

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

**MINUTES**

BOARD OF DIRECTORS BUSINESS SESSION  
Sylvania Campus, Conference Rooms A/B  
March 16, 2006

**BOARD ATTENDANCE**

Board Members Present:

Denise Frisbee, Jim Harper, Jaime Lim, Doreen Margolin, Karen McKinney, Harold Williams

**EXECUTIVE SESSION**

The Board of Directors convened an executive session for Real Property Transactions, Records that are Exempt by Law From Public Inspection, and Litigation in accordance with ORS 192.660 (1) (e) (f) (h) at 6:55 PM, adjourning at 7:20 PM.

**CALL TO ORDER**

Chair Williams called the business meeting to order at 7:30 PM and invited all present to introduce themselves.

**APPROVAL OF MINUTES**

The February 16, 2006 business meeting minutes were approved as published.

**APPROVAL OF THE AGENDA**

The agenda was approved as published.

**INFORMATION SESSIONS**

Government Finance Officers Association Award

Preston Pulliams, District President

Chair Williams presented the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in preparing fiscal year 2006 college budget documents to Mr. Wing-Kit Chung, Associate Vice President of Finance. On behalf of the Financial Services Department Mr. Chung accepted the award noting this is the third or fourth consecutive year they have earned this award. He introduced and thanked Odie Sarmiento, Budget Manager and Dana Petersen, Financial Analyst as

well as the Financial Services staff. Chair Williams and President Pulliams congratulated the budget team on earning this award.

#### Mission Renewal and Educational Master Plan Update

Christine Chairsell, Vice President Academic and Student Affairs

President Pulliams reminded the Board that at the beginning of the year he talked to them of the need to review and revise or at least renew the College Mission statement and that he assigned that task to Dr. Chairsell.

Dr. Chairsell began by saying it has been five years since PCC began the strategic planning process by creating the Educational Master Plan (EMP). In that five years PCC has seen many changes in leadership, state and local economy, and reaffirmation of College accreditation to name a few. It is now time to look to the future and determine how best to implement the EMP. She sees the EMP as both comprehensive and complex, a hybrid between strategic vision and operational activities. In the future there will be an even greater need to communicate the Board's vision for the College and answer the needs of stakeholders. The EMP provides the means to reach desired results of student success, lifelong learning, and community and economic development. Looking back through the College's history allows a clearer view of how to successfully reach the goals. The Board determines strategic and operational goals that are then measured using performance indicators like the number of degrees and certificates students complete. Although student completion of certificate programs has gone down a little there has been a rise in the completion of degree programs. These indicators and others allow the College to ask the questions that help the College better measure how well those goals are being met, determine where resources will best be used, and whether new resources need to be allocated or existing resources reallocated. It all begins with a solid infrastructure that includes a college workforce that is diverse, has well developed fiscal affairs, and current technologies and facilities. Looking to the year 2020 the College needs to know who the students will be. To best see who they will be, the College should look at today's student population. Credit students are currently more culturally diverse than the community, are fairly evenly divided between transfer and professional/technical programs, their average age is 29, and 65% are 30 or younger. Non-credit students are also culturally diverse with an average age of 32. Certification programs and Community Education have an older student population with nearly 65% 45 and older.

In the year 2020, using current population growth, 57% of the people will be 50 years and older causing big changes to the College mission. Many of these students will be seeking education and skills for a second and third career. They will already be educated and the degrees and certificates they will seek will mean big changes to PCC offerings. The community will be more diverse and it follows that PCC can expect higher growth in the diversity of students. To be prepared to meet these changes the College mission will need to be reviewed and refined to assure it is aligned with the EMP. The District Planning Council will play a major role in this process and through the Spring and Summer district wide discussions will be held on PCC 2020. The results of these discussions will be presented at Fall Inservice. Indicators for success will be

selected and using those indicators data will be gathered, measured, and results will be brought back to the Board. President Pulliams thanked Dr. Chairsell for her presentation and assured the Board they will be kept informed of progress.

