

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

**MINUTES**

BOARD OF DIRECTORS WORK SESSION AND BUSINESS SESSION  
Sylvania Campus, Board Rooms A/B  
January 20, 2011

**BOARD ATTENDANCE**

Board Members Present:

Denise Frisbee, Jim Harper, Denise Palm, Bob Palmer, David Squire, and  
Harold Williams

**WORK SESSION CALL TO ORDER**

Chair Squire called the Work Session to order at 4:30 PM and invited all present  
to introduce themselves.

**APPROVAL OF THE AGENDA**

The agenda was approved as published.

**INFORMATION SESSIONS**

Governance and Lobbying

Andrea Henderson, Executive Director, Oregon Community College Association  
(OCCA)

Dr. Pulliams commended Ms. Henderson for her lobbying efforts to benefit  
Oregon community colleges and asked her to report on those efforts along with  
the Governor's Higher Education Task Force proposal that will soon be released.

Ms. Henderson reported that since her last report to the Board on the Higher  
Education Task Force, now Senate Bill 242, a draft Bill has been introduced to  
the legislature that leaves governance over community colleges at the local level  
as is mandated by ORS 341. SB 242 does create The Higher Education  
Coordinating Commission whose mission would be to set goals for post  
secondary education including community colleges, university system, and  
OHSU, set strategic direction for post-secondary education, develop a funding  
model and make recommendations to the governor and the legislature in terms  
of the state investment into post-secondary education to meet the goals that it  
defines. She added the Higher Education Coordinating Commission would not  
have direct authority over community colleges and that community colleges  
would remain under the State Board of Education. If created the Higher

Education Coordinating Commission would have direct oversight over the Oregon Student Assistance Commission and would not only administer the Opportunity Grant but would use the Opportunity Grant and its funding model to look at investments in post-secondary education. She reported it is unlikely community colleges would support the current Bill draft because; 1.) Although it gives local boards the ability to set tuition it also gives the Higher Education Coordinating Commission the ability to set tuition limits as part of a funding model. 2.) It gives the coordinating commission some authority over setting institutional missions. 3.) Budget process disparity would have to be addressed because the draft Bill indicates that the Higher Education Coordinating Commission would work directly with the staff of CCWD to formulate a community college budget but the University System budget would be developed by the State Board of Higher Education who would then make its budget recommendations to the coordinating commission. She said that the OCCA at its December meeting adopted a preliminary statement in support of the concept of a coordinating commission so long as it doesn't change local governance, recognizes the interests of students as the center of its decision-making, and works to ensure that student transfer and articulation is successful. Ms. Henderson added that while she believes there is some merit to creating a Higher Education Coordinating Commission with the authority to adopt a more strategic approach to funding post-secondary education, local community college governance must remain in tact.

Ms. Henderson said that although Governor Kitzauber has indicated he was interested in creating a Higher Education Investment Board that would include pre-kindergarten to grade 20 (PK-20) little is known about the details of its function.

Director Williams questioned whether the committee would be comprised of educators or politicians? Ms. Henderson replied the 15-member commission would be appointed by the Governor and confirmed by the Senate and the assumption is that neither current board members or those employed in education would be allowed to serve on the committee but that OCCA would have the ability to lobby against confirmation of any committee nominee that does not support education.

Director Williams questioned whether Ms. Henderson saw the proposed committee as beneficial or detrimental to community colleges. Ms. Henderson replied that it will be important that up front work be done to ensure that committee members do not have a four-year model in mind when they think about post-secondary education and that they understand community college's comprehensive mission for serving all students who come to community college.

Director Harper asked if his understanding that governance is the chief concern around the proposed SB 242 is correct. Ms. Henderson responded that OCCA has reviewed the mission statements and Board policies of all 17 Oregon

community colleges and 22 instances of statutory authority for local boards were found. She added that OCCA would propose to its board that effort be initiated to reaffirm the current statutory authority that affirms the role of the local boards. Directors Harper and Frisbee expressed concern about who might be appointed to the Higher Education Coordinating Commission and how that would affect local governance. Director Frisbee also questioned the reason for proposing different budgetary processes for OUS and community colleges and asked OCCA to lobby against that action. Ms. Henderson replied she would strongly recommend that the OCCA Board take a position of opposition to the dual budgetary process. Director Palmer questioned how likely the Bill is to pass. Ms. Henderson responded that it is likely the Bill will go forward until the governor's office announces his plan and then the process will begin anew to include those recommendations. Director Palm asked if the PCC Board should take a formal vote of position regarding this Bill. Dr. Pulliams responded that would be a Board decision that could be made if at any time the Board decided to do so.

