

**Portland
Community
College**

Board of Directors

AGENDA

November 20, 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.

BOARD OF DIRECTORS
PORTLAND COMMUNITY COLLEGE
PO BOX 19000, Portland, Oregon 97280

BUSINESS SESSION
November 20, 2014
241 SW Edgeway Drive, Beaverton, OR 97006
Willow Creek Center, Great Room
AGENDA

- 6:00 PM **Executive Session** - in accordance with ORS 192.660 (2), in accordance with ORS 192.660 (2), (e) Real Property Transactions, (f) Information Exempt from Public Disclosure (Attorney-Client Privilege) and (h) Litigation
- 6:45 PM **Board Dinner** **Room 103**
- 7:30 PM **Call to Order** **Room 104**
 - Introductions
 - Approval of Minutes – September 18, 2014
 - Approval of Agenda
- 7:35 PM **Information Session**
 - Faculty Focus – Jessica Bernards (10 minutes)
 - Student Advising – Chris Chairsell (10 minutes)
 - High School and Community College Collaborations via the Academy Model – Sandra Fowler-Hill (10 minutes)
 - Budget Process – Jim Langstraat and Rob Wagner (10 minutes)
- 8:15 PM **Public Comment on Agenda Items** (A sign-up sheet is on a table at the entrance of the meeting room.)
- 8:20 PM **Business Session**
- 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.)

PERSONNEL

Page

- 15-046 Approval of Personnel Actions – November 20, 2014. 124
Academic Professional Appointments:
Bradley Fortier, Illumination Project Coordinator, Office of the Dean of Student Development, Sylvania Campus (Temporary)
Jennifer Gossett, Accessibility Specialist, Academic and Student Affairs
Regena Jones, Women's Resource Center Assistant Coordinator, Office of the Dean of Student Development, Cascade Campus

Jeff Lamont, Student Conduct and Retention Coordinator,
Office of the Dean of Student Development, Rock Creek
Campus (Temporary)

Melanie Montoya, Student Resource Specialist,
Office of the Dean of Student Development, Cascade
Campus (Temporary)

William Paisely, Student Resource Specialist
Office of the Dean of Instruction, Southeast/Extended
Learning Campus (Temporary)

Faculty Appointments:

Michael McGovern, Instructor, Art/Printmaking, Visual and
Performing Arts and Design Division, Sylvania Campus
(Temporary)

Retirees:

15-047	Commendation of Retiring Employee – Marilyn Alexander	128
15-048	Commendation of Retiring Employee – Robin Burwell	129
15-049	Commendation of Retiring Employee – Terrell (Terry) Foty	130
15-050	Commendation of Retiring Employee – Cecelia Guinee	131
15-051	Commendation of Retiring Employee – Kirke Johnson	132
15-052	Commendation of Retiring Employee – Maureen Judge-Morris	133
15-053	Commendation of Retiring Employee – Sandra Schramm	134
15-054	Commendation of Retiring Employee – Patricia Stribling	135
Continuous Appointments:		
15-055	Continuous Appointment: Faculty & Academic Professionals	136

BIDS/CONTRACTS

15-056	Authorization for Hoffman Construction to Provide Construction Services for Terrell Hall Mechanical Upgrades for the Cascade Campus 2008 Bond Program	137
15-057	Authorize an Increase to Existing Technology Consulting Services Contract with Virtual Information Executives, LLC	139
15-058	Authorize Right of Way Dedication to the City of Portland for Portions of Property on SE 82nd at the Southeast Campus	142

BOARD

15-059	Apply to the State Board of Education for Approval of the Certificate in Manual Machining for Portland Community College	145
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15-060	Portland Community College, Multnomah, Clackamas, Columbia, Yamhill and Washington Counties, Oregon Authorizing the Issuance, Sale and Delivery of General Obligation Refunding Bonds; Designating an Authorized Representative, Delegating the Approval and Distribution of the Preliminary and Final Official Statements; Authorizing Execution of Bonds and Related Matters.....	146
15-061	Name the Basketball Court at Cascade Campus in Honor of the Late Harold C. Williams Sr.	157

Non-Consent Agenda: Vote will be by poll of the Board of Directors

15-062	Adopt Portland Community College Board of Directors 2014-2015 Goals.....	160
15-063	Adopt Portland Community College Strategic Plan.....	162

8:25 PM **Public Comment on Non-Agenda Items** (A sign-up sheet is on a table at the entrance of the meeting room.)

8:30 PM **Reports** (5 minutes each)
 Faculty
 Classified
 Students
 Board Members
 President

8:55 PM **Adjournment**

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

PLANNING AND BUSINESS SESSION
September 18, 2014
Rock Creek Campus
Building 9, Room 122 B and C
17705 NW Springville Road, Portland, OR 97229

MINUTES

PLANNING SESSION

Board members met for a planning session to discuss board development, priority setting, and set the board goals for 2014-2015.

EXECUTIVE SESSION

The Board of Directors met at 5:30pm in accordance with ORS 192.660 (2) - (a) Employment of a Public Official, (e) Real Property Transactions, (f) Information Exempt from Public Disclosure (Attorney-Client Privilege) and (h) Litigation

BOARD ATTENDANCE

Denise Frisbee, Jim Harper, Vice Chair Madden, Chair Deanna Palm, Gene Pitts, Kali Thorne-Ladd, Courtney Wilton

CALL TO ORDER

Chair Palm called the business meeting to order at 6:10 pm and invited all present to introduce themselves.

APPROVAL OF THE MINUTES

The August 21, 2014 Board Meeting minutes were approved as published. Harper/Ladd

APPROVAL OF THE AGENDA

The agenda was approved as published. Frisbee/Harper

INFORMATION SESSIONS

Preview of the Year

Dr. Jeremy Brown, President

Dr. Brown gave a preview for the upcoming year. Some assumptions he noted were: students first, quality education, accessibility to our campuses and courses, value, a commitment to diversity and equity, meeting needs of local economy, and a commitment to sustainability.

He listed some of the major objectives for the upcoming year. The first is finalizing the strategic plan. We hope to present it to the board this Fall for approval. The next phase will involve the prioritization of the different elements within the plan and engaging the campus communities. The second objective is the biennium budget; there will be a lot of work with advocacy at the Governor's office, the legislature and our communities. We will begin putting together the report for Accreditation with the on site visit scheduled in April 2015. Work will begin on projections with enrollment in programs which will help with budget planning. An

external consultant will be at various campuses later this month to provide a review of technology operations, governance and structure. They will be using a lot of data from other institutions as well as also engaging focus groups. We are engaging residents in Columbia County to determine their needs and desires for a center there. The Advancement Office will play a role in government relations this year. Recruitment efforts are in place to recruit traditional students in the 52 high schools within our district. We are undergoing a space utilization study to determine our current classroom usage and comparing them with standards that are used in various states. There will be two senior level searches that Chris Chairsell will manage; these are Wing-Kit's replacement and president of the Sylvania Campus. HECC and OEIB initiatives have been and continue to be monitored by staff in regards to higher education. Discussions will start regarding academic programs with respect to the needs of local businesses and how they fit in to what we currently offer.

Enrollment Update

Dr. Chris Chairsell, Vice President, Academic and Student Affairs and Laura Massey, Director, Institutional Effectiveness

Laura Massey gave an update on past and current enrollment data and trends. A few things to note are we peaked in enrollment in 2011-12 with a 44% increase and there is a strong relationship to FTE and recessions/unemployment rates. The distribution of FTE makes up 56% of our lower division transfer courses, with the other 44% being Development Education, Career Tech Education, and All Others. For fall, the College is down about 4.8%, which is better than predicted. By the end of this term, we will have well over 40% of our 2014-15 annual FTE will be measured. At the end of 2013-2014, we were on target for what we predicted. Although enrollment is declining, we knew that would be happening. The other thing happening at the same time is that we are increasing our capacity from the bond. The good news is even though enrollments are declining, we are still way above what we thought we would need to operationalize these buildings. We are able to delivery instruction and student services better than ever because of the bond. Swan Island opened, and we transferred very specific and appropriate programs to the island and that is going to expand our capacity not only for traditional education but for workforce development. We also have SE Campus that is growing into our fourth comprehensive campus, increasing capacity there. As Dr. Brown has noted, our budget and expenses have been conservative but also appropriate. We budgeted for a 7% decline, so we are in good shape. In this coming year, we will be looking into the campus and the program enrollments. We want to be sure to ensure efficiency and access. We are looking for a unique opportunity to rebalance the college programs so that students across our district have access to really dynamic programs, while at the same time ensure that at each campus a student will be able to complete their AAOT. We will begin to look at new programs to address the emerging industries here in Portland and the Northwest. Director Wilton asked how the college was being proactive about managing budget. Dr. Chairsell responded that a lot of it is managing positions. On a college wide basis on both the instruction and student services side, we are looking where the enrollments are and where the part-time and full-time faculty ratio in the department. There is a plan to hire around 25 faculty members this year. We are taking advantage of doing full-time, 1-year temporary employment because we just don't know. Director Ladd asked how we compare with other metro regions in terms of growth and decline. Dr. Chairsell noted that the decline in enrollment is a national occurrence. We are better off than anyone in Oregon, but it is hard to compare with the rural areas. On average we grew more than most urban areas around the country, part of that was because Oregon was hit a little harder in the recession. Other large urban areas have been declining for a

couple of years now, for more than 6%.

PCC Bond Program Update

Sylvia Kelley, Vice President and Linda Degman, Director, Bond Program

Ms. Kelley listed the key objectives for the Bond as approved by Resolution 08-075. Linda Degman updated the board on how campus bond needs are being met and the timeline for that work. Updates have been made to CTE at Rock Creek, Sylvania, and Cascade. College transfer classes and labs have been renovated or will be renovated on all campuses by fall 2014. On the Student Services side, Answer Centers will be open on each campus to help better serve our students. Also, we are now offering child care at Cascade through the Albina Headstart, we are planning for childcare at Southeast. Student areas to enhance student life have been upgraded or renovated.

There have been technology upgrades to classrooms, wireless access, VoIP, and new computers for student use in various areas on the campuses. There has been other work on various buildings throughout the District adding classroom space, parking and improving ADA accessibility.

Enrollment baseline for the bond in 2006 was estimated at 23,000 FTE. The final FTE that was needed at completion of the bond is 28,000 FTE, based on updated state resources (CCSF) level. For 2013-2014 academic year, PCC was at 31,900 FTE.

Advancement Update

Rob Wagner, Associate Vice President, Advancement

Mr. Wagner presented an update to the board members on the advancement office. He outlined the role of Advancement to share the Strategic Plan with the internal and external college stakeholders. He gave an update on Government Relations and updates from Salem on various committees and the budget. The Foundation raised almost \$3M, which is a record. They distributed over \$1M in scholarships for the first time. He mentioned a few upcoming events, which are all on the board of director calendar.

PUBLIC COMMENT ON AGENDA ITEMS

Steve Buckstein, Senior Policy Analyst & Founder, Cascade Policy Institute made public comment 15-042 Resolution In Support of the Oregon Opportunity Initiative. He provided his testimony to the Board of Directors.

Good evening, Chair Palm and members of the Board. My name is Steve Buckstein. I'm Senior Policy Analyst and founder of Cascade Policy Institute, a public policy research organization based in Portland. I urge you to reject this Resolution for the following reasons:

First, you have no assurance that any funds generated by the Opportunity Initiative won't simply replace funds the legislature already allocates to higher education. Plus, there's no assurance that one community college student will benefit. Decisions about what, if any, funding will benefit specific students will be left to some unnamed public body, subject to the same lobbying efforts the legislature faces now.

Second, even if the Opportunity Initiative helps some students in the short run, it will make the whole system less affordable in the long run. Such third-party payments from states and the federal government are a big part of the reason that college costs and student debt are

rising rapidly. I'm sure you work hard to keep student prices under control. But, to the extent that Measure 86 puts more taxpayer money in student pockets, it will take some pressure off you to do so.

