Social Science Department. The programs included in this unit are budgeted in Banner under Organization Code B402
4. **Dean of Instruction** - This unit includes the Dean of Instruction and the Teaching Learning Center. The offices included in this unit are budgeted in Banner under Organization Code B401.
5. **Hillsboro Center** – The Hillsboro Center is a satellite facility of the Rock Creek Campus. The center offers a variety of university transfer courses in Arts/Letters, Social Sciences, and Math/Sciences. Also, Professional/Technical classes and Developmental classes are offered at this center. This center is budgeted in Banner under Organization Code B40607.
6. **Office of the Campus President** – This unit includes the Office of the Campus President; Diversity Events; and Campus Operations & Facilities. The offices and programs included in this unit are budgeted in Banner under Organization Code B1.
7. **Math, Aviation & Industrial Tech Division** – This unit includes Shops & Labs; Computer Science; Computer Information Systems; Welding Technology; the Mathematics Department; Auto Collision; Diesel Technology; CAT Dealer Service Tech. Training; Aviation Maintenance Tech.; and Aviation Science. The programs included in this unit are budgeted in Banner under Organization Code B404.

8. **Science & Technology Division** – This unit includes the College Farm; Environmental Studies; Microelectronics; Landscape Department; Veterinary Technology; Computer Science; Biology & Management of Zoo Animals; and the Science Department. The programs included in this unit are budgeted in Banner under Organization Code B403.
9. **Social Sciences & Health Division** – This unit includes Anthropology; Psychology; Sociology; Economics; Geography; History; Political Science; Health Education; Physical Education; and Foods & Nutrition. The programs included in this unit are budgeted in Banner under Organization Code B405.
10. **Student Development** – This unit includes the Office of Student Development; Career Guidance; Career/Transfer Center; Women’s Resource Center; New Directions; Cooperative Education; Counseling; Testing Center; Developmental Writing/Reading; ESOL; Information & Facilities Services; Student Activities; Student Government; District Student Council; Student Activities Administration; Veterans Center; Child Care Program; Student Fund Raising; Student Honorary Membership; Oregon Leadership; GSA Resource Center; Student Sponsored Diversity; Intramural Activities; Student Employment & Cooperative Education; Orientation & Outreach; Enrollment Management; Rock Creek Advising; and Disability Counseling Services. The programs included in this unit are budgeted in Banner under Organization Code B3.

### **Southeast Center**

1. **CLIMB Center** – This unit includes Extended Learning Campus Operations; CLIMB Administration; CEU/CED Administration; GED Testing; Life By Design; CLIMB Small Business Development Center; CLIMB Contract Training; CLIMB Health Professionals; CLIMB Professional Development; and PCC Prep. The programs included in this unit are budgeted in Banner under Organization Code E404.
2. **Community Education** – This unit includes Administration & Operations of Community Education; Home & Garden; Creative Arts; Language & Culture; Work & Life Balance; Recreation & Wellness; Motorcycle & Drivers Education; Travel; Online; and CEU’s. The programs included in this unit are budgeted in Banner under Organization Code E405.
3. **Core Campus Programs** - This unit includes Liberal Arts & Sciences; English/Reading/Writing; Mathematics; Sciences; Humanities & Social Science; and Professional/Technical Programs. The programs included in this unit are budgeted in Banner under Organization Code E402.
4. **Dean of Instruction** – This unit includes the Dean of Instruction; Extended Learning Campus Operations; and the GED Tuition Grant offices. The offices included in this unit are budgeted in Banner under Organization Code E401.
5. **Office of the Campus President** – This is the Campus President’s Office at the Southeast Center. This office is budgeted under Organization Code E10100 in Banner.

6. **Pre-College Skills Programs** – This unit includes ABE/GED; ESOL; Volunteer Literacy; Testing; SE Tutoring Center; Corrections Education; Career Technical Education; Aviation Science; Computer Application Systems; Computer-Aided Design & Drafting; Culinary Assistant Program; and Occupational Skills Training. The programs included in this unit are budgeted in Banner under Organization Code E403.
7. **Student Development SVCS and Administration** – This unit includes Student Activities Administration; Disability Counseling Services; Student Government; Student Fund Raising Activities; Women’s Resource Center; Student Honorary Membership; Student Activities Administration; Child Care Program; Fitness Studio; Clubs Administration; Office of Student Development; Outreach and Orientation; Advising; Counseling; Placement Testing; and Career Guidance Instruction. The programs included in this unit are budgeted in Banner under Organization Code E406 and E301.
8. **Workforce Development** – This unit include Workforce Development programs at DWP, STS, Metro Center, and Capital Center. The programs included in this unit are budgeted in Banner under Organization Code E407.