Ms. Henderson said that when the legislature convened it introduced 1,600 Bills and that OCCA was tracking approximately 200 that could impact community colleges. She reported that in addition to SB 242 other Bills that have been identified as OCCA highest priorities include Senate Bill 9 that would mandate that tuition increases of more than a not yet specified percentage would require the College to make up the difference in financial aid of that tuition increase for all students that qualify for financial aid; in effect nullifying the disallowed tuition increase. She added this is being proposed at the same time the State is reducing funding to colleges. She said that three Bills have been introduced that would mandate tuition waivers for; 1.) Permanently disabled veterans; 2.) Spouses and children of permanently disabled veterans; and 3.) Foster children. She said that while there is great concern and compassion for these groups these Bills will be opposed because tuition decisions are the responsibility of local boards not the legislature.

Ms. Henderson reported there is a great deal of interest in legislation regarding articulation and transfer issues and that OCCA would provide recommendations at the next OCCA board meeting regarding improvements to the transfer and articulation process for community college students transferring to the university system so that all their credits transfer.

Ms. Henderson said the Governor's budget would soon be released and the challenge would be to persuade increases in this difficult budget climate for community colleges.

Director Harper asked if the OCCA weekly report that addresses Bill priorities could be provided to all PCC Board members. Ms. Henderson offered to email the report to Ms. O'Guinn for distribution to the Board. She added that guest passwords could be assigned to Board members if at any time they would like to go into the system to review any Bill as well as the position being taken and

comments regarding it. Dr. Pulliams asked Ms. Henderson to talk about the Oregon Higher Education Alliance during the Board's dinner.

#### Bond Update

Linda Degman, Associate Director, Bond Program and Randy McEwen, District Vice President

Dr. Pulliams complimented staff on the annual Bond report that was distributed to Board members in their packets and noted a monthly bond report will be provided on how the College is proceeding on the Bond Program.

Ms. Degman provided a campus-by-campus District overview of the Bond Program. She said Rock Creek Campus has selected a preferred campus plan option and that work with campus groups continues on finalizing program adjacencies. Ms. Degman reported that Southeast Campus work continues on the campus master plan as well as development of a campus plan to best utilize acquired facilities. She said a comprehensive community outreach; stakeholder engagement process would soon be implemented similar to the one done at Cascade Campus. She reported Sylvania Campus programming meetings are being conducted to develop a building by building framework plan to identify all the projects so a costing can be done to make sure those projects fall within the budget for Sylvania

Campus. She reported that Cascade Campus master planning continues including meetings with the Community External Committee to gather input on the campus development and internal programming meetings to better understand needs for Cascade Campus programs that will be included in the Bond Program. Ms. Degman reported the Newberg the project is on schedule, that concrete has been poured, and soon building walls will go up.

Mr. McEwen reported that a draft of the first monthly update of the 2008 Bond project was provided in the January Board packet and he welcomed their feedback on any changes in content or format to better meet their needs. He then explained the differences between the financial management structure of projects funded with bond money and those funded by General Fund. Mr. McEwen said that stake holder engagement though sometimes challenging, continues to be a valuable component in the bond implementation process. He concluded his report by saying other impacting factors are the thousands of additional students being served largely with existing resources, the challenges of engaging all the internal and external communities, and the demands of meetings and conversations that need to take place to complete this long and complicated Bond program with the best possible outcome.

Director Frisbee asked for additional information regarding resolution 11- 061 on transportation demand management. Ms. Degman responded that with increased district-wide enrollment has come greatly increased single occupancy vehicles on PCC campuses that has resulted in a greatly increased need for

parking and that jurisdictions are requiring that the parking needs be met by providing alternate transportation to students, staff and faculty through use of TriMet, the PCC shuttle system, carpooling, bicycling or other methods that do not increase the number of campus parking lots. Mr. McEwen added that not addressing this issue in the current Bond Program will assure that significantly more costly parking solutions will have to be addressed in future Bond Programs.