Third, I'm not sure voters understand that even if the Treasurer's optimistic investment assumptions for Measure 86 work out, income taxpayers will be on the hook to repay all the principal and interest on any bonds issued by the state for decades into the future. Before asking taxpayers to repay those bonds for the next thirty years, you might consider how technology is beginning to reduce higher education costs. One Oregonian who recognizes the power of the coming technological revolution is the chief sponsor of the Oregon Opportunity Initiative himself, Treasurer Wheeler. Last October in a public meeting, he criticized the university system for being... "...very slow to adapt the opportunities around technology." He said that "there's a lot of institutional inertia in the university system just as there is in Salem. And, all of these new technologies have opened up new windows to learning that do not require a student to even be in the same state." He noted that online programs such as iTunes University on his own smartphone "don't cost...a cent" and are a "game changer" that "undercut the entire economic model of the university system as it currently exists today." So, if technology will put downward pressure on college costs, why saddle Oregon taxpayers with perhaps one hundred million dollars or more in debt over the next 30 years to fund the current high-cost model?

Finally, based on recent ACT test scores, only 30 percent of Oregon's high school graduates are competent enough at English, reading, math and science to pass freshman college classes. Before you encourage more spending on higher education, shouldn't we find ways for our public school system to prepare most college-bound students to actually succeed there? Otherwise, we're just paying twice for remedial courses to teach college students what they should have learned in high school. Wouldn't you rather see every new PCC student ready for college-level courses, rather than dump more of your limited budget into teaching them what they should already know?

In conclusion, whatever the value of a college degree is to an individual, it's becoming clear that Opportunity Initiative state funding of those degrees is likely to cost taxpayers more than they gain. I urge you to reject the Oregon Opportunity Initiative.

BUSINESS MEETING

Chair Palm proposed approval of Resolutions 15-033 through 15-039 that are on the consent agenda. The motion passed unanimously. Harper/Wilton

Roll Call vote taken on the following resolutions that were on the Non Consent Agenda:

Dr. Brown asked Randy McEwen and Wing-Kit Chung to come forward and update the Board of Directors on this item. They explained that the resolution was asking for increased authorization for work to be performed by Howard S. Wright on the Sylvania Bond Program. They reminded the Board that with Resolution 10-077, there was an authorization of the CM/GC process and made certain findings as to why that was appropriate. That was necessary because under Oregon contracting law, the hard bid is the standard way and the Board must ratify findings in a public hearing process to authorize other alternative contracting methods. In Resolution 10-097, the Board

authorized the selection of Howard S. Wright at the construction manager/general contractor for the Sylvania Bond Program. There were eight proposers for the selection and they included Howard S. Wright, Skanska, Anderson, Hoffman, Colas, Emerick, Lease Crutcher Lewis, Fortis and Turner. The finalists were narrowed based on evaluation of the written proposals, Howard S. Wright, Hoffman and Fortis. Ultimately the staff recommendation was Howard S. Wright with which the Board approved in Resolution 10-097. The reason that the staff proposed the CM/GC method at Sylvania was because the nature of the work is sustainably renovation. Instruction has to continue during the construction work and the potential for disruption is very great in a hard bid environment, where the contractor is expected to get work done on a schedule determined in advance. The second reason is that, staff believed then and still do, the CM/GC method would result in the lowest overall total cost. . Also, the CM/GC method would allow the College to achieve board values in dimensions other than just cost. For example, those were safety, economic development specifically the growth in contractor capacity utilizing the power that the Bond Program presented as well as more specifically opportunity for greater MWESB contractor participation. Critically, although we thought this was important in 2010, it has proven far more important than we originally estimated. That is the opportunity for greater involvement in the planning and actual execution of the work. Linda Degman has described the domino effect because there is no new construction at Sylvania and having to move from area to area that is in of itself disruptive. The challenge is to handle that in a way that is responsive to the College's needs with the CMGC as opposed to a hard bid contractor's needs. Finally, we felt going in that the hard bid environment is difficult to introduce constructability input into the A & E process. Typically, bid packages are created as to not allow for opportunities that having a general contractor on board can allow. At any rate, there was an omission in Resolution 10-097, that in the wording, we implied that the package for Sylvania was \$21 million, we left out the word 'initial' to describe that it was only the initial package. History will show that our behavior is honorable, because over time we have brought subsequent additions to the package. Those additions are not changes in scope, with two exceptions. They are different bodies of work that were in the base Sylvania plan from the beginning. There have been many versions of the Bond Program budget with the beginning versions showing a fill cost estimate for direct construction of \$36 million that preceded these resolutions. With the cost escalation over the years, the cost of the original scope is budgeted as \$41 million. There have been two major scope changes. One was the American Recovery and Reinvestment Act, the federal stimulus funds. The staff recommendation, then and now, was and would be that we not bid it because the environment was that the opportunity for the funding came very quickly, the interest was in getting people back to work, quickly. We were able to demonstrate that we could accomplish this, therefore received a substantial benefit of the monies. Because we had the A & E and General Contractor team in place, we could responsible execute projects that were already high priority. The second scope change was seismic upgrades to three Sylvania buildings. Staff would not have recommended hard bid because those areas are being worked on now by Howard S. Wright. To introduce a hard bid contractor to a fee based environment is an invitation for disaster. The hard bid contractor will quite likely have delay and disruption with a cost to the College.

15-040 Authorization for Howard S. Wright Constructors to Provide
Construction Services for Renovations and Sitework for the
Sylvania Campus Bond Project

(Yes: Denise Frisbee, Jim Harper, Ken Madden, Deanna Palm, Gene Pitts, Kali Thorne-Ladd; No: Courtney Wilton)

Comments:

Director Wilton thanked staff for responses to his earlier questions. His concern isn't the fact that this is a CM/GC. The issue he has is that when the scope is changed from the initial process which was originally to cost \$36 million and now we are up to about \$50 million, which seems to be a pretty big jump. The background material stated that the program prefers to work with one CM/GC per campus. There are some advantages to it, but here is the counter argument, when there is a material change to an existing contract like this, probably should think about going out and doing another CM/GC process for that change. There is transparency in doing that. About \$10 million that is in the scope change, had we gone out and done a CM/GC on that \$10 million we may have ended up with the same contractor, but at least we would have gone through a process, which there is a benefit to doing that.

Director Madden commented that dealing on the other end of this process, he understands Director Wilton's issues and concerns. When you start switching general contractors you have warranty issues that may come up later down the line. Procurement in construction is extremely hard to manage. Director Madden is impressed with the way the College has handled the bond projects. He agrees with the process because he has seen change orders blow up tremendously on projects. It is common for contractors to increase the bid when there is not a project manager onsite.

Wing-Kit Chung added by stating that he had many discussions with Randy McEwen on the issues that Director Wilton raised here. If we were to get a second or third CM/GC on this change of scope we would need more internal resources to manage these CM/GC's because their jobs would be touching the same locations on campus. This would have created huge administrative challenges for us and Howard S Wright with relatively high risks of coordination lags of many complex projects leading to delays and cost overruns. We determined that this is not the best interest for the College.

15-041

Board Resolution for Executive Officer Compensation and Benefit Adjustments for FY2014-15

(Yes: Denise Frisbee, Jim Harper, Ken Madden, Deanna Palm, Gene Pitts, Kali Thorne-Ladd; No: Courtney Wilton)

Comments:

Dr. Brown prefaced the discussion reminding the Board Members that this resolution was tabled at the last board meeting. A review of the materials presented at the last meeting stated that the salaries for executives were reviewed by the President's Advisory Council on Managers and Confidential Compensation (PACMAAC), they recommended salary increases that were similar to that of Manager and Confidential employees. Upon further review we noted that in comparison to eight other institutions that are comparable in size with regards to FTE, budgets, and multi-campus structure PCC salaries lagged just under an average of 24%. Dr. Brown would like to see some adjustments toward achieving parity that are within markets that tie into Board Policy B302 that within resources reasonably available, which are in the budget. One of the things that are important to recognize is that salaries are never complete satisfiers, but it does send a message to the people working for us, that they are appreciated and their work and value is recognized.

These increases also help with recruiting for these crucial positions. In addition, when salaries lag behind comparative markets we have a hard time retaining folks. Unless we move forward on this Resolution we will continue to lag behind each year. Dr. Brown noted that if the resolution passes, it is his intention to move it forward that in a way, that over 5 or 6 years we can get back to parity within the markets as we see fit. This year there are currently four people who will be affected by this judgment. It sends a good message that in moving forward to market that we do so in a way that is also reflective with the performance of the executives we have on the staff. This is the right move for PCC to make and reflective of the terrific executives we have here at PCC.

Director Harper commented that at the board meeting he was the one who asked to have it taken off the consent agenda so that they could think about it. His background as an HR Director that this is so important, we have excellent executive managers here at PCC. Need to be sure what the intent is of this resolution. He noted that need to be careful not to forget the year to year movement, and just concentrate on bringing back up to the range. We need to stage in touch with what the compensation should look like on an annual basis, but will then work over the 5 or 6 years to increase us back to parity.

Director Ladd inquired if this was budgeted for. Reflecting about it, it is important to have competitive salaries to attract diverse candidates to positions such as this. Diversity of candidates matters a lot to Director Thorne-Ladd and getting to parity is tethered to that.

Director Wilton noted he was uncomfortable with approving this resolution. He noted he is not uncomfortable giving the highest paid employees of the college an adjustment similar to what other college employees are getting. He is uncomfortable giving them an additional 24% on top of it. That is essentially what is proposed here. At the last meeting, it was discussed that it would be phased in over three years, which is wise. Nonetheless, those that make the most are going to get significantly more than other college employees. He feels it is inequitable, nationwide the gap between the rich and the poor is getting worse every year. That is not PCC's fault, but we should be sensitive to it. This proposal isn't. It gives those that make the absolute most a significantly higher amount of raise than others are getting. That is problematic from a leadership standpoint and undercuts our message to legislature. From an equity standpoint it is not the right move.

Director Madden noted that the thing that draws him back is that Faculty members have a collective bargain group that works towards their representation. Unfortunately, this group is not represented. The disparity with market is an issue, but the problem is that if you allow that disparity to keep growing, we will be in a problem of finding and recruiting the top people. This segment is diminishing in quality and size and he doesn't feel that the college should be in a deficient when it comes to finding good people.

Director Pitts stated that with the very difficult environment we find ourselves in, strong leadership is an imperative here. He noted he is very supportive of ensuring that we are able to recruit the best and the brightest. He is in support of this resolution.

Director Palm said that retention is most important in her mind. Spending time, effort and energy to bring the right person to position, you like to keep them there. She reiterated that everybody at PCC works so very hard and she appreciates the work all do. From a

team perspective, there is a lot of time building it, and it is rough when a member of that team chooses to go somewhere else. If we can keep the team, we do make great strides together.

15-042 Resolution In Support of the Oregon Opportunity Initiative
(Yes: Denise Frisbee, Jim Harper, Ken Madden, Deanna Palm,
Kali Thorne-Ladd; No: Gene Pitts, Courtney Wilton)

Comments:

Director Wilton stated that he does not support this resolution for a couple of reasons. The first is that the timing is very bad in terms of the mechanics of it. Essentially what is being proposed is a bond measure, the proceeds of which are invested in the stock market. The hope is that the stock market return will be significant such that we end up with higher opportunity grant than would otherwise would. It is possible. It is also possible it will not work out. The market has essentially tripled from the low point. We would be buying in at a high level. It gets into what will the return be. He believes the Treasurer is well-intentioned. He is trying to do the right thing and it is appreciated. The larger issue the funding is not adequate, so instead dealing with the issue head on to increase funding for higher education in Oregon, issues like this are being created. These approaches are awkward and not without risk. He is hopeful the legislature will look at tax structure and some other things which lead to getting a funding level that is not adequate.

Director Gene Pitts prefaced his remarks by saying that he was here tonight as a Board Member, but also as a father with a daughter carrying significant post-secondary educational debt. When she decided to pursue her dream career, she understood that it would come at a cost, and she made a conscious decision to pursue it with that in mind. She did not expect anyone else to assume that responsibility – she knew that she owned it. He is very proud of her for so many reasons, particularly for her sense of responsibility and accountability.