### **Sylvania Campus**

1. **Business, Computer Technology, & Real Estate** – This unit includes Business, Computer Technology & Real Estate; Computer Applications/Office Systems; Computer Information Systems; Computer Science; Real Estate; and Business Administration. The programs included in this unit are budgeted in Banner under Organization Code A402.
2. **Dean of Instruction** - This unit includes the Dean of Instruction and Teaching/Learning Center Administration. The offices included in this unit are budgeted in Banner under Organization Code A40100 and A40101.
3. **Dean of Students** – This unit includes the Office of the Dean of Students; Student Activities Administration; the Multicultural Center Administration; and the Women’s Resource Center Administration. The programs included in this unit are budgeted in Banner under Organization Code A301.
4. **Development Education** – This unit includes Career Guidance; Counseling; Student Support Services Administration; the Student Success Center; Developmental Math; Developmental Reading; Developmental Writing; ABE/GED; Associate Dean of Students; Advising; High School Completion; Transitions; Health Admissions; and Sylvania Testing. The programs included in this unit are budgeted under Organization Code A304.
5. **English/Modern Language Division** – This unit includes English; ESOL; French; German; Sign Language/Interpreter Program; Japanese; Russian; Spanish; Writing; Languages/Computer Lab; and the Writing Center. The programs included in this unit are budgeted in Banner under Organization Code A407.

- 6. Health Professional, ECE, & Physical Education** – This unit includes Health Professional, ECE, & Physical Education; Physical Education Facilities; Child Development Center; Early Childhood Education; Foods & Nutrition; Nursing Programs; Dental Department; Rad/Sono Department; and New Venture. The programs included in this unit are budgeted in Banner under Organization Code A405.
- 7. Math & Industrial Technology Division** – This unit includes Math & Industrial Technology; Applied Manufacturing Technology; Automotive Technology; Machine Technology; Shop & Lab Service; and Mathematics. The programs included in this unit are budgeted in Banner under Organization Code A404.
- 8. Newberg Center** – The Newberg Center was opened during Fall Term 2011. The programs included in this unit are budgeted in Banner under Organization Code A50100.
- 9. Office of the Campus President** – This unit includes the Office of the Campus President; and Cultural Activities. The programs included in this unit are budgeted in Banner under Organization Code A1.
- 10. Science & Engineering Division** – This unit includes General Science/Geology; Physics; Biology; Health Education; Civil/Mechanical Engineering; Engineering; Electronic Engineering Technology; Biological Sciences; and Chemistry. The programs included in this unit are budgeted in Banner under Organization Code A406.
- 11. Social Sciences Division** – This unit includes Anthropology; Economics; Geography; History; Humanities; Philosophy; Political Science; Psychology; Sociology; Gerontology; and Women's Studies. The programs included in this unit are budgeted in Banner Under Organization Code A409.
- 12. Student Activities** – This unit includes the Student Programs Involvement Network; Student Senate; the Women's Resource Center; Student Activities Administration; the Multicultural Center; Intramural Activities; Student Fund Raising; the Child Care Program; Student-Sponsored Diversity; Student Honorary Membership; Alpha Eta Iota; and Clubs Administration. The programs included in this unit are budgeted in Banner under Organization Code A303.
- 13. Student Services** – This unit includes Cooperative Education; Career Resource Center; and Orientation & Outreach programs. The programs included in this unit are budgeted in Banner under Organization Code A302.
- 14. Visual & Performing Arts Division** – This unit includes Architectural Drafting; Industrial Drafting; Interior Design; Visual & Performing Arts & Design; Art; Dance; Graphic Design; Journalism; Music; Speech; Theater; the Performing Arts Center; Graphic Design/Pub. Tech. CEU; and Graphics & Publishing CEU. The programs included in this unit are budgeted in Banner under Organization Code A408.

January 16, 2014

14-090

APPROVE MINOR ADMINISTRATIVE CORRECTIONS  
TO BOARD POLICY B206 AND B207

PREPARED BY: Dr. Christine Chairsell, Vice President, Academic and  
Student Affairs  
Randy McEwen, Vice President

APPROVED BY: Dr. Jeremy Brown, President

REPORT: The Board by Resolution 14-058 recently approved changes to Board Policy B 206 (Non-Discrimination and Non-Harassment) and B207 (Equal Access for Individuals with Disabilities) that were recommended by the Office of Civil Rights (OCR) and college legal counsel.

Upon further discussion with OCR, and as concurred with by college counsel, minor administrative changes to Policy B 206 and B207 have been recommended, as shown in Attachment B. These changes are for minor wording only to satisfy the perspectives of OCR.

RECOMMENDATION: That the Board of Directors approve the changes to Board Policy B 206 and B207 as shown in Attachment B.

## Attachment B

### Nondiscrimination and Non-harassment - B 206

Portland Community College's goal is to provide an atmosphere that encourages individuals to realize their potential. Therefore, it is against the College's policy for any manager, supervisor, faculty, staff, or student to engage in ~~illegal prohibited~~ harassment or discrimination of any member of the College community

The College prohibits unlawful discrimination based on race, color, religion, national origin, sex, marital status, disability, veteran status, age, or sexual orientation or any status protected by federal, state, or local law in any area, activity or operation of the College. The College also prohibits retaliation against an individual for engaging in activity protected under this policy, and interfering with rights or privileges granted under anti-discrimination laws. In addition, the College complies with the applicable provisions of the Civil Rights Act of 1964 (as amended), related Executive Orders 11246 and 11375, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, Americans with Disabilities Act of 1990 (as amended), Uniformed Services Employment and Reemployment Rights Act ("USERRA"), and all local and state civil rights laws.