### ESOL Update

Nan Poppe, President Extended Learning; Terri Greenfield, Dean of Adult and Continuing Education; David Stout, Division Dean of English and Modern Languages at Sylvania; and Dominique Millard, ENNL Department Chair and faculty member at Rock Creek

President Pulliams began by saying when he arrived at PCC almost two years ago that although the English language programs had hard working dedicated staff there were structural barriers for the students that needed to be remedied. Nan Poppe and her team agreed to take on the process to develop a better program for the students. He then commended them for their work and invited them to update the Board on their progress to date. After Dr. Poppe introduced the team she told the Board this proposal to redesign the non-credit ESL and credit ENNL program into one program with seamless transitions for students is the culmination of a lot of hard work. Meeting the needs of the 40,000 English language learners in the metro area who do not have enough English language proficiency for sustained employment is a critical part of PCC's mission. Mastering these skills is difficult and on the average takes seven years.

Dr. Poppe told the Board the proposal represents a collective, best thinking of faculty, staff, and administration. Every student is important as is every instructor and every instructional dollar. This proposal will allow PCC to serve the maximum number of students with the knowledge that the College will probably never be able to meet the total need. An important goal is to help students achieve their educational result as quickly as possible. There are more processes that need to be completed before the program can be implemented including internal curriculum development process and approval by the state.

Terri Greenfield explained that the ESL program at PCC serves thousands of students every year. A perception has been that mostly older people who only want the most basic English skills go into the ESL program, they stay for a very long time and don't progress out. The program was not perceived to be for people looking forward to careers and degree programs and transfer programs. A careful review showed that students were only getting six hours of English language instruction a week when fifteen instructional hours a week is the standard for credit programs. The limited teaching time made language acquisition a very lengthy process that few students completed. With the addition of technology and other services over the past five years the time has been reduced so that 80% of the students complete the program in two terms. Another aspect that affects students is cost. ESL serves 9,000 students annually and has four levels of non-credit instruction with six to nine classroom hours per level. There is no tuition but each class has fees of \$45, a technology fee, and an admission fee. Annual instructional costs include \$307,000 for five full-time faculty and \$744,000 for approximately 50 part-time faculty.

David Stout told the Board ENNL is a long standing program that also has four levels of instruction that serves approximately 3,500 students annually. Classes are transferable beginning at the intermediate level. Each level consists of fifteen hours of instruction in three five-hour courses in reading, writing, and listening/speaking. Approximately 25% of the ENNL students come from the ESL program. Regular tuition of \$64 per credit is charged making a fifteen-hour load \$960, a cost often prohibitive to students.

Dr. Stout said the sheer numbers of people who need to learn English to qualify for better careers or to earn college degrees is increasing and will continue to increase. As these students become more proficient in language skills the College needs to introduce them to educational and career opportunities the College may have. A criticism from the Board has been that the program was overly complicated and not easy to understand. With this in mind an important goal has been to make the program seamless, accessible, easily understood, available to as many students as possible, and to improve the numbers of students moving from the non-credit to credit courses.

Terri Greenfield shared that in September of 2005 President Pulliams charged the team with the task of creating a single language acquisition program with three clearly defined exit points for PCC students who acquire sufficient English II skills to successfully communicate in daily life, enter the workforce or get a better job, or be able to move into college transfer or earn an Associate's Degree and to do all this with the very limited resources available. Five years ago the ESL student waiting list was 900 students per term, not because that was how many wanted better English language skills but because that was the maximum number the Banner system allowed. There is really no way to know how many people wanted into the program. With the advent of technology and strategies being implemented current waiting lists are down to an average of about 450 each term. Although this is still a very high number of potential students not being served it is an indicator that fewer student needs are going unmet. The final task President Pulliams assigned was to create a single faculty team and one subject area curriculum committee so everyone teaching second language learners would be in the same department serving students the same way.

Dominique Millard said the task force recommendations fall into four categories: curriculum changes, student services, staffing, and budget. They recommend the program curriculum be divided into eight levels with students able to enter the program with no English skills at all and (for those desiring to do so) finish college-ready. It is also being recommended curriculum be redesigned in levels four and five, the transition from non-credit to credit classes. This is where the largest number of students drop out of the program in large part due to tuition shock. Level D, what will be level four in the new program, students meet nine hours each week for ten weeks and pay \$45. Level five is currently fifteen hours a week for eleven weeks and if students are full time tuition is \$960. The task force proposes a fee charge of \$185 for levels four and five to encourage students to continue through the levels without the barriers the current costs present.

