

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

MINUTES

BOARD OF DIRECTORS BUSINESS SESSION
Sylvania Campus, Board Rooms A/B
July 17, 2008

BOARD ATTENDANCE

Board Members Present:

Denise Frisbee, Jim Harper, Jaime Lim, Marilyn McGlasson, David Squire, Harold Williams

**TAX SUPERVISING AND CONSERVATION COMMISSION (TSCC) PUBLIC
HEARING REGARDING PCC NOVEMBER 2008 BOND MEASURE**

The TSCC hearing convened at 5:30 PM and adjourned at 6:00 PM.

EXECUTIVE SESSION

The Board of Directors convened an executive session for Employment of a Public Officer and Real Property Transactions in accordance with ORS 192.660 (1), (a) and (e) at 6:50 PM, adjourning at 7:28 PM.

CALL TO ORDER

Chair Harper called the business meeting to order at 7:35 PM. He announced that Director Palmer is suffering a serious illness and asked that good thoughts be sent his way. He then invited all present to introduce themselves.

ELECTION OF NEW CHAIR AND VICE CHAIR

Chair Harper nominated Director Williams for Vice Chair. The nomination passed unanimously. President Pulliams administered the oath of office to the new Vice Chair. Chair Harper then asked for nominations for Chair. Director Lim nominated Director Frisbee. The Board voted unanimously for Director Frisbee to serve as Board Chair for FY2008-2009. President Pulliams administered the oath of office to the new Chair. Chair Frisbee thanked Director Harper for his outstanding work as Chair during the past year and presented a plaque to him in appreciation for his service as Chair of the College Board.

APPROVAL OF THE AGENDA

The agenda was approved as published.

INFORMATION SESSIONS

Enrollment Management

Dr. Christine Chairsell, Vice President, Academic and Student Affairs

Dr. Chairsell said her report would be a brief overview on how the entire College participates in the enrollment management plan. The process for students begins with access, continues through retention and provides exit points designed to facilitate students achieving their goals.

She said that in 2005 President Pulliams created the Enrollment Management Committee consisting of representatives from all aspects of the College to serve as advisor to him. This committee was given the charge to take a College-wide strategic approach to maximize student access, retention and success. The committee's guiding principles were that decisions had to be information based; the program needed to support the work going on at the campuses, support Board goals, and the academic master plan, restoring critical positions lost due to budget cuts, more effective use of technology and Banner, and the College needed to be in position to seize funding opportunities such as grants and State funding.

Dr. Chairsell then listed enrollment and retention goals with the first being to increase student access through a number of methods including Community Education classes, margin classes, and Dual Credit enrollment. In response to a past question from the Board about margin classes she explained that campuses are given enrollment FTE targets. Once campus targets are met with the base budget, the incentive class process shares the net revenue achieved from classes that create FTE above the target. This funding does not go into the base budget and may be used to fund additional margin classes, add courses not supported by General Fund, buy needed equipment, or to systematically update and expand what they do. Additionally unused funding in their budgets is used to provide classes not funded or supported by the General Fund based budget. Identifying margin classes is done in various ways. She said that one relatively new tool is automatic student registration from PCC's wait list into classes as space becomes available. After being registered into classes email is sent to the student notifying them of the action. Monitoring waitlists helps campuses identify classes that students want or need that can be added as margin classes. She said that recently PCC's Registrar attended and presented at a national conference and was told PCC is known nation-wide for this great technology tool. She further noted that other technology tools being used are Distance Learning, Early Alert Warning, My Academic Plan, Online Student Transcripts, and Degree Audit.

Dr. Chairsell said the second enrollment and retention goal is to develop a consistent enrollment process for credit and non-credit students by merging the Admissions and Registration process, fully automating online applications, and implementing the "Blue Shirt Brigade". She explained using these techniques allows students to apply for admission and register for credit and non-credit classes online. The "Blue Shirt Brigade" (managers, classified staff, and academic professionals wear blue shirts printed with the slogan "We're all about Your Future" and "Ask Me") helps students navigate the lines at the beginning of each term so they get where they need to be with the information they

need to have so advisors can advise, counselors can counsel and Registration can register.