There is no doubt that students are graduating with an ever-increasing debt, due in part to increasing costs of education. There is a debt component, but there is also a cost component. What does this initiative do to address the cost component? Nothing. Despite the assurances that this initiative will not cost the Oregon taxpayers, at least at the state level, we cannot print money. Treasurer Wheeler states that “The State will be responsible for repaying the bonds”, but we should all remember that the state only has monies to spend that it extracts from its taxpayers. When the demand increases for this funding, and it will, my belief is that the taxpayers will once again be called upon to make the sacrifice to pay yet more in order to replenish it.

Lastly, what are we doing to help answer the cost side of the equation? My belief is that technology can help address much of the issue if we have the wherewithal to think differently. We have a responsibility to our taxpayers to deliver a quality product at a reasonable price. There is no doubt in my mind that we are delivering a quality product in the form of educating our students. The remaining component is thinking differently about how we deliver education. We do not necessarily need to build a brick and mortar classroom when enrollments increase. Technology can enable virtual classrooms for certain classes that do not require hands-on training or lab work.

It is with these concerns that I am respectfully voting NO on this item.

Director Ladd commented that we have a city in a community with huge disparity. They cut very sharply on racial lines. There is a tale of two cities in Portland and it carries out throughout the State. There are some people who have access to opportunity and some that do not. It is systemic; it is due to structural things, by looking at the history of Oregon one can understand why it exists. Her father was a first generation college student and he would have never attended college were it not for grants and opportunities. Her husband is a first generation college student and he would have not college if

it were for access to things. He had to overcome a lot of different impressions, even people telling him he could never go to college because of the color of their skin. She believes that we need to be creative and explore options that allow students to have opportunities to access college. It may not be perfect, there is a cost issue. She is tired of waiting around for people to fix this big system. There has been tax reform talk, haven't seen anything on it. There are communities that are suffering because of it. It is perpetuated over decades. She doesn't know if this is the perfect solution, but she cannot in good faith vote against something that has the potential to give opportunity to students that need it most. She will be voting in support of it.

Director Frisbee will also be voting in support of the resolution. Treasurer Wheeler said it very clearly at the meeting. He noted that the ideal way would be for the Legislature at the State to fund the kind of public education and higher education that it used to fund. Such things as the GI Bill, we have come to see that it is a public good to educate and offer support to educate our citizens. Over time, the legislature has stepped further and further back from that. She thinks that funding higher education is an obligation. She is also like Director Ladd, that anything moving this forward. She doesn't think this is perfect but she appreciates all the comments. There are some issues in it that will need to be addressed. Anything that increases the burden on the state to contribute towards higher education and the obligation on this state is a value. For that reason she will be voting yes.

Director Harper commented that he attended when this was an idea made public. The Treasurer is really proactive, and has looked hard at what can be done. Something needs to be done. He has confidence and faith in the program that has been put together and he noted that he will be supporting it.

PUBLIC COMMENT ON NON-AGENDA ITEMS

Michael Sonnelitner made comments on Strategic Planning. He commented he is worried about the morale, beyond the details of the plan. Morale for the Executive officers has been addressed tonight by giving them a pay raise. He respects that, and personally would have voted with Director Wilton. There is a severe moral problem in the crew of the Starship Opportunity. He senses it every day in the work place. We will have the data on how many folks actually participated in the breakout sessions at In-Service. He suspects it was less than 50% of those who attended. He sees wide spread disillusionment, a feeling of no matter what I say it won't be heard so why bother. There is dissatisfaction that was expressed during the meetings regarding the language in the Strategic Plan. It was perceived as being far more balanced towards business, treating education as business, instead of as creative enterprise that fosters critical thinking as a primary process. Bottom line, morale is not good, and he would like to suggest to the board that it is a mistake if the plan is being considered for adoption in October. Particularly at a work session where there is no opportunity for public commentary, it would be far better sociology in terms of morale with the rank and file if this could be postponed to the November 20 meeting. In part, that would come after the next SAC In-Service meetings. The meetings are full day and give peers an opportunity to share with one another all sorts of issues. This could be a real treat rather than a trick. It could be an opportunity to give wide-spread input and buy-in, if that is what is needed, for the strategic plan. In terms of morale alone, for the rank and file, of the crew of the Starship he strongly urges the Board to not in haste and considers the variety of arguments that have been put forward. Don't act in haste.

REPORTS

Faculty

Frank Goulard, President, AP and Faculty Federation

He reported that everyone has been busy this week of In-Services at all the campuses and

centers. There were part-time faculty in-services every evening. Great turnouts at the campus in-services. He appreciates the comments on Michael Sonnelitner, regarding morale, it is mixed. When talking with classified or faculty there is always the semi-objective observation of the “haves and the have-nots”. He is not lumping PCC executive managers into the “haves” or the 1%, but we all need to be mindful. There will also be the feedback from the classified custodian who earns \$22,000 a year. How much is enough if someone earns \$85,000 as a top step faculty member or \$100 X thousand as an executive. How much more is enough? We should always be mindful of this. We do not want to lose our leaders; we have a bunch of great leaders that have just come on board in the last several months. That shows how attractive it is to come to PCC at whatever level our compensation and benefits packages are today.

He invited all the board members to attend the Federation and Faculty Back to School BBQ at Willamette Park on Friday, September 26 from 5:00-8:00. SAC In-Service Day is planned for October 29 throughout the District. Strategic Plan is a focus on their radar and it would be appreciated if approval of the plan was held off until November.

Classified

Deborah Hall, President, Classified Union

She commented that she was happy to have Dr. Brown at In-Service this year. It felt very well received by folks. Classified staff members were glad to be able to participate in the Strategic Planning process at In-Service. She also asked for more time on approving the Strategic Plan. She touched on the disparity of salary, and that it takes a classified staff person 17 years to reach their top potential salary. While market may be this because we have 17 steps, traditionally as employers look at the value of a job, you are looking more towards the end and not the beginning. What does that say if we are trying to cover a short period of time bring folks within market? We need to think about those things.

Board Members

Director Ladd reiterated the fact that she believes every person who works at PCC is valuable, and she does notice the income disparity at PCC and what certain positions pay. As a board member, she wants to know what she can do to better support the classified staff and faculty members because they are vital to the college. At the same time she also supports the management staff. She feels the tension around it and understands how real it is, and that it is a problem outside of PCC.

Chair Palm noted that the Board is on a timeline to approve the strategic plan in November.

President

Dr. Brown noted the PCC Foundation Golf event was great with 220 golfers and 56 teams, raising nearly \$140,000. He thanked all the board members who attended various events on behalf of the college.

The Boeing Company offered paid internships to all twelve of our PCC Rock Creek Aviation Maintenance Technology students who applied.

PCC was ranked number 5 in the nation for awarding AA degrees. The Maker's Space at Sylvania got some great press from CNN recently.

We have gotten approval on being the contracting college for OCCC. Dr. Brown will be serving on the Board of Directors for Oregon Institute of Technology.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:16 pm.

NEXT MEETING

The next business meeting of the Portland Community College Board of Directors will be held on October 16, 2014 at 7:30 PM at the Sylvania Campus.

Deanna Palm, Chair

Dr. Jeremy Brown, President

Prepared by:

Jeannie Moton, Assistant to Board of Directors

Minutes approved on November 20, 2014

November 20, 2014

15-046

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)- **Bradley Fortier**

Illumination Project Coordinator

Office of the Dean of Student Development, Sylvania Campus

Annual Salary: \$44,116 Grade: 3 Step: 3

Effective: November 3, 2014 to August 31, 2015

Education: Portland State University MA 2008
 Interdisciplinary Studies
 Portland State University BS 2005
 Anthropology

Most Recent

Experience: Portland Community College
 Instructor, Theater (Adjunct)

Applicant Flow: Article 3.64 Appointment

2. Academic Professional Appointment – **Jennifer Gossett**

Accessibility Specialist

Academic and Student Affairs

Annual Salary: \$50,037 Grade: 5 Step: 3

Effective: October 31, 2014

Education: Portland State University MS 2010
 Educational Leadership and Policy
 Western Washington University BA 2004
 Sociology

Most Recent

Experience: WHPacific, Inc.
 Accessibility Specialist

Applicant Flow: Gender Ethnicity
 23 Male 53 White (not of Hispanic Origin)

46	Female	2	Black or African American
5	Not Disclosed	2	Asian
		7	Hispanic/Latino
		1	Two or More
		9	Not Disclosed
<hr/> 74 Total		<hr/> 74 Total	

3. Academic Professional Appointment- **Regena Jones**

Women's Resource Center Assistant Coordinator

Office of the Dean of Student Development, Cascade Campus

Annual Salary: \$44,116

Grade: 3

Step: 3

Effective: October 3, 2014

Education: Portland State University
Social Science

BS 2010

Most Recent

Experience: Portland Community College
Office Assistant II – Women's Resource Center

Applicant Flow:	Gender	Ethnicity
2	Male	72 White (not of Hispanic Origin)
102	Female	3 Black or African American
5	Not Disclosed	2 Asian
		7 Hispanic/Latino
		2 American Indian/Alaskan Native
		1 Native Hawaiian/Pacific Islander
		6 Two or More
		16 Not Disclosed
<hr/> 109 Total		<hr/> 109 Total

4. Academic Professional Appointment (Temporary)- **Jeff Lamont**

Student Conduct and Retention Coordinator

Office of the Dean of Student Development, Rock Creek Campus

Annual Salary: \$48,629

Grade: 4

Step: 4

Effective: November 10, 2014 to June 20, 2015

Most Recent

Experience: Portland Community College
Instructor, Theater (Adjunct)

Applicant Flow: Article 3.64 Appointment

5. Academic Professional Appointment (Temporary)- **Melanie Montoya**

Student Resource Specialist

Office of the Dean of Student Development, Cascade Campus

Annual Salary: \$42,624

Grade: 3

Step: 2

Effective: October 7, 2014 to August 31, 2015

Education: University of New Mexico MA 2011
Counseling
University of Oregon BS 2001
Philosophy; Religious Studies

Most Recent
Experience: Portland Community College
Learning Skills Specialist

Applicant Flow: Article 3.64 Appointment

6. Academic Professional Appointment (Temporary)- William Paisley

Student Resource Specialist

Office of the Dean of Instruction, Southeast/Extended Learning Campus

Annual Salary: \$41,184 Grade: 3 Step: 1

Effective: November 10, 2014 to June 30, 2015

Education: San Jose State University MA 2008
English
University of California BA 2002
English

Most Recent
Experience: Portland Community College
Instructor, Writing and Reading(Adjunct)

Applicant Flow: Article 3.64 Appointment

7. Faculty Appointment (Temporary)– Michael McGovern

Instructor, Art/Printmaking

Visual and Performing Arts and Design Division, Sylvania Campus

Annual Salary: \$299.81 per day Step: 3

Effective: January 5, 2015 to June 20, 2015 (2 term daily rate)

Education: Northern Illinois University MFA 2009
Art/Printmaking
Pacific Northwest College of Art BFA 2002
Photography/Printmaking

Most Recent
Experience: Portland Community College
Instructor, Art (Adjunct)

Applicant Flow: Article 3.64
Appointment

**ETHNIC AND GENDER DESCRIPTION OF STAFF
PROPOSED TO BE HIRED IN *November 20, 2014* PERSONNEL REPORT**

Male	4
Female	3
	<hr/> 7
White (not of Hispanic Origin)	5
Black or African American	1
Hispanic/Latino	1
	<hr/> 7

November 20, 2014

15-047

COMMENDATION OF RETIRING EMPLOYEE –
MARILYN ALEXANDER

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Marilyn Alexander has performed faithfully in her duties as a Full Time Faculty in Landscape Technology for Portland Community College since June 23, 2003. She retires effective December 31, 2014.

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

November 20, 2014

15-048

COMMENDATION OF RETIRING EMPLOYEE –
ROBIN BURWELL

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Robin Burwell has performed faithfully in her duties as a Technical Learning Skills Specialist and Specialist in Student Resources for Portland Community College since March 3, 1990. She retires effective November 28, 2014.