Ms. Millard said current terms for ESL levels are ten weeks Fall, Winter, and Spring terms and eight weeks Summer term. The task force recommends all levels have terms that are eleven weeks to give increased language and learning access to the students. For the core program it is recommended that Cascade, Sylvania, and Rock Creek offer levels one through eight in both a morning, and afternoon or evening track to accommodate students' schedules. At this time levels one through four are being offered at Southeast Center. The task force would like to see levels five through eight offered there as money becomes available to do that. District wide decisions about adding second sections will be made by a small group of faculty and administrators working together rather than by each campus independently.

Terri Greenfield began the discussion about student support services by telling the Board that students are now able to enter the program at the appropriate level with Admissions, Testing, and the Assessment offices serving as the portals for all of these students. In the past students were sent from office to office in an inefficient confusing manner. The primary assessment tool to assess student readiness to move through the levels is Compass ESL. Students begin by being tested in their native language and as they move through the levels toward readiness for credit courses testing is done in English. Limited funding for this has come from Title II. Academic and career advising services will be made more available for ESOL students to better ensure students stay in school and are successful in school. Another important part of student success for second language learners is tutoring. The more experience people have with the English language outside of the classroom the better their success rate is and the more quickly they're able to move through academic programs. The task force is looking at expanding the tutoring services by combining resources and by broader use of volunteer literacy tutors across the district.

Solutions to staffing issues were described by David Stout. Budget cuts last Spring called for a reduction in force for two ENNL faculty members. The proposal the task force has presented to the Cabinet includes the restoration of one of those positions. Faculty retirements have allowed both of the rified faculty members to remain employed. Overall the district reduction is one full-time position which can be compensated for by redistributing program workload across the district. The program has already begun moving from centralized management to a division dean structure with teams at each campus. Proposals the task force is making will keep costs very close to the current budget. Ms. Greenfield and Dr. Poppe have an outstanding track record of winning grant support for their programs and will use that talent to raise additional funds for ESOL.

Nan Poppe added that a group of people has been identified by Campus Presidents who will be asked to serve on a Community Advisory Board to advise division deans about the program.

President Pulliams told the task force he is extremely pleased with the hard work these staff and faculty have put into this assignment and that they have answered every one of the charges and challenges he gave them. He told the Board that if this were to be

approved it would mean a true curriculum redesign for how we do business with this program that would be good for students.

Director Frisbee agreed this proposal is very impressive. She asked what the assessment tool for level four would be. Ms. Greenfield responded students are evaluated using a gradation tool called speaking level (SPL). Students completing level four are at sixth or seventh grade level of English Communication. By level five they have skills enough to enter high school or go into vocational programs. This is important because many students at that level have not had access to English language education unless they had the money to enroll in the credit program, spend a year in that, and move on with the opportunity to work and acquire language skills at the same time. Director Frisbee said this is an impressive truing up of the need to pay tuition and the graduated tuition requirement makes a lot of sense for those two models.

Director Lim congratulated the task force for their work and asked if there is a way to bypass some of the process for students able to progress at a faster rate than seven years. Ms. Millard responded that the seven-year process that has been discussed is the time needed to have students speaking to English language native speakers at an academically competent level. The program has testing mechanisms built in that accurately evaluate student English language skill level. Students are given permission to move to a higher level when it is determined they are ready for that. Dr. Stout added that it is possible for students to move through the entire program in eight consecutive terms if they take the full number of hours offered at each level. Ms. Millard said literacy skill in the student's first language has a lot to do with their academic skill with those already literate in their language able to move through much faster. Dr. Poppe added that technology has greatly aided student progress especially at the lower levels. Service learning opportunities encourage students to use their language skills outside the classroom thereby greatly speeding up the acquisition of English language skill.

Director Harper congratulated the team and said the seamless aspect coupled with the one-step admission process is a tremendous improvement.

Director Mckinney thanked the task force and agreed that this process will allow the College to better serve the students. She is concerned that many students are still not getting into the program and asked that student success be tracked and monitored and reported to the Board. Terri Greenfield assured the Board careful tracking including pre-testing and post-testing for each student is being done as part of the federal reporting process.

Director Mckinney asked about faculty acceptance of this new process. Ms. Millard replied that the faculty has been an integral part of the task force project and the process has been very well received by them.

President Pulliams again thanked the task force for their outstanding work.

## **PUBLIC COMMENT ON AGENDA ITEMS**

None

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

None

## **BUSINESS SESSION**

Director Margolin moved to approve Resolutions 06-053 through 06-057 by consent agenda. The motion passed unanimously.