Under this policy, equal opportunity for employment, admission, and participation in the College's ~~benefit and programs~~, services, ~~and activities~~ will be extended to all persons, and the College will promote equal opportunity and treatment through application of this policy and other College efforts designed for that purpose.

Under the College's policy harassing, ~~or~~ discriminatory, or retaliatory behaviors, ~~and retaliation~~, will not be tolerated. Therefore, it is the responsibility of every member of the College community to strictly comply with the policy and procedures directed by the College President to implement the policy. This includes notifying each employee/student of his or her rights and responsibilities under the College's Nondiscrimination and Non-harassment Policy. Management staff will be held accountable for taking reasonable action to maintain work sections and educational environments free of conduct that causes, or reasonably could be considered to cause, ~~intimidation, hostility, or~~ discrimination, or retaliation.

Any person who believes he or she has been discriminated against or harassed by a College employee, representative, or student is encouraged to address those concerns with the Office of Equity & Inclusion, which offers a grievance procedure to resolve complaints of discrimination in a prompt and equitable manner. Complaints about issues other than alleged discrimination or harassment may be submitted in accordance with any applicable appropriate collective bargaining agreement procedure or the procedure in the Management/Confidential Handbook, or, for students, through the student grievance procedure

At any point in the procedure, an individual with concerns about discrimination and/or harassment may file a complaint with (1) the Office for Civil Rights of the United States Department of Education; (2) the Equal Employment Opportunity Commission ("EEOC"); (3) the Oregon Bureau of Labor and

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Industries ("BOLI") Civil Rights Division; or (4) the Department of Community Colleges and Workforce Development

The College President will establish operating policies and procedures that implement this policy consistently across the College District.

(October, 2013)

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Attachment B

Equal Access for Individuals with Disabilities – Policy Statement – B 207  
~~(Americans with Disabilities Act 1990 (as amended)) – Policy Statement – B 207~~

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Portland Community College shall comply with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (ADA), (as amended), and other applicable federal and state regulations that prohibit discrimination on the basis of disability. These acts mandate that no qualified person shall, solely by reason of disability be denied access to, participation in, or the benefits of any program or activity operated by the college. Each qualified person shall receive reasonable accommodation to ensure equal access to employment, educational opportunities, programs and activities, in the most appropriate integrated setting.

The College President shall develop ~~operating administrative standard policies and~~ procedures as required to carry out this policy. The President shall be responsible for dissemination of information to college staff, students and the community regarding the college's compliance with these acts.

(October, 2013)



January 16, 2014

14-091

APPROVAL FOR SANDRA FOWLER-HILL AS CAMPUS  
PRESIDENT – ROCK CREEK CAMPUS

PREPARED BY: Lisa Bledsoe, Director, Human Resources

APPROVED BY: Dr. Jeremy Brown, President

REPORT: The College has conducted a national search to fill the position of Campus President – Rock Creek Campus.

Dr. Fowler-Hill has exhibited outstanding talents in academic and student leadership, community partnerships and administration and has been interviewed extensively throughout the application process by various groups within the PCC community.

Dr. Fowler-Hill holds a Ph.D. in Community College Leadership from Oregon State University, a Master's Degree in Human Development Counseling from Sangamon State University in Springfield, Ill., and a Bachelor's Degree from George Williams College in Downers Grove, Ill., and is currently employed as Executive Vice President of Instruction and Student Services at Everett Community College.

Dr. Fowler-Hill has previously held positions as the Vice President of Instruction and Student Services, and Vice President of Instruction with Everett Community College, and the Dean for Student Learning and the Executive Dean at Cascadia Community College.

RECOMMENDATION: That the Board of Directors approve the appointment of Dr. Fowler-Hill as Campus President – Rock Campus effective April 1, 2014. That the Board authorize the Administration to execute an employment contract with Dr. Fowler-Hill with the following terms: the contract shall be for two years (terminating on June 30, 2016), with a base salary of \$152,000 to be adjusted for FY15 by the same increase as that applied to all other Executive Officers; an automobile allowance of \$4,815 annually; general expense allowance of \$2,500 annually.

Dr. Fowler-Hill shall be entitled to other benefits available to other Executive Officers and College Administrative staff as approved by the Board. The College will provide a one-time relocation assistance of \$15,000 or actual moving expenses up to a maximum of \$25,000.

*Portland Community College does not tolerate unlawful discrimination based on race, color, religion, ethnicity, use of native language, national origin, sex, marital status, height/weight ratio, disability, veteran status, age, or sexual orientation in any area, activity or operation of the District. In addition, the college complies with the Civil Rights Act of 1964 (as amended), related Executive Orders 11246 and 11375, Title IX of the Education Amendments Act of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, Americans with Disabilities Act of 1990 (as amended), USERRA – Uniformed Services Employment and Reemployment Rights Act, and all county, state and federal civil rights laws. Accordingly, equal opportunity for employment, admission, and participation in the college's benefit and services shall be extended to all persons, and the college shall promote equal opportunity and treatment through a positive and continuing affirmative action plan.*