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

November 20, 2014

15-049

COMMENDATION OF RETIRING EMPLOYEE –
TERRELL (TERRY) FOTY

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Terry Foty has performed faithfully in his duties as an Instructor in Computer Information Systems for Portland Community College since March 27, 1995. He retires effective December 31, 2014.

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

November 20, 2014

15-050

COMMENDATION OF RETIRING EMPLOYEE –
CECELIA GUINEE

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Marilyn Alexander has performed faithfully in her duties as a Part Time and Full Time Instructor in Developmental Education/English for Portland Community College since September 24, 1996. She retires effective December 15, 2014.

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

November 20, 2014

15-051

COMMENDATION OF RETIRING EMPLOYEE –
KIRKE JOHNSON

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Kirke Johnson has performed faithfully in his duties as a Programmer Analyst, Internet Specialist, Technology Specialist and Systems Analyst I for Portland Community College since July 1, 1987. He retires effective October 31, 2014.

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

November 20, 2014

15-052

COMMENDATION OF RETIRING EMPLOYEE –
MAUREEN JUDGE-MORRIS

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Maureen Judge-Morris has performed faithfully in her duties as an Employment Training Supervisor, Employment Training Coordinator and Employment Services Manager for Portland Community College from July 22, 1991 to May 1, 1996 and again from July 19, 1999 through November 26, 2014. She retires effective November 26, 2014.

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

November 20, 2014

15-053

COMMENDATION OF RETIRING EMPLOYEE –
SANDRA SCHRAMM

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Sandra Schramm has performed faithfully in her duties as the Director of Occupational Programs for Portland Community College since September 5, 1995. She retires effective December 1, 2014.

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

November 20, 2014

15-054

COMMENDATION OF RETIRING EMPLOYEE –
PATRICIA STRIBLING

PREPARED BY: Human Resource Department Staff

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Patricia Stribling has performed faithfully in her duties as a Bookstore Supervisor and Sr. Bookstore Operations Assistant for Portland Community College since June 22, 1992. She retires effective December 1, 2014.

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

November 20, 2014

15-055

CONTINUOUS APPOINTMENT: FACULTY & ACADEMIC
PROFESSIONALS

PREPARED BY: Nancy Cloud, Assistant, Human Resources

APPROVED BY: Sylvia Kelley, Vice President
Dr. Jeremy Brown, President

The President RECOMMENDS that the following Faculty and Academic Professionals, having fulfilled the required probationary period, be granted continuous appointment, effective September 1, 2014:

Continuous Appointments	Job Title
Rebecca Lewis	Advisor/Financial Aid
Lindsay Plesha	Advisor/Financial Aid
Rachael Smith	Advisor/Financial Aid

Special Continuous Appointments	Job Title
Scott Lowrey	GED Instructor

November 20, 2014

15-056

AUTHORIZATION FOR HOFFMAN CONSTRUCTION
TO PROVIDE CONSTRUCTION SERVICES FOR
TERRELL HALL MECHANICAL UPGRADES FOR THE
CASCADE CAMPUS 2008 BOND PROGRAM

PREPARED BY: Kathy Kiaunis, Finance Manager, Bond Program

FINANCIAL
RESPONSIBILITY: Linda Degman, Director, Bond Program

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

REPORT: With Board Resolution 12-060, the Board of Directors adopted the findings and approved the exemption to authorize the use of the CM/GC alternative contracting method for Cascade Campus.

After a formal Request for Proposals process, per Resolution 12-087, the Board awarded the Construction Manager/General Contractor contract for the Cascade Campus 2008 bond program to Hoffman Construction, for an initial amount of \$500,000.

Resolutions authorized to date include 13-028 (\$2,798,824), and 13-058 (\$4,322,332) for the underground parking structure, and 13-054 (\$641,637) for the Paragon project, 13-067 (\$1,200,446) for security improvements and surface parking, 13-077 (\$29,264,830) and 13-091 (\$1,100,000) for the balance of the underground parking structure, Academic Building and Student Center projects, 14-118 (\$351,647) for TEB classrooms, and 14-133 (\$1,262,954) for generators, bringing the total authorization to date to \$41,442,670.

The air handling and condenser unit for Terrell Hall is in need of replacement. The Guaranteed Maximum Price (GMP) for this work is \$212,177. The work will be complete in early 2015. This resolution plus the earlier authorizations, totals \$41,654,847.

RECOMMENDATION: That the Board of Directors authorize Hoffman Construction to complete the Terrell Hall mechanical upgrades for \$212,177. The funds are from the 2008 Bond Program.

November 20, 2014

15-057

AUTHORIZE AN INCREASE TO EXISTING
TECHNOLOGY CONSULTING SERVICES CONTRACT
WITH VIRTUAL INFORMATION EXECUTIVES, LLC

PREPARED BY: Avelina Gulmatico, Procurement Coordinator, Bond Program

FINANCIAL
RESPONSIBILITY: Linda Degman, Director, Bond Program
Leslie Riester, Associate Vice President, Technology Solution Services

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

REPORT: In 2012-13, the College needed consulting help in upgrading its network infrastructure. After soliciting various requests for information from network consultants, the College contracted VIE to manage the Network Redesign Project (NRP), which included deploying new Enterprise Architecture (EA). The contract was awarded based on the existing cooperative contract with Washington State Department of Enterprise Services, reference #T12-MST. This competitive process was done by the State of Washington. The College Procurement Rules (CCR 214) allow the use of cooperative contracts without going through an additional competitive process. In prior board resolutions (BA 13-147 and BA 14-099 for the first two phases), the College awarded a total contract amount of \$850,000 to VIE.

The College has a need to continue working with Virtual Information Executives (VIE) for the completion of the Network Redesign Project (NRP), to complete the Enterprise Architecture, and fill-in as necessary for unexpected TSS technology management vacancies due to resignation, medical leave and retirement. VIE is providing project management, network design, and enterprise architecture consulting for NRP, as well as project management for supplemental work such as Active Directory implementation

Consulting services:

Approvals for this component of the work have been through two previous Board resolutions described above. To date \$606,000 has been spent on the Network Redesign Project (NRP) plan and Enterprise Architecture (EA) schematics. The work completed to date for the NRP includes the new network design plan phase and determining equipment procurement specifications. In order to complete the NRP, additional consulting services in the amount of \$407,000 are required for project management services, which includes equipment deployment, scheduled development, coordination, staff training, and transition to the new core network routers and firewall equipment. The NRP deployment is scheduled to be completed by September 30, 2015.

Management vacancy assistance:

TSS has had a need to hire VIE to help fill key management vacancies to keep these projects moving forward. In 2013 VIE provided operations assistance filling in for the Network Manager until TSS hired a permanent person into this position. Then in the fall of 2013 TSS Technical Services Division Manager went on medical leave, which lasted until fall of 2014. This medical leave was only supposed to last three months and turned into a year. Due to the unknown nature of the leave VIE continued to fill in for this crucial TSS position. The Division Manager announced his retirement effective September 1, 2014. The cost for these services to date is \$246,000. The College will need to continue to use VIE for this temporary operations role until a permanent replacement of Division Manager can be hired. The cost for this is estimated to be \$72,000, totaling \$318,000 for the vacancy assistance.

An additional \$ 481,000 is requested for VIE, for a revised contract total of \$ \$1,331,000. Of the requested amount, \$356,000 will be paid for by the General Fund , and the remaining amount of \$125,000 will be from 2008 Bond funds. Over 75% of the increased authority is to cover the unexpected operations vacancy assistance. The estimated contract increase exceeds the \$150,000 threshold, which will require Board of Directors approval.

The temporary operations assistance is also a crucial need to avoid delay of the NRP and VA projects.

RECOMMENDATION: That the Board of Directors approve additional funding and authorize the department staff to continue contracting with Virtual Information Executives for an additional \$481,000 (\$356,000 covered by the General Fund). The contract will be valid through September 30, 2015. Funding will be from the 2008 Bond Fund (\$125,000) and General Fund (\$356,000).

November 20, 2014

15-058

AUTHORIZE RIGHT OF WAY DEDICATION TO THE CITY OF
PORTLAND FOR PORTIONS OF PROPERTY ON SE 82ND AT THE
SOUTHEAST CAMPUS

PREPARED BY: Kathy Kiaunis, Finance Manager, Bond Program

FINANCIAL
RESPONSIBILITY: Linda Degman, Director, Bond Program

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

REPORT: As part of the 2008 Bond Program, the former U-Haul property was acquired to expand the Southeast Campus and provide parking as specified in the master plan. In order to receive approval from the City of Portland Bureau of Transportation to complete the improvements to the property for College use, a small portion of the property is required to be dedicated to the City as a right-of-way easement. The right-of-way area encompasses a 7' strip along the 220' length of the property, or approximately 1,540 square feet. This dedication will allow a 14' sidewalk corridor. Exhibit A of this resolution shows the affected property, along SE 82nd Avenue, north of SE Division Avenue. Exhibit A is the legal description and Exhibit B is the survey.

RECOMMENDATION: That the Board authorize the College President or his designee to negotiate the dedication of the specified right-of-way to the City of Portland.

RIGHT-OF-WAY DEDICATION (SE 82ND AVENUE)
PORTION OF DOCUMENT NO. 2012-154272
JOB NO. 310212.03
NOVEMBER 11, 2014

LEGAL DESCRIPTION

A 7 FOOT WIDE STRIP OF LAND BEING A PORTION OF THAT TRACT OF LAND DESCRIBED IN DEED TO PORTLAND COMMUNITY COLLEGE, A COMMUNITY COLLEGE DISTRICT EXISTING UNDER THE LAWS OF THE STATE OF OREGON (PCC) IN DOCUMENT NO. 2012-154272, MULTNOMAH COUNTY DEED RECORDS, LOCATED IN THE SOUTHEAST QUARTER OF SECTION 5, TOWNSHIP 1 SOUTH, RANGE 2 EAST, WILLAMETTE MERIDIAN, CITY OF PORTLAND, MULTNOMAH COUNTY, OREGON, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT THE SOUTHEAST CORNER OF SAID PCC TRACT, SAID POINT ALSO BEING ON THE WESTERLY RIGHT-OF-WAY LINE OF SE 82ND AVENUE (70 FEET WIDE) AND BEARS NORTH 01°31'05" EAST, 1056.00 FEET AND NORTH 87°23'38" WEST, 35.01 FEET FROM THE SOUTHEAST CORNER OF SAID SECTION 5, AS MARKED BY A 3.5" BRASS CAP IN MONUMENT BOX; THENCE ALONG THE SOUTHERLY LINE OF SAID PCC TRACT NORTH 87°23'38" WEST, 7.00 FEET TO A POINT BEING 7 FEET WESTERLY OF THE WESTERLY RIGHT-OF-WAY LINE OF SAID SE 82ND AVENUE, WHEN MEASURED PERPENDICULAR THERETO; THENCE PARALLEL WITH SAID WESTERLY RIGHT-OF-WAY LINE NORTH 01°31'05" EAST, 219.37 FEET TO THE NORTHERLY LINE OF SAID PCC TRACT; THENCE ALONG SAID NORTHERLY LINE SOUTH 88°40'34" EAST, 7.00 FEET TO SAID WESTERLY RIGHT-OF-WAY LINE OF SE 82ND AVENUE; THENCE ALONG SAID WESTERLY RIGHT-OF-WAY LINE SOUTH 01°31'05" WEST, 219.53 FEET TO THE **POINT OF BEGINNING**.