## **PUBLIC HEARING - DEVELOPMENT OF THE FY 2006-07 BUDGET**

In accordance with ORS 294.406(2), a public hearing was convened at 8:20 PM on Development of the FY 2006-07 Budget.

President Pulliams asked Wing-Kit Chung, Associate Vice President Finance, to review the budget development process for the Board. Mr. Chung began by telling the Board that tonight's hearing is the official kick-off of the 2006-07 budget process. He told them in the next couple of weeks President Pulliams will present to them his budget directions and ask for the Board's ideas and discussions. President Pulliams will then present the proposed budget, which is a legal document required by Oregon statute 294, to the Board at the April 20 Board meeting in a public hearing. Information will be presented and the Board will have the opportunity to give the President any additional direction regarding the proposed budget. The Board will then be asked to approve the proposed budget as well as the district tax levy which is fixed by the constitution and is about \$.28 per thousand for fiscal 2007. On Wednesday, May 24 the approved budget will be presented to the Tax Supervising Commission of Multnomah County (TSCC) at a public hearing. Board members are invited to attend this hearing that is primarily a time for the TSCC to certify the budget. President Pulliams, Vice President McEwen, Mr. Chung, and the budget staff will be there to answer any questions the TSCC might have about the proposed budget. After TSCC certifies the budget it will again be brought to the Board for another public hearing and Board adoption. The process needs to be completed in June to have a legal budget from which to operate beginning July 1, 2006.

President Pulliams thanked Mr. Chung for his summary of the budget adoption process. The President then presented his perspective on the fiscal 2007 budget that will be presented to the Board at the April Board meeting. This is the second year of the biennium so there will be few unexpected changes in state funding. Although the economic news is not dire it is not good and caution must be exercised to protect the fiscal future of the College. Last year's funding provided approximately \$1.2 million in new initiatives and plans were developed for budget reductions largely in academic areas to take place in 2007. Revenue from state funding will increase only slightly with few if any enrollment gains expected. Resulting in the need to increase tuition and

some fees. Inflationary increases in utilities and service contracts are expected. A three year process to restore College capital maintenance funds to pre-bond levels will be started. The College's contribution to health care coverage will increase as will wages. The President described several items that the Board agreed at the February Board meeting should be pursued: the diversity initiative, better full-time to part-time faculty ratio, management compensation, restoration on a very selective basis restoration for funds for budget cuts made over the past five years in a number of areas. The Board directed that in no case would the College's ending fund balance go below 5% for F07 and the long-standing policy that our fund balance must average between 6 and 7% was also reconfirmed. At the January Budget Advisory Committee meeting members suggested the need for restoration of prior service and budget reductions affected by previous budget cuts. At the February Budget Advisory Committee meeting concerns included improving the full-time to part-time ratio, creation of management positions when faculty were being laid off, and that the College should consider increasing management compensation. Another concern voiced was increasing cost to students. The President expressed his appreciation for the candor of people across the College district in providing their views about how this budget should be prepared and he looks forward to continued work with the Budget Advisory Committee throughout the remainder of the process.

Proposals that may be presented at the April Board meeting include increasing tuition \$3 per credit; increases in some student fees; slight expansion of support service for diversity related initiatives; restoration of some full-time faculty positions slated for reduction in force in 2007; continued support for projects such as the Kitchen Cabinet, Portland Area Higher Education Consortium, the upcoming Legislative session; funding to provide some capacity for management compensation improvement, and restoration of some funding to previously reduced testing and curriculum management activity. These are the areas identified by Board members, business leaders, faculty members, students and staff as important considerations in budget planning for fiscal 2007. President Pulliams also stated the need to selectively restore previous reductions that are becoming more and more critical in all areas of the College that have been flat-funded for over five years. The College will continue to take a balanced approach supported by solid planning in the budget process. Dr. Pulliams said he greatly appreciates the Board's support and guidance in continuing discussion and their support in maintaining a strong financial position for the College in these difficult years. He then asked the Board for their reaction, suggestion, direction or questions regarding the information he presented.

Chair Williams asked if the Board had any questions. Director Margolin said President Pulliams had reflected well the Board's concerns voiced over the last year. She said the Board appreciates the difficulty in terms of the funding and the challenging economic times. President Pulliams thanked the Board and told them the budget document details will be ready in a couple of weeks.