She said the third enrollment and retention goal is to enhance successful transition and retention from pre-college to college. Dr. Chairsell said that goal is being accomplished by hiring additional advisors to provide mandatory student advising, creating an environment of networking and support to assure success of first year students, ESOL progression from level 4 to level 5, Adult Basic Education/Developmental Education Re-alignment including mandatory advising and program completion before entering general education classes, and pre-requisite implementation.

The fourth enrollment and retention goal is to develop faculty initiatives that enhance retention in the classroom beginning as early as the first week in each term using tools like the Early Alert Warning System to contact students by email or using MyPCC. This was developed in response to the Noel Levitz survey in which students said faculty were not contacting them early enough in the term. Additionally, the Teaching and Learning Centers at each campus provide a place where faculty can support faculty by sharing classroom experiences.

She said the fifth goal is to prepare students and assist them with their transitions from PCC by using tools like Career Pathways, a continuing process that helps identify the student's employability level for potential employers by grouping existing classes together that demonstrate students' capabilities. Transfer and articulation agreements with other educational institutions allow students to earn degrees or enroll in programs without having to repeat classes they have already successfully completed. Lifelong relations mean lifelong learning is achieved through the Foundation building alumni programs and through Continuing Education and Community Education.

The sixth enrollment and retention goal is to support students, advisors, and counselors. Dr. Chairsell said the best way to accomplish this goal is through the use of technology like My Academic Plan, an interactive tool that allows students to explore careers and then develop an academic plan for themselves that helps them reach their goals. Another tool, Degree Audit, will be implemented over the next two years to help Deans more accurately anticipate student education demand two or three years in the future by looking at current student enrollment. Dr. Chairsell said this will be a self-advisory tool for students who don't wish to see an advisor and will also be valuable tool for advisors in helping students determine their educational path. She said that measuring how well the College meets Board goals, Legislative key performance measures, student survey concerns, student success, and new initiative effectiveness helps PCC build a new initiative list to fund new programs to ensure students are provided academics and effective student development to support them throughout the system. President Pulliams added there are two key strategies for enrollment management: recruiting new students and retaining currently enrolled students and that to do this requires effective marketing along with providing positive classroom experiences and other support for students from the time they arrive and begin taking classes until they reach their goals and leave PCC.

Government Finance Officers Association (GFOA) Award

Wing-Kit Chung, Vice President, Administrative Services

President Pulliams presented the Government Financial Officers Association Certificate of Achievement for Financial Reporting and noted his appreciation for the excellent work the Financial Services team does. Wing-Kit Chung introduced team members in the audience. Cherie Chevalier, Associate Vice President, Finance, added that the effort of Financial Services staff is responsible for the College being awarded this prestigious recognition.

Willamette Building Update

Randy McEwen, District Vice President

Mr. McEwen reported that at the June business meeting the Board authorized the President to go forward with an offer and begin negotiations to purchase the Willamette Building from the Oregon University System, University of Oregon. He noted that if purchased, the building will be used as an administrative consolidation site for Financial Services and Human Resources. He noted that Financial Services will be required to relocate upon termination of the Capital Center lease at the end of 2009. In November 2007 PGP Appraisals appraised the Willamette building at \$4.6-\$5.6 million. The College made an initial purchase offer of \$4.61 million. The College's offer also included the standard 5% earnest money upon execution of a purchase and sale agreement, a due diligence period for the College of 90 days and that the approval of the purchase and sale agreement would be subject to PCC Board approval. Mr. McEwen also noted the purchase will be subject of the approval of the State Board of Higher Education and the Oregon University System Chancellor. In an initial negotiating session on July 11th the University countered at \$5 million which PCC agreed to. The next step will be for University counsel to agree to accept that offer. This building closely resembles one of the needed facilities included in the Bond proposal. He said the critical success factors for the site are its size, proximity to public transportation, location and cost. Chair Frisbee thanked Mr. McEwen for his report.