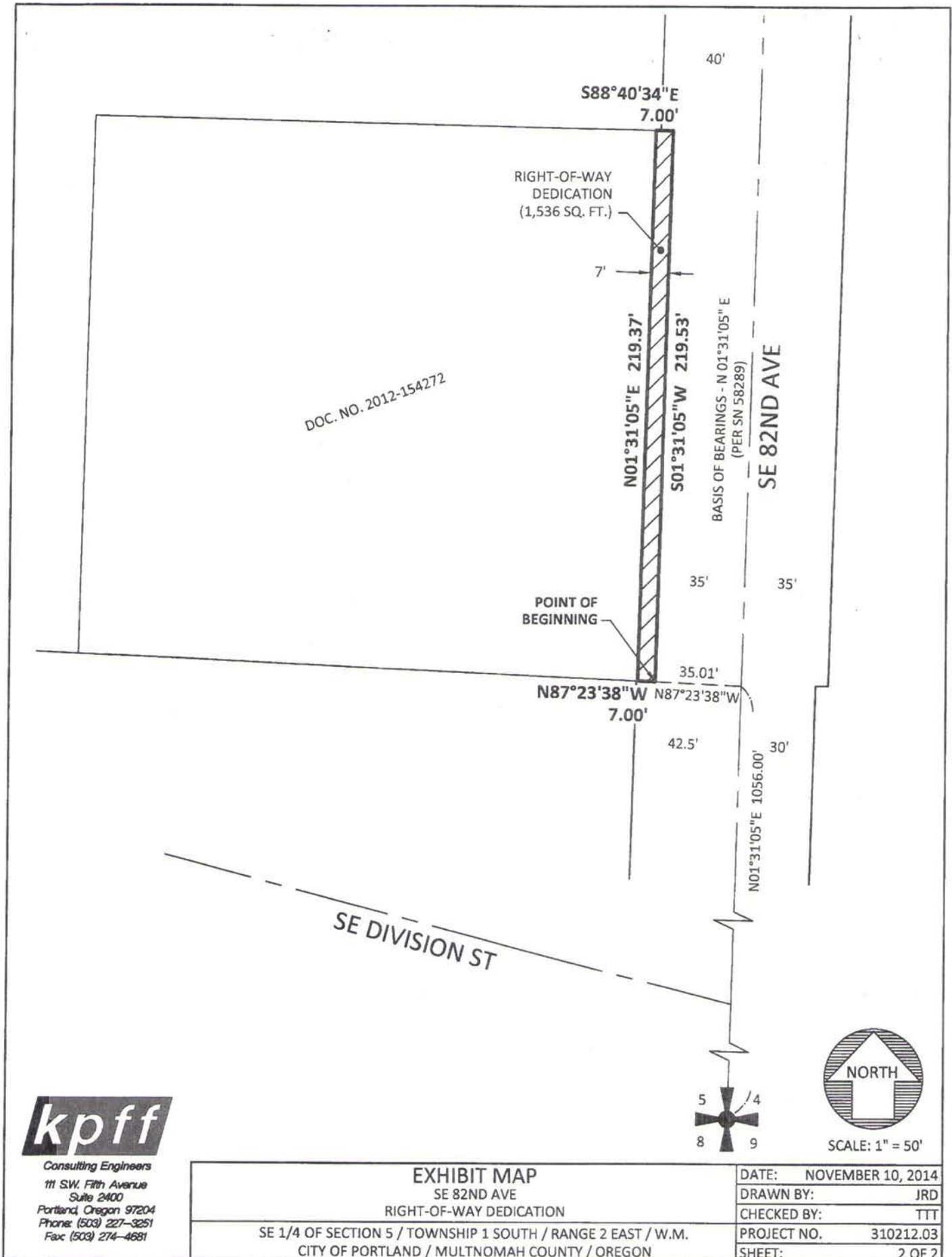
CONTAINING 1,536 SQUARE FEET OR 0.035 ACRES, MORE OR LESS.

THE BASIS OF BEARINGS IS THE CENTERLINE OF SE 82ND AVENUE AS NORTH 01°31'05" EAST, AS ESTABLISHED FROM FOUND MONUMENTS PER SURVEY NO. 58289, MULTNOMAH COUNTY SURVEY RECORDS.

THIS STRIP OF LAND IS SHOWN ON THE ATTACHED EXHIBIT MAP AND BY THIS REFERENCE MADE A PART THEREOF.



RENEWAL DATE 6-30-16



kpff

Consulting Engineers
111 SW. Fifth Avenue
Suite 2400
Portland, Oregon 97204
Phone: (503) 227-3251
Fax: (503) 274-4681

EXHIBIT MAP

SE 82ND AVE
RIGHT-OF-WAY DEDICATION

SE 1/4 OF SECTION 5 / TOWNSHIP 1 SOUTH / RANGE 2 EAST / W.M.
CITY OF PORTLAND / MULTNOMAH COUNTY / OREGON

DATE:	NOVEMBER 10, 2014
DRAWN BY:	JRD
CHECKED BY:	TTT
PROJECT NO.	310212.03
SHEET:	2 OF 2

November 20, 2014

15-059

APPLY TO THE STATE BOARD OF EDUCATION FOR
APPROVAL OF THE CERTIFICATE IN MANUAL
MACHINING FOR PORTLAND COMMUNITY COLLEGE

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

FINANCIAL
RESPONSIBILITY: Dan Findley, Division Dean, Math and Industrial Technology

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

REPORT: The proposed Certificate in Manual Machining is developed based upon a request from the PCC Industrial Advisory Committee. Many of the machine shops represented by the Advisory Committee use manual machining equipment exclusively, not computer controlled machines. This one-year, 54 credit, certificate will give students a pathway to employment in the machining industry locally and it will fulfill an industry need. All courses required for the certificate are included in the Machine Manufacturing AAS so students can continue their education in a path best suited for their career goals.

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

November 20, 2014

15-060

PORTLAND COMMUNITY COLLEGE, MULTNOMAH, CLACKAMAS, COLUMBIA, YAMHILL AND WASHINGTON COUNTIES, OREGON AUTHORIZING THE ISSUANCE, SALE AND DELIVERY OF GENERAL OBLIGATION REFUNDING BONDS; DESIGNATING AN AUTHORIZED REPRESENTATIVE, DELEGATING THE APPROVAL AND DISTRIBUTION OF THE PRELIMINARY AND FINAL OFFICIAL STATEMENTS; AUTHORIZING EXECUTION OF BONDS AND RELATED MATTERS

PREPARED BY: Jim Langstraat, Associate Vice President, Financial Services

FINANCIAL RESPONSIBILITY: Jim Langstraat, Associate Vice President, Financial Services

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

REPORT: The District is authorized pursuant to the Constitution and Statutes of the State of Oregon, specifically Oregon Revised Statutes Sections 287A (the "Act"), to issue current refunding bonds to refund all or any portion of its outstanding general obligation bonds.

On June 14, 2005, the District issued its General Obligation Refunding Bonds, Series 2005 (the "Series 2005 Bonds") to advance refund all or a portion of the District's General Obligation Bonds, Series 2001A and Series 2001B for interest savings to the taxpayers in the District.

Staff now finds that current favorable municipal bond market interest rates make it advantageous to the District and its citizens through continued reduction of the property tax burden to call and refund all or a part of the District's outstanding Series 2005 Bonds. Staff seeks the delegated authority from the Board to the District President and designees to move forward with this refunding.

The District adopts this resolution to provide the terms under which the general obligation refunding bonds will be sold and issued; to authorize the issuance of the general obligation refunding bonds; and to classify the ad valorem taxes levied to pay debt service on the general obligation refunding bonds as not being subject to the limits of Sections 11 and 11b, Article XI of the Oregon Constitution.

The District also adopts this resolution to authorize the current refunding of all or a portion of its outstanding Series 2005 Bonds, to reduce the interest rate and the interest costs on such bonds.

RECOMMENDATION: That the Board of Directors adopts Resolution 15-061 as specified in Exhibit C to provide the terms under which the general obligation refunding bonds will be sold and issued, and to authorize the issuance of the general obligation refunding bonds to refund the outstanding Series 2005 Bonds.

THE BOARD OF DIRECTORS OF PORTLAND COMMUNITY COLLEGE, MULTNOMAH, CLACKAMAS, COLUMBIA, YAMHILL AND WASHINGTON COUNTIES, OREGON HEREBY RESOLVES:

SECTION 1. FINDINGS

The Board of Directors (the "Board") of Portland Community College, Multnomah, Clackamas, Columbia, Yamhill and Washington Counties, Oregon (the "District") finds:

a. The District previously issued its General Obligation Refunding Bonds, Series 2005, dated June 14, 2005 (the "Series 2005 Bonds") to advance refund all or a portion of the District's General Obligation Bonds, Series 2001A and Series 2001B for capital construction and capital improvements; and

b. The District is authorized pursuant to the Oregon Constitution and Oregon Revised Statutes Chapter 287A.360 to issue current refunding bonds for the refunding of all or a portion of its outstanding Series 2005 Bonds (the "Refundable Bonds"); and

c. The District has determined that it is in the best interest of the taxpayers of the District to refund all or a portion of the Refundable Bonds. The Authorized Representative shall select the portion of such Refundable Bonds to be refunded in accordance with Section 12 hereof.

SECTION 2. REFUNDING BONDS AUTHORIZED

The District hereby authorizes, ratifies and confirms the issuance of General Obligation Refunding Bonds (the "Refunding Bonds") in an aggregate principal amount sufficient to refund all or a portion of the Series 2005 Bonds and to pay the costs related to the authorization, sale, issuance and delivery of the Refunding Bonds.

The Refunding Bonds shall be subject to a book-entry only system of ownership and transfer as provided for in Section 8 hereof. The remaining terms of the Refunding Bonds shall be established as provided in Section 12 hereof.

SECTION 3. DESIGNATION OF AUTHORIZED REPRESENTATIVES

The Board designates the President, Vice President, Administrative Services, Associate Vice President, Financial Services (each an "Authorized Representative") or a designee of the Authorized Representative to act on behalf of the District as specified in Section 12 hereof.

SECTION 4. SECURITY

The Refunding Bonds are general obligations of the District. The full faith and credit of the District are pledged to the successive owners of each of the Refunding Bonds for the punctual payment of such obligations, when due. The District covenants with the Bondowners to levy annually a direct ad valorem tax upon all of the taxable property within the District in an amount without limitation as to rate or amount, and outside of the limitations of Sections 11 and 11b, Article XI of the Oregon Constitution, after taking into consideration discounts taken and delinquencies that may occur in the payment of such taxes and any other funds available, to pay interest accruing and the principal maturing on the Refunding Bonds promptly when and as they become due.

SECTION 5. FORM OF REFUNDING BONDS

The Refunding Bonds shall be issued in substantially the form as approved by the Authorized Representative. The Refunding Bonds may be printed or typewritten, and may be issued as one or more temporary Refunding Bonds which shall be exchangeable for definitive Refunding Bonds when definitive Refunding Bonds are available. As book-entry only bonds, the Refunding Bonds shall be prepared by Bond Counsel; otherwise, the Refunding Bonds shall be printed by a financial printer to be selected by the Authorized Representative.

SECTION 6. EXECUTION OF REFUNDING BONDS

The Refunding Bonds shall be executed on behalf of the District with the manual or facsimile signature of the Chair of the Board of Directors of the District and attested to by the manual or facsimile signature of the Authorized Representative but at least one such signature shall be in manual form. However, all signatures may be in facsimile form if the Refunding Bonds are authenticated by the manual signature of an authorized officer of the paying agent/registrar (the "Registrar").