#### Public Comment:

The following people addressed the Board on budget-related topics



<u>Name</u>	<u>Topic</u>
Michael Dembrow	Lack of progress in workforce diversity over past year, full-time faculty position reduction of 2 ½% over the last four years, management position increases of 5% over the past 4 years,

There being no further testimony the Budget Hearing adjourned at 8:40 PM.

### **RECONVENED BUSINESS MEETING 8:40 PM**

#### *Other Reports:*

Michael Dembrow, Faculty Federation President:

Mr. Dembrow attended a National Higher Education Conference held jointly by the National Education Association (NEA) and the American Federation of Teachers (AFT). Nationwide state budgets and the state budget picture seem to be improving however that is not necessarily translating to improved allocations for community colleges and higher education. Oregon post-secondary higher education per capita allocation ranks 37<sup>th</sup> in the United States; on the other hand total revenue in Oregon is 17%, a much better ranking. All colleges and universities are coping with the reduced allocations from states by raising tuition. Information from national pollsters indicates that public perception seems to be that colleges raise tuition, as businesses do, to increase profit rather than because states are not providing the support needed to provide educational services to students without tuition increases. The American Council on Education (ACE) has just instituted a public relations campaign to help people recognize the importance of higher education for building communities.

He also told the Board the federations are working with student associations beginning the second or third week of Spring term on a campaign to increase voter registration. The goal is to register as many students as possible before the May primary voter registration cutoff on May 25th.

Lucia Barnett, Classified Federation President:

Ms. Barnett said the Classified Federation Committee on Political Education has been working for the past couple of months with both faculty and students on upcoming primary and November elections and to make issues and candidate positions known in regard to education, learning and what candidates can offer community colleges and students.

The Classified Federation is having a bowling activity for fun and to build solidarity in the PCC unit.

An item of concern is the new classified contract indicates ten jobs have been placed on the salary schedule to be included for review on March 17 to determine whether the job classifications will stay the same or go down. The Federation feels this is inappropriate.

Ms. Barnett invited the Board to visit the new Public Safety Office at Cascade Campus.

Kyle Cady, Student Representative:

The District Student Government is in the process of amending the student constitution to reflect being governed by District Representatives rather than Council Presidents. This will create a Board that will include fewer executives and more students.

The Student Government has been having discussions with Administration regarding the increase in student activity fee and its distribution. At the beginning of the year the Student Government conducted a survey about student concerns. Over 3,000 students responded stating their primary concerns in the order of ranking were tuition, financial aid, book prices, transferability, and healthcare.

*District President Report:*

President Pulliams

President Pulliams announced Dr. Paul Hill, Interim Sylvania Campus President, has accepted a position as Vice President for Student Learning at Mt. Hood Community College. He congratulated Dr. Hill and thanked him on behalf of the Board for his work at the College.

Dr. Pulliams congratulated Shante Anderson for being selected as a New Century Scholar. Ms. Anderson is a student in the Alcohol and Drug Counselor program and has earned a 3.8 GPA. She will receive a \$2,000 stipend and will represent the state of Oregon at the upcoming AACC convention in April.

President Pulliams acknowledged that through the leadership of Teri Mills, a PCC Nursing faculty, a bill has been introduced in Congress to create a National Nurse to represent the needs of nurses throughout the United States.

The Portland Area Higher Education Consortium comprised of PCC, Mt. Hood, Clackamas, Chemeketa, and Portland State University (PSU) will sign an agreement on March 21<sup>st</sup> that all schools in the consortium will work toward integrating student admissions, enrollment, academic planning, support services, provide greater student access, and jointly coordinate more programs and activities. The Board is invited to the signing at the Urban Center at PSU. Dr. Pulliams acknowledged the support of PSU President Dan Bernstine and Dr. Guy Sievert who has represented PCC in this project.

## **ADJOURNMENT**

There being no further business, the meeting adjourned at 8:35 PM.

## **NEXT MEETING**

The next business meeting of the Portland Community College Board of Directors will be held on April 20, 2006 at 7:30 PM in Moriarty Art and Humanities Building at the Cascade Campus.

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Chair Williams

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President Pulliams

Prepared by:

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Lorna J. O'Guinn  
Assistant to Board of Directors

Minutes approved on April 20, 2006