Marketing Update

Kristin Watkins, Director, Institutional Advancement

President Pulliams introduced Ms. Watkins and commended her marketing team for doing an excellent job of raising awareness and visibility of the College and also noted the more professional appearance of marketing materials. He also said the new marketing plan will be introduced in the next few weeks for Board and staff review. Ms. Watkins said the marketing update would be an overview of promotional materials as well as various media approaches. She presented each Board member with samples of promotional materials with the College logo that are used by recruiters and outreach coordinators in recruiting new students. She then introduced Russell Banks, Marketing Manager and Jennifer Boehmer, Assistant Manager from the Marketing Department and asked them to present the report to the Board. Mr. Banks explained that the primary responsibilities of PCC's Marketing Department include developing and updating the College Marketing Plan and being custodians of the College-wide graphic identity which is accomplished by planning and conducting promotional campaigns, developing advertising for a variety of media delivery, production of publications, collateral material for displays and promotional give away materials.

He said in 2005 President Pulliams asked the Marketing Department to prepare a comprehensive marketing plan. About the same time the Marketing Department merged with the Extended Learning campus marketing operation and the then publications office was developed into a full-service marketing office. Mr. Banks said that in that merge Jennifer Boehmer, who had been responsible for Marketing for Community Education and the Center for Business and Industry, moved from Extended Learning to the newly merged operation. He noted that she has been a tremendous asset to the marketing team and that the Marketing department is now more strategic and less reactive with improved efficiency. He also noted that the team has increased in size to meet the increased need for public recognition of PCC.

He and Ms. Boehmer then showed the board photos and advertising brochures, played sound bites of advertising being developed and used for radio, television, publications, MAX trains, buses and other places. He also noted that additional promotion has been created and is being used for promotion of the Center for Business and Industry.

Ms. Boehmer said the marketing plan used the Educational Master Plan as a guide and matched that with the highest potential for marketing benefit and included: 1.) Increasing the College's overall visibility, particularly with the youth audience, using a widespread campaign that would appeal to the public at large; 2.) Building public support for future bond measures; 3.) Supporting the work of the PCC Foundation including fund raising activities; 4.) Creating an internal culture where all employees feel ownership of the PCC brand; 5.) Increasing enrollment of degree-seeking students; 6.) Increasing enrollment and profitability of Community Education classes, Continuing Education and Professional certification. Campaigns, budgets and timelines were developed to meet each of the objectives.

Ms. Boehmer said an initial community survey evaluating the operation and performance of the College was done in 2005 and when repeated last year survey ratings of "pretty good" or "excellent" increased by 8 percentage points. When asked to rate PCC in providing a good return on tax dollars those polled in 2007 indicated increased satisfaction in the College's performance by 10 percentage points. She said when asked to compare PCC to other education institutions as a first choice for furthering education, getting additional job training or career advancement the approval rose from 29 to 37 percentage points. Ms. Boehmer said she believes the current marketing campaign has played a role in that increased community approval.

Mr. Banks said the Marketing Department recently won ten regional and two national awards for marketing projects. He said that the new marketing campaigns are working, as evidenced by an increase of 200 students over last year attending the on-campus College Goal Oregon event this year. Additionally the *Communities* magazine that is mailed to 300,000 households in the district has been improved, the annual spring mailing to every high school senior in the district has been significantly upgraded and a new marketing plan has been created that reflects the re-organization of Community Education by topic area as opposed to geographic area to promote specific programs.

Ms. Boehmer and Mr. Banks displayed some of the advertising created for various medias and explained that in the new marketing material PCC students tell their stories about student experience to say that anyone can come to PCC and no matter what their dreams or goals are PCC can move them toward them. Mr. Banks concluded the report saying the College marketing plan is being revised to a more professional form that restates objectives that are more measurable; selects key indicators to those measures; increases emphasis on credit enrollment; updates general population survey results; and updates tactics lists with objectives and tactics connected to budget items. President Pulliams thanked them for the report and said that in response Director Squire's request for a review, the College's marketing plan that includes stated objectives and timelines will be completed in the next few weeks.