SECTION 7. AUTHENTICATION, REGISTRATION, PAYMENT, EXCHANGE AND TRANSFER

a. No Refunding Bond shall be entitled to any right or benefit under this Resolution unless it shall have been authenticated by an authorized officer of the Registrar. The date of authentication shall be the date the Bondowner's name is listed on the Bond register.

b. All Refunding Bonds shall be in registered form. The Registrar shall authenticate all Refunding Bonds to be delivered at closing of this bond issue, and shall additionally authenticate all Refunding Bonds properly surrendered for exchange or transfer pursuant to this Resolution.

c. The ownership of all Refunding Bonds shall be entered in the Bond register maintained by the Registrar, and the District and the Registrar may treat the person listed as owner in the Bond register as the owner of the Refunding Bond for all purposes.

d. The Registrar shall mail or cause to be delivered the amount due under each Refunding Bond to the registered owner at the address appearing on the bond register on the record date set forth in the official statement for the Refunding Bonds. If payment is so mailed, neither the District nor the Registrar shall have any further liability to any party for such payment.

e. In the event the book-entry system of ownership is discontinued, Refunding Bonds may be exchanged for equal principal component amounts of Refunding Bonds of the same maturity which are in different authorized denominations, and Refunding Bonds may be transferred to other owners if the Bondowners submit the following to the Registrar:

- i. written instructions for exchange or transfer satisfactory to the Registrar, signed by the Bondowner or his/her attorney in fact and guaranteed or witnessed in a manner satisfactory to the Registrar; and
- ii. the Refunding Bonds to be exchanged or transferred.

f. The Registrar shall not be required to exchange or transfer any Refunding Bonds submitted to it during any period beginning with a Record Date and ending on the next following payment date; however, such Refunding Bonds shall be exchanged or transferred promptly following that payment date.

g. The Registrar shall not be required to exchange or transfer any Refunding Bonds which have been designated for redemption if such Refunding Bonds are submitted to the Registrar during the fifteen (15) day period preceding the designated redemption date.

h. For purposes of this section, Refunding Bonds shall be considered submitted to the Registrar on the date the Registrar actually receives the materials described in subsection (e) of this section.

i. In the event any Refunding Bond is mutilated, lost, stolen or destroyed, the Registrar may issue a new Refunding Bond of like maturity, interest rate and denomination if the asserted owner of such Refunding Bond provides to the Registrar and the District an affidavit, certificate or other reliable proof that the Registrar or the District reasonably finds protects the District from conflicting claims for payment under the Refunding Bond.

j. The District may alter these provisions regarding registration, exchange and transfer by mailing notification of the altered provisions to all Bondowners and the Registrar. The altered provisions shall take effect on the date stated in the notice, which shall not be earlier than forty-five (45) days after notice is mailed.

SECTION 8. BOOK-ENTRY SYSTEM

During any time that the Refunding Bonds are held in a book-entry only system (the "Book-Entry System"), the registered owner of all of the Refunding Bonds shall be The Depository Trust Company, New York, New York ("DTC"), and the Refunding Bonds shall be registered in the name of Cede & Co., as nominee for DTC. The District has entered into or shall enter into a Blanket Issuer Letter of Representations (the "Letter") wherein the District represents that it will comply with the requirements stated in DTC's Operational Arrangements as they may be amended from time to time.

Under the Book-Entry System, the Refunding Bonds shall be initially issued in the form of a single fully registered certificate, one for each maturity of the Refunding Bonds. Upon initial issuance, the ownership of such Refunding Bonds shall be registered by the Registrar on the registration books in the name of Cede & Co., as nominee of DTC. The District and the Registrar may treat DTC (or its nominee) as the sole and exclusive registered owner of the Refunding Bonds registered in its name for the purposes of payment of the principal of, redemption price of, and premium, if any, or interest on the Refunding Bonds, selecting the Refunding Bonds or portions thereof to be redeemed, if any, giving notice as required under this Resolution, registering the transfer of Refunding Bonds, obtaining any consent or other action to be taken by the owners and for all other purposes whatsoever; and neither the Registrar nor the District shall be affected by any notice to the contrary. The Registrar shall not have any responsibility or obligation to any person claiming a beneficial ownership interest in the Refunding Bonds under or through DTC or any Participant, or any other person which is not shown on the registration books of the Registrar as being a registered owner, with respect to the accuracy of any records maintained by DTC or any Participant; the payment by DTC or any Participant of any amount in respect of the principal or redemption price of or interest on the Refunding Bonds; any notice or direction which is permitted or required to be given to or

received from owners under this Resolution; the selection by DTC or any DTC Participant of any person to receive payment in the event of a partial redemption of the Refunding Bonds; or any consent given or other action taken by DTC as owner; nor shall any DTC Participant or any such person be deemed to be a third party beneficiary of any owners' rights under this Resolution. The Registrar shall pay from moneys available hereunder all principal of and premium, if any, and interest on the Refunding Bonds only to or upon the order of DTC, and all such payments shall be valid and effective to fully satisfy and discharge the District's obligations with respect to the principal of and premium, if any, and interest on the Refunding Bonds to the extent of the sum or sums so paid. So long as the Refunding Bonds are held in the Book-Entry System, no person other than DTC shall receive an authenticated Refunding Bond for each separate stated maturity evidencing the obligation of the Registrar to make payments of principal of and premium, if any, and interest pursuant to this Resolution. Upon delivery by DTC to the Registrar of DTC's written notice to the effect that DTC has determined to substitute a new nominee in place of Cede & Co., and subject to the provisions of this Resolution with respect to transfers of Refunding Bonds, the term "Cede & Co.," in this Resolution shall refer to such new nominee of DTC.

At any time it determines that it is in the best interests of the owners, the District may notify the Registrar, and the Registrar will subsequently notify DTC, whereupon DTC will notify the DTC Participants, of the availability through DTC of Refunding Bond certificates. In such event, the Registrar shall issue, transfer and exchange, at the District's expense, Refunding Bond certificates as requested in writing by DTC in appropriate amounts. DTC may determine to discontinue providing its services with respect to the Refunding Bonds at any time by giving written notice to the Registrar and discharging its responsibilities with respect thereto under applicable law. If DTC resigns as securities depository for the Refunding Bonds, Refunding Bond certificates shall be delivered pursuant to this section. Under such circumstances (if there is no successor securities depository), the Registrar shall be obligated to deliver Refunding Bond certificates as described in this Resolution, provided that the expense in connection therewith shall be paid by the District. In the event Refunding Bond certificates are issued, the provisions of this Resolution shall apply to, among other things, the transfer and exchange of such certificates and the method of payment of principal of, premium, if any, and interest on such Refunding Bonds. Whenever DTC requests the Registrar to do so, the Registrar will cooperate with DTC in taking appropriate action after written notice (a) to make available one or more separate certificates evidencing the Refunding Bonds to any DTC Participant having Refunding Bonds credited to its DTC account, or (b) to arrange for another securities depository to maintain custody of certificates evidencing the Refunding Bonds.

SECTION 9. REDEMPTION

The Refunding Bonds may be subject to optional redemption or mandatory redemption prior to maturity as determined by the Authorized Representative as provided in Section 12 hereof.

SECTION 10. NOTICE OF REDEMPTION

Official notice of redemption shall be given by the District's Registrar on behalf of the District by mailing a copy of an official redemption notice by first-class mail at least thirty (30) days and not more than sixty (60) days prior to the date fixed for redemption to the registered owner of the Refunding Bond or Refunding Bonds to be redeemed at the address shown on the Bond register or at such other address as is furnished in writing by such registered owner to the

Registrar, and by publishing the notice as required by law; provided that so long as a book-entry only system is maintained in effect, notice of redemption shall be given at the time, to the entity and in the manner required in DTC's Operational Arrangements, and the Registrar shall not be required to give any other notice of redemption otherwise required herein.

All official notices of redemption shall be dated and shall state, without limitation: (1) the redemption date; (2) the redemption price; (3) if less than all outstanding Refunding Bonds are to be redeemed, the identification of the Refunding Bonds to be redeemed; (4) that on the redemption date the redemption price will become due and payable upon each such Refunding Bond or portion thereof called for redemption; (5) that interest thereon shall cease to accrue from and after said date; (6) the place where such Refunding Bonds are to be surrendered for payment of the redemption price, which place of payment shall be the principal corporate trust office of the Bond Registrar; and (7) the assigned CUSIP numbers of all Refunding Bonds to be redeemed.

On or prior to any redemption date, the District shall deposit with the Registrar an amount of money sufficient to pay the redemption price of all the Refunding Bonds or portions of Refunding Bonds which are to be redeemed on that date.

Except for calls described in "Conditional Notice" below, official notice of redemption having been given as aforesaid, the Refunding Bonds or portions of Refunding Bonds so to be redeemed shall, on the redemption date, become due and payable at the redemption price therein specified, and from and after such date (unless the District shall default in the payment of the redemption price) such Refunding Bonds or portions of Refunding Bonds shall cease to bear interest. Upon surrender of such Refunding Bonds for redemption in accordance with said notice, such Refunding Bonds shall be paid by the Registrar at the redemption price. Installments of interest due on or prior to the redemption date shall be payable as herein provided for payment of interest. All Refunding Bonds which have been redeemed shall be canceled and destroyed by the Registrar and shall not be reissued.

Conditional Notice. Any notice of optional redemption to the Registrar or to the Bondowners may state that the optional redemption is conditional upon receipt by the Registrar of moneys sufficient to pay the redemption price of such Refunding Bonds or upon the satisfaction of any other condition, and/or that such notice may be rescinded upon the occurrence of any other event, and any conditional notice so given may be rescinded at any time before payment of such redemption price if any such condition so specified is not satisfied or if any such other event occurs. Notice of such rescission or of the failure of any such condition shall be given by the Registrar to affected Bondowners of Refunding Bonds as promptly as practicable upon the failure of such condition or the occurrence of such other event.

SECTION 11. TAX-EXEMPT STATUS

The District covenants to use the proceeds of the Refunding Bonds, and the facilities financed with the Refunding Bonds, and to otherwise comply with the provisions of the Internal Revenue Code of 1986, as amended (the "Code"), so that interest paid on the Refunding Bonds will not be includable in gross income of the Bondowners for federal income tax purposes. The District specifically covenants:

a. to comply with the "arbitrage" provisions of Section 148 of the Code, and to pay any rebates to the United States on the gross proceeds of the Refunding Bonds; and

- b. to operate the facilities financed with the proceeds of the Refunding Bonds so that the Refunding Bonds are not “private activity bonds” under Section 141 of the Code; and
- c. comply with all reporting requirements.

The Authorized Representative may enter into covenants on behalf of the District to protect the tax-exempt status of the Refunding Bonds.

SECTION 12. DELEGATION FOR ESTABLISHMENT OF TERMS AND SALE OF THE REFUNDING BONDS

The Authorized Representative is hereby authorized, on behalf of the District for a period of six (6) months from the adoption of this resolution and without further action of the Board, to:

- a. establish the principal and interest payment dates, principal amounts, interest rates, denominations, and all other terms for the Refunding Bonds, including determining whether the Refunding Bonds will be issued in one or more series;
- b. select an underwriter and negotiate terms of a bond purchase agreement or conduct a competitive sale, as determined by the Authorized Representative;
- c. appoint a financial advisor, disclosure counsel and bond counsel;
- d. appoint a registrar and paying agent for the Refunding Bonds;
- e. select the maturities of the Refundable Bonds to be refunded and cause notice of call and redemption to be given as required by law;
- f. appoint an escrow agent for the Refundable Bonds and enter into an escrow deposit agreement, if necessary;
- g. appoint a certified public accounting firm to act as verification agent to produce a report demonstrating the ability of the escrow account to meet all future debt service and related costs relative to the Refundable Bonds, if necessary;
- h. subscribe for and obtain eligible securities to be deposited in an escrow fund for the Refundable Bonds;
- i. take such actions as are necessary to qualify the Refunding Bonds for the book-entry only system of The Depository Trust Company if required;
- j. enter into covenants regarding the use of the proceeds of the Refunding Bonds and the projects financed with the proceeds of the Refunding Bonds, to maintain the tax-exempt status of the Refunding Bonds;
- k. approve of and authorize the distribution of the preliminary and final official statements for the Refunding Bonds;
- l. obtain one or more ratings on the Refunding Bonds if determined by the Authorized Representative to be in the best interest of the District, and expend Refunding Bond proceeds to pay the costs of obtaining such ratings;

- m. apply to participate in the Oregon State Guaranty Program, if available and deemed appropriate, and expend Refunding Bond proceeds to pay any guaranty premium;
- n. approve, execute and deliver a Continuing Disclosure Certificate pursuant to SEC Rule 15c2-12, as amended (17 CFR Part 240, § 240.15c2-12);
- o. make any clarifying changes or additional covenants not inconsistent with this Resolution;
- p. approve, execute and deliver the Refunding Bond closing documents and certificates; and
- q. execute and deliver a certificate specifying the action taken by the Authorized Representative pursuant to this Section 12 and any other certificates, documents or agreements that the Authorized Representative determines are desirable to issue, sell and deliver the Refunding Bonds in accordance with this Resolution.