PUBLIC COMMENT ON AGENDA ITEMS

Deborah Hall, President, Classified Federation, noted that Resolution 09-003 will authorize appointment of Dr. David Rule as the Rock Creek Campus President. She said that while she and the Classified Federation welcome him to the College, they are concerned that an appointment to this level position without conducting a national search may set a precedent. She also noted that at the June Board meeting Dr. Rule was introduced as filling a temporary appointment and it was stated that a national search would be conducted later in the year. Ms. Hall said she met with President Pulliams regarding this matter because the Classified Federation has concerns regarding hiring high level positions in this manner that include: 1.) Not doing a national search for a position at this level; 2.) Lack of forums usually conducted to provide all the PCC community the opportunity to meet the candidates and have involvement in the hiring decision; 3.) Neither Federation was given the opportunity to be included in the decision; 4.) This hiring procedure could set precedence about the manner that executives are hired. She said President Pulliams apologized for the expedient decision and said he would not appoint executive positions without a more inclusive process in the future. Ms. Hall thanked President Pulliams for listening to and understanding the Federation's concerns. She added that she feels President Pulliams truly has the best interest of the College at heart and is hopeful that his promise will be upheld in future hiring. She concluded saying the Federation is sincerely committed to the goals and mission of the College and will give Dr. Rule their full and honest consideration.

Eddie Lincoln, President Elect, Faculty Federation, said the Faculty Federation too would like to acknowledge and congratulate Dr. David Rule for his recent appointment and welcomed him to Oregon. However, he shares the same concerns expressed by Ms. Hall that the non-inclusive executive hiring process breaks a historical precedence in which the College has gained full participation from the faculty, students and the general public when making a selection of high ranking positions. He believes the inclusive process contributes mutually to the learning curve of the candidates and the College at large and that it leads to a more successful hiring process. He agreed with Ms. Hall that President Pulliams has the greatest interest in the welfare of the College at heart and offered the Faculty Federation's complete support of Dr. David Rule and welcomes him to the College.

PUBLIC COMMENT ON NON-AGENDA ITEMS

None

BUSINESS MEETING

Director McGlasson proposed approval of Resolutions 09-001 through 09-005. The motion passed unanimously.

Other Reports:

Deborah Hall, Classified Federation President, congratulated the newly elected Chair and Vice Chair. She then welcomed Eddie Lincoln as the President of the Faculty Federation adding that she looks forward to working with him. She expressed the Federation's concern for Director Palmer and his family in light of his recent serious illness. She congratulated the Financial Services Department on again receiving the GFOA Award. Ms. Hall noted that members of the Federation had recently attended the five-day AFT National Convention where Senators Hillary Clinton and Dick Durbin spent time with the group and although Barack Obama was not able to attend he addressed the group via satellite. She said AFT is fully supporting Mr. Obama in the upcoming Presidential nomination and election. She said the Federations are planning their end of the year dinner at which new officers will be ushered in and the Federations will say goodbye and thank the outgoing officers. In August and September training will be given to Federation staff and executive council in preparation for the bargaining that will begin in the fall.

Board Reports:

Chair Frisbee again congratulated Financial Services for earning the GFOA award and thanked staff for the reports on access and retention as well as the marketing plan.

District President Report:

President Pulliams thanked Director Harper for his leadership and support of PCC while serving this past year as Board Chair. He congratulated Vice Chair Williams and Chair Frisbee noting that he looks forward to working with both of them in the upcoming year. He acknowledged Dr. Persson for her leadership of Rock Creek Campus and wished her well in her new position in Texas. He said Dr. Rule will begin as Rock Creek Campus President early in September and that an interim president will be appointed soon. He also noted that in a meeting with their editorial board the *Portland Observer* newspaper agreed to support the PCC bond initiative. President Pulliams said the Chair and Board members may elect to cancel the business meeting for August since a light agenda is projected and the Board has a planning retreat on August 29th where business items could be presented. He announced that the Oregon University System Board has included \$2 million in their policy package budget submission for the University Center concept that is planned for Portland State University at the Willow Creek facility and that he will contact Governor Kulongoski asking his support for including this in the final budget. He concluded his report saying the College's thoughts and prayers are with Director Palmer and his family at this very difficult time.

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 August 21, 2008 at 7:30 PM in Board's Conference Room at the Sylvania Campus.

Denise Frisbee, Board Chair

Dr. Preston Pulliams, District President

Prepared by:

Lorna J. O'Guinn
Assistant to Board of Directors

Minutes approved on September 25, 2008