SECTION 13. DEFAULT AND REMEDIES.

The occurrence of one or more of the following shall constitute an Event of Default under this Resolution and the Refunding Bonds:

- a. Failure by the District to pay Refunding Bond principal, interest or premium when due (whether at maturity, or upon redemption after a Refunding Bond has been properly called for redemption);
- b. Failure by the District to observe and perform any covenant, condition or agreement on its part to be observed or performed for the benefit of Owners of Refunding Bonds, for a period of sixty (60) days after written notice to the District by the Owners of fifty-one (51%) percent or more of the principal amount of Refunding Bonds then Outstanding specifying such failure and requesting that it be remedied; provided however, that if the failure stated in the notice cannot be corrected within such sixty (60) day period, it shall not constitute an Event of Default so long as corrective action is instituted by the District within the sixty (60) day period and diligently pursued, and the default is corrected as promptly as practicable after the written notice referred to in this paragraph; or,
- c. The District is adjudged insolvent by a court of competent jurisdiction, admits in writing its inability to pay its debts generally as they become due, files a petition in bankruptcy, or consents to the appointment of a receiver for the payments.

The Owners of fifty-one (51%) percent or more of the principal amount of Refunding Bonds then Outstanding may waive any Event of Default and its consequences, except an Event of Default as described in (a) of this Section.

- d. Upon the occurrence and continuance of any Event of Default hereunder the Owners of fifty-one (51%) percent or more of the principal amount of Refunding Bonds then Outstanding may take whatever action may appear necessary or desirable to enforce or to protect any of the rights of the Owners of Refunding Bonds, either at law or in equity or in bankruptcy or otherwise, whether for the specific enforcement of any covenant or agreement contained in this Resolution or the Refunding Bonds or in aid of the exercise of any power granted in this Resolution or in the Refunding Bonds or for the enforcement of any other legal or

equitable right vested in the Owners of Refunding Bonds by the Resolution or the Refunding Bonds or by law. However, the Refunding Bonds shall not be subject to acceleration.

e. No remedy in the Resolution conferred upon or reserved to Owners of Refunding Bonds is intended to be exclusive and every such remedy shall be cumulative and shall be in addition to every other remedy given under the Resolution or now or hereafter existing at law or in equity. No delay or omission to exercise any right or power accruing upon any default shall be construed to be a waiver thereof, but any such right and power may be exercised from time to time and as often as may be deemed expedient. To entitle the Owners of Refunding Bonds to exercise any remedy reserved to them, it shall not be necessary to give any notice other than such notice as may be required by this Resolution or by law.

SECTION 14. DEFEASANCE

The District may defease the Refunding Bonds by setting aside, with a duly appointed escrow agent, in a special escrow account irrevocably pledged to the payment of the Refunding Bonds to be defeased, cash or direct obligations of the United States in an amount which, in the opinion of an independent certified public accountant, is sufficient without reinvestment to pay all principal and interest on the defeased Refunding Bonds until their maturity date or any earlier redemption date. Refunding Bonds which have been defeased pursuant to this Section shall be deemed paid and no longer outstanding, and shall cease to be entitled to any lien, benefit or security under this Resolution except the right to receive payment from such special escrow account.

SECTION 15. RESOLUTION TO CONSTITUTE CONTRACT

In consideration of the purchase and acceptance of any or all of the Refunding Bonds by those who shall own the Refunding Bonds from time to time (the "Owners"), the provisions of this Resolution shall be part of the contract of the District with the Owners and shall be deemed to be and shall constitute a contract between the District and the Owners. The covenants, pledges, representations and warranties contained in this Resolution or in the closing documents executed in connection with the Refunding Bonds, including without limitation the District's covenants and pledges contained in Section 4 hereof, and the other covenants and agreements herein set forth to be performed by or on behalf of the District shall be contracts for the equal benefit, protection and security of the Owners, all of which shall be of equal rank without preference, priority or distinction of any of such Refunding Bonds over any other thereof, except as expressly provided in or pursuant to this Resolution.

ADOPTED by the Board of Directors of the Portland Community College, Multnomah, Clackamas, Columbia, Yamhill and Washington Counties, Oregon this 20th day of November, 2014.

**PORTLAND COMMUNITY COLLEGE,
MULTNOMAH, CLACKAMAS, COLUMBIA, YAMHILL
AND WASHINGTON COUNTIES, OREGON**

By: _____

Deanna Palm
Chair, Board of Directors

ATTEST:

By: _____

Dr. Jeremy Brown
President

November 20, 2014

15-061

NAME THE BASKETBALL COURT AT CASCADE
CAMPUS IN HONOR OF THE LATE HAROLD C.
WILLIAMS SR.

PREPARED BY: Dr. Karin Edwards, Campus President, Cascade

APPROVED BY: Dr. Jeremy Brown, President

REPORT: Over the course of his more than four decades in public life in Portland, the late PCC Director Harold C. Williams Sr. was a staunch advocate of extending hope and opportunity through education to the people of North and Northeast Portland and beyond. A PCC Director for more than 20 years – from 1991 to 2012 – Director Williams was a champion of the transformative power of education, particularly for people from underrepresented and disadvantaged backgrounds. When PCC passed its first bond measure in 1992, Director Williams led the effort to expand Cascade Campus so that the traditionally underserved populations of North and Northeast Portland could have a strong, comprehensive campus near to where they live and work. He was also instrumental in crafting College policy that would ensure that minority-owned, women-owned, and emerging small businesses would be able to participate in PCC construction projects.

Director Williams was again a driving force behind the passage of PCC's second bond measure in 2000, and led the effort to expand Cascade Campus once again. The Cascade Campus that we know today, which serves more than 24,000 students each year, exists in large part because of his vision. Director Williams also worked diligently to ensure that educational opportunities were again extended to another underserved part of town, the area now served by the Southeast Campus. He was also known for his promotion of alternative programs for at-risk students, such as his "Success Academy," in which local community and faith leaders assisted PCC students who had come into contact with the criminal justice system. As a candidate for the state Legislature, Director Williams was known for walking door-to-door in an effort

to raise awareness of issues facing Portland's African-American community.

And when PCC once again brought a bond measure before voters in 2008, Director Williams was instrumental in rallying support for the measure in the community. The construction program set in motion by the 2008 bond at Cascade Campus is now nearing completion. It should be noted that allowable bond funds will support sound system and acoustic upgrades in the basketball facility in the near future.

And throughout his tenure as a member of the PCC Board, Director Williams carried the torch forward for PCC athletics. From the time he joined the PCC Board, the PCC Basketball program had no greater champion than Harold Williams Sr. A firm believer in the ability of athletics to unify both College and community, as well as its contribution to student success, he was integral to the effort to establish the PCC Basketball program and to fight for its preservation.

Director Williams took a personal interest in the success of PCC Basketball, making it a point to get to know players and members of the coaching staffs, and helping both the men's and women's teams to procure uniforms. And when lean fiscal times cast the program's future into doubt, Director Williams led the charge to retain PCC Basketball as an integral part of the College's brand and identity.

Director Williams unfortunately did not live to see the men's team bring home PCC's first conference championship after the 2013-2014 season, but there is little doubt that he would have been overjoyed at the team's success.

"I think about him all the time," men's basketball Head Coach Tony Broadous said of Director Williams. "As coaches we'd get together for a post-game meeting and talk about how proud he would be right now and the fact we wanted to go ahead, continue to do the best we could and be as classy as we can just like he was. If it wasn't for him the basketball program probably would have gotten cut. He was a real advocate of keeping athletics here for PCC."

In recognition of Director Williams' many years as an educational leader in the state of Oregon, particularly in North and Northeast Portland; his more than 20 years of leadership on the PCC Board of Directors; as well as his advocacy on behalf of members of traditionally underserved populations; and as a tireless advocate for and die-hard fan of PCC Basketball, we propose that the PCC Board name the basketball court at Cascade Campus in his honor. This would be a fitting way to enshrine his legacy as a champion of hope, opportunity, and education, as well as his long and benevolent association with Portland Community College and the people of North and Northeast Portland.

RECOMMENDATION: In accordance with College Board Policy 703B: *Naming of College Facilities, Programs, and Positions*, as it pertains to "Honorary Naming" that the PCC Board of Directors name the basketball court at Cascade Campus – the home court of PCC Basketball – in honor of the late Harold C. Williams Sr.

November 20, 2014

15-062

ADOPT PORTLAND COMMUNITY COLLEGE BOARD OF
DIRECTORS 2014-2015 GOALS

PREPARED BY: Jeannie Moton, Assistant, Board of Directors

APPROVED BY: Dr. Jeremy Brown, President

REPORT: On September 18, 2014 the PCC Board of Directors met for a Goal Setting Retreat to establish priorities and goals for 2014-2015, into 2015-2016. Board members framed a five-year vision as a context for establishing these priorities and goals.

Board members recognized during discussion that several goals from previous goal-setting are not time-specific but are "legacy priorities" that will apply, with a degree of contemporary variation, in any year. Other priorities and goals were identified that are specific to the 2014-2015 and 2015-2016 planning cycles.

RECOMMENDATION: That the Board of Directors approve the 2014-2015 Board Goals as presented in Exhibit D.

STRATEGIC PRIORITIES / GOALS

Board members recognized during discussion that several goals from previous goal-setting are not time-specific but are “legacy priorities” that will apply, with a degree of contemporary variation, in any year. Other priorities and goals were identified that are specific to the 2014-2015 and 2015-2016 planning cycles.

Legacy Goals

- ❖ Monitor the College’s budget to proactively respond to changes in funding.
- ❖ Prioritize the College’s commitment to equity.
- ❖ Lead the development of a fundraising strategy to advance important initiatives e.g. Future Connect; collaborate with PCC Foundation efforts.
- ❖ Be actively involved in governmental affairs and advocacy; and monitor statewide restructuring efforts in HEC and OWEB.

Strategic Priorities and Goals 2014-2015 / 2015 – 2016

- ➔ Approve a PCC Strategic Plan and prioritize implementation endeavors.
- ➔ Identify and implement a completion strategy with an emphasis on advising, that results in an increased rate of completion by 2016, and is on track to rank among the highest nationally within five years.
- ➔ Adopt a strategy that achieves increased K-12 enrollment and dual credit across districts and student populations.
- ➔ Cultivate and maintain clear and consistent communication between Board of Directors and President.
- ➔ Adopt a strategy to expand use of technology in academic, administrative and student services support.

November 20, 2014

15-063

ADOPT PORTLAND COMMUNITY COLLEGE STRATEGIC
PLAN

PREPARED BY: Sylvia Kelley, Vice President

APPROVED BY: Dr. Jeremy Brown, President

REPORT: In October of 2013, PCC President Dr. Jeremy Brown initiated a strategic planning process by sponsoring extensive discussion forums throughout the College, including: ongoing conversations on each campus; meetings with PCC managers, staff, faculty, the external community; website interaction; and dialogue with the Board of Directors to identify strategic issues and opportunities for the College.

The President also formed a 25-member Strategic Planning Steering Committee which was tasked with developing a visionary yet achievable strategic plan to be presented to the President who would then seek final approval by the PCC Board of Directors. This Committee is recognized for its valuable work, important collaborative spirit and intense dedication to completing this plan. The Strategic Plan and its six “themes” and related “strategic intentions” is also a reaffirmation and extension of PCC’s statement of values, critical components of how we will progress.

RECOMMENDATION: That the Board of Directors approve the proposed PCC Strategic Plan as described in Exhibit E.

Theme 1: Provide outstanding, affordable education

PCC provides outstanding, affordable education for pre-college, lower division transfer, Career Technical Education (CTE), Community Education, and non-credit students.

With federal and state support shrinking, tuition rising, and families still recovering from the 2008-2010 recession, community colleges provide the best hope for access to quality, affordable college education. Whether enrolled for credit towards a degree or certificate, pre-college coursework, or for enrichment or professional development, access to affordable, high-quality education can open up new opportunities for career advancement and the realization of dreams for students in all stages of life and from all ethnic and socioeconomic backgrounds. Continuing to provide access to high-quality, affordable education remains a top priority for PCC.

Strategic Intentions

- 1-1 PCC's commitment to excellence in education, coupled with flexible financing options, affordable textbooks, adaptive purchasing strategies, transparent access to a well-funded array of scholarships, work-for-tuition programs, degree-related apprenticeships, and practicums provides affordable options for students to complete their education free from unmanageable debt.
- 1-2 PCC offers multiple pathways to goal achievement and a dynamic student life, cultivating success and student pride. PCC is the first choice in the region for students seeking access to affordable academic excellence and lifelong learning in an experiential learning environment, whether they are starting, extending, or supplementing their lifelong path of advanced learning and personal enrichment.
- 1-3 PCC provides equal access and opportunity to an outstanding higher education to all students, meeting students where they are. PCC's Developmental Education (DE) programs, in both English and Mathematics, provide a variety of options for accelerated curriculum and multiple pathways to learning. Adult Basic Skills programs (Adult Basic Education [ABE] and English for Speakers of Other Languages [ESOL]) embed, contextualize, and integrate pre-college-level content, preparing students to meet individual goals. PCC's commitment to student success is demonstrated through a vibrant and rigorous honors program rivaling that of four-year institutions.
- 1-4 With its "One College, One Seamless Experience" vision, PCC provides multiple, easy-to-use points of access to students by offering a portfolio of common student services and core learning experiences that serve the needs of students, while preserving unique campus offerings, opportunities, and identities.

PCC Strategic Plan DRAFT v3.0.1

Note: Numbering is for reference purposes and does not indicate priority.

- 1-5 PCC's dynamic student life experience engages students outside the classroom in co-curricular and leadership activities that promote experiential learning and make PCC's campuses engaging, dynamic places to learn, grow, and build community.
- 1-6 PCC faculty and staff are culturally astute and responsive leaders in their respective fields and model cognitive systems and collaborative thinking in their work with students, faculty, staff, community members, and partners.
- 1-7 PCC invests in continuous professional development of full- and part-time faculty and staff that focuses on improvement of educational opportunities, programs, and services and supports culturally responsive and appropriate institutional change. PCC supports innovation in teaching and learning college-wide through organizational systems that promote academic excellence.

Theme 2: Drive student success

With its unrelenting focus on success for all students, PCC prepares students to meet tomorrow's challenges, maintain a sharp curiosity about the world, and excel in the local and global job markets.

Students come to PCC for a variety of reasons, but all share the desire to succeed. The state's ambitious "40-40-20" completion goals have raised the bar for measuring student success, while students arrive at college increasingly underprepared academically or personally, or without a clear plan or objective for their education. PCC must support the efforts of faculty and staff to "scale up" successful tools and strategies college-wide to accommodate the wide diversity of students' backgrounds, needs, and learning styles and ensure that all students have the opportunity to succeed.

Strategic Intentions

- 2-1 PCC provides challenging and comprehensive curricula and intensive, rigorous start-to-completion guidance for all students, including underprepared students, whether seeking a degree, certificate, or job training, in an environment supportive of goal completion.
- 2-2 PCC partners with K-12 schools to catalyze a college-going culture for all students in the communities it serves. Replication of successful local programs, such as Middle College, as well as national models that provide transparent overlap and seamless transition to higher education serve to motivate, nurture, empower, and build confidence in students.
- 2-3 PCC adopts best practices and collaborates with like institutions to implement initiatives, such as developmental education redesign and customized placement, which, when coupled with personalized support services, enhance student outcomes.
- 2-4 PCC supports student success through student engagement, leadership and co-curricular opportunities, frequent opportunities for interaction with faculty and staff, top-notch student services, and discipline-wide systems of learning assessment and accountability, and other opportunities and support mechanisms for personal and intellectual growth.
- 2-5 PCC develops well-rounded citizens by instilling students with core competencies in interpersonal and critical thinking skills and by providing access to multicultural and international learning opportunities. PCC prepares students to transition successfully into the workplace or on to further education with a commitment to continuous learning.
- 2-6 PCC supports students in developing digital fluency to effectively learn, interpret, analyze, construct, and communicate information in a digitally connected world.

PCC Strategic Plan DRAFT v3.0.1

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- 2-7 PCC's online learning strategy includes full degree and certificate programs, access to current technology, and a flexible and comprehensive suite of online support services for all students.
- 2-8 PCC applies successes from responsive, culturally-specific programs focused on student retention (such as ROOTS and Future Connect) to increase retention in all programs.

Theme 3: Ignite a culture of innovation

PCC champions new ideas, risk taking, agility, experimentation, and learning through failure that leads to the next cycle of change. PCC's students, faculty, staff, and partners are respected as creative problem-solvers in business, government, and non-profit sectors.

Once the educational leader world-wide, the U.S. is now ranked 16th among developed countries for post-secondary education. Moreover, colleges in the U.S. are disappearing – as many as 30% may cease to exist in coming decades. Meanwhile, the global and local economies are changing, creating new demands for skills, knowledge, and experiences in the labor force.

The college of the future will provide student-centered, faculty enabled, multi-modal learning opportunities. Students, faculty, staff, and industry specialists will participate in a culture of discovery and collaboration utilizing a multi-disciplinary, hands-on learning approach. In order to keep up with rapid advances in the economy, adult education, and technology, and to exceed international competitors' standards of excellence, PCC will review the need for a dramatic redesign of the educational model. Innovation in all areas and at all levels is critical for PCC to be responsive and relevant to the educational and economic development needs of the community, region, state, and world.

Strategic Intentions

- 3-1 PCC promotes agility and rapid improvements in its organizational systems and processes to meet the needs of internal and external stakeholders.
- 3-2 PCC's organizational culture encourages students, faculty, and staff to continuously assess, identify opportunities for improvement and change, and remove barriers to creative innovations that lead to institutional and educational effectiveness.
- 3-3 PCC invests in areas of emerging need and in evolving fields of study and industry.
- 3-4 PCC embraces the spirit and expression of innovation through intentional investment in college systems, resulting in inventive and flexible programs, practices, and services.
- 3-5 PCC effectively uses data to inform, guide, and support academic and system redesign efforts to support institutional change and develop metrics to evaluate and benchmark outcomes.

Theme 4: Transform the community through opportunity

PCC creates opportunity for students from diverse backgrounds and lived experiences while promoting economic and community development through mutually beneficial partnerships, community engagement, and agile workforce development programs that are responsive to community and business needs, promote life-long learning, and develop exciting opportunities in emerging and existing industries.

PCC directly touches one in eight lives in the Portland metropolitan area. With “community” as its middle name, PCC is an integral part of the overall P-20 education picture and plays a key role in promoting the overall success and economic vitality of the region. Increasingly, student success at PCC requires that the College connect with the community in four directions: at K-12 to ensure adequate preparation for college and awareness of PCC as a preferred post-secondary option; at four-year institutions to ensure PCC’s programs are guiding students toward completion; with business and industry to ensure the College provides training that helps both students and emerging industries grow, succeed, and develop a vibrant workforce; and with continuing education students to meet the need for life-long learning, growth, and development.

Strategic Intentions

- 4-1 PCC builds partnerships with local school districts and community-based organizations to develop programs that focus curricula and planning on college readiness and inform pre-college students of the advantages of PCC as an educational resource.
- 4-2 PCC’s innovative partnerships with government agencies, foundations, and private sector entrepreneurs act as incubators for new products, industries, and ways of doing business, while developing academic and internship programs that prepare PCC students, faculty, staff, and partners with knowledge and skills to pioneer innovations.
- 4-3 PCC promotes economic development in the community by creating partnerships and providing education and training focused on small and emerging business development. PCC’s agility becomes an effective force in attracting new business and industries to the District.
- 4-4 PCC creates opportunities for lifelong learning and civic engagement with Career Technical Education, skill-based, and Community Education that empowers, enlightens, and expands horizons for students of all ages and prior education levels.
- 4-5 PCC creates a seamless connection between high schools, higher education institutions, and local employers, increasing high school completions, students seeking four-year degrees, employment in higher wage occupations, and acquisition of high levels of in-demand skills.

PCC Strategic Plan DRAFT v3.0.1

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- 4-6 PCC's elected Board of Directors serve as ambassadors to all sectors of the community and advocates effectively for the College and the students it serves.
- 4-6 PCC implements a responsive approach to meet the current and unrecognized needs of students and community partners.

Theme 5: Create a nationally renowned culture for diversity, equity, and inclusion

PCC takes intentional action that creates a climate of learning where people from all backgrounds and abilities enjoy equal access to the opportunity to teach, learn, work, and serve the community and the world. PCC promotes the success, dignity, and worth of each individual by providing a safe environment where the examination of divergent ideas and experiences and systems of inequality adds depth to the learning experience.

Portland's population – like that of the U.S. as a whole – is becoming increasingly diverse in terms of race, ethnicity, sexuality, ability, gender identity, socio-economic status, and age, and is increasingly connected internationally. The diversity of perspectives and experiences enriches the educational and community living experience, while presenting challenges to methods of educational and service delivery designed primarily to serve a less diverse populace. In order to succeed as a college and to enable student success, PCC must pro-actively address institutional inequities and provide a high level of welcome and support to students, faculty, and staff of all backgrounds, both locally and globally.

Strategic Intentions

- 5-1 PCC gathers and uses empirical evidence to analyze and improve access, advancement, climate, education, training, recruitment, contracting, hiring, and retention of historically under-served populations of students, faculty, and staff.
- 5-2 PCC applies racially conscious systems of analysis, including Critical Race Theory, to examine and dismantle systems of inequality at the College.
- 5-3 PCC's approach to internationalizing its curriculum expands opportunities to create globally aware and culturally intelligent students, staff, and faculty.
- 5-4 PCC strives to provide opportunity to all students and the appropriate level of support services to ensure the highest level of success.

Theme 6: Achieve sustainable excellence in all operations

PCC leads the community in sustainable innovation, efficiency, transparency, and excellence in all of its operations. PCC's strategic, data-informed approach and open communications streamline management and operations to achieve academic excellence and provide student services in a financially and environmentally sustainable manner.

PCC serves students and the community best with transparent communication, consistency, agility, and responsiveness in the provision of education and services, and by taking a long-term view in the use of its resources. Sustainable practices at every level of the institution will result in a consistently high level of service to students and the community, regardless of budget fluctuations. Aligning PCC's financial resources with its strategic priorities is essential for sustainability and will require investments in professional development, technology, ecologically smart operations, and data-informed decision-making.

Strategic Intentions

- 6-1 PCC is a learning organization, investing in its employees and organizational systems and structures to build a culture of excellence that fosters innovation, leadership, responsiveness, efficiency, transparency, and accountability at all levels.
- 6-2 PCC ensures the sustainability of its infrastructure and maximizes the efficiency of its operations through innovative management of energy, waste, land use, purchases, and consumables in alignment with PCC's sustainability objectives.
- 6-3 PCC builds strategic partnerships, cultivates entrepreneurial opportunities, and develops strong, diversified revenue streams to provide optimal resources to support the mission of the College. PCC provides stewardship of its resources to ensure financial and environmental sustainability through proactive planning, data-informed decision-making, application of best practices, and strategic investments.
- 6-4 PCC provides a technological foundation and rapid integration of technology improvements that are responsive to the future, enhance the educational experience, automate and modernize business processes, and support operations through data-informed decision making.
- 6-5 PCC promotes the good health and well-being of its students, faculty, staff, and guests.
- 6-6 In promoting a culture of environmental literacy, PCC engages the community to be advocates for environmental issues both on- and off-campus.

The College prohibits unlawful discrimination based on race, color, religion, national origin, sex, marital status, disability, veteran status, age, sexual orientation, or any other 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 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 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.