Dr. Pulliams added that he and Dr. Gerber attended a meeting of the Southwest Neighborhood Association that is adjacent to Sylvania Campus at which residents stated they were very, very upset with students parking in their neighborhood and blocking driveways. He added that the neighbors were even more upset that students are going into the neighborhood to smoke since PCC initiated the tobacco free policy. He assured the Board that measures are being taken to remedy the issues that are in part the result of the greatly increased enrollment.

#### Budget 101

Cherie Chevalier, Associate Vice President, Finance and Wing-Kit Chung, Vice President, Administrative Services

Mr. Chung said the presentation he and Ms. Chevalier would provide had been created to address staff and faculty questions about the college's budget process and structure that would be used to produce the 2011-2013 biennium budget.

Ms. Chevalier said the Budget 101 presentation had been given at least five times to faculty and staff district-wide by Mr. Chung, Christina Day and herself and that feedback indicated the presentations had been helpful in clarifying their understanding of the basic budgeting development process. She then reviewed basic budgeting terms and concepts that are used to develop the College's budgets; what the roles are; who is involved in the budgeting process; what a fund is; how revenues, expenditures, and fund balances are reviewed; what budget factors are unique to community colleges as well as those unique to PCC; and how campus and department budgets are managed to assure budgets are not overspent.

Ms. Chevalier said the General fund is comprised of three parts; 15% from property tax, 35% state funding, and 55% from tuition and fees. Mr. Chung added that in previous biennium breakouts of funding would have shown tuition between 30%-40%. Ms. Chevalier reported in addition to General Fund the College receives funding from grants that are monitored by Contracts and Grants staff to assure that funds are used appropriately and not co-mingled with General Fund. She said Bond funds also have to be managed to assure they are used appropriately. She added that the new square footage created from the Bond Program will increase operating costs and that a funding model has been developed to pay for those increases.

Dr. Pulliams reported that the State Board of Education is expected to adopt a plan that will cut funding for new enrollment growth that would reduce state funding to all Oregon community colleges including PCC and a plan will have to be developed that will provide student services with reduced funding.

Ms. Chevalier further explained that the Board has targeted a reserve fund balance at 7% as an emergency fund to keep the college operating for a short time should an unforeseen disaster take place that would stop business. Director Frisbee questioned how long the 7% amount for the emergency fund has been in effect. Mr. Chung responded that in the 1990s research was conducted to evaluate best practice regarding reserve fund balance for local governments and community colleges and the amount was determined to be between 5%-15%. At that time the Board set the College's reserve at 7% so it would be large enough to hedge against catastrophe but not large enough to encourage use for ongoing operations.

Ms. Chevalier said that once the revenue, expenditures, and fund balance are determined the budget recommendation goes before the Board, as the Local Budget Committee, in February or March to review the budget. She added that the budget goes before them again in April for adoption in preparation for public hearing before the Multnomah County Tax Supervising and Conservation Commission. Following their approval the final budget comes back to the Board before June 30 for legal adoption.

Chair Squire questioned how budgets are managed throughout the year to make sure they are appropriately spent and not overspent. President Pulliams responded that each Cabinet member is responsible for supervising the operating budgets for departments in their charge. He added that an annual review of efficiencies and savings is conducted and then efficiency models are developed and presented the Board during the budget hearing process.

#### Announcements

Dr. Pulliams asked if the Board had any recommendations for his draft letter of response to the Faculty Federation's appeal to the Board for support of their requests regarding the bond building program. The Board asked that as college administration he respond to the requests.

Dr. Pulliams also reported that Portland Public School (PPS) Superintendent, Dr. Carol Smith asked for PCC's support of their upcoming levy and bond initiative. PPS also asked for PCC support in a joint project at Jefferson High School that had not yet been specified. Dr. Pulliams added that Dr. Smith had requested a meeting of representatives from PPS and PCC boards to discuss the possibility of PCC support for PPS. Director Harper asked that President Pulliams continue as spokesman for the PCC Board. Dr. Pulliams agreed to act in that capacity if that is the Board's desire. Director Frisbee said that since PPS had not

presented specific information about what they are asking of PCC she feels PCC support can't be offered. Director Palm suggested there might be some merit to a meeting of Boards to see what the PPS Board has in mind. Director Harper agreed there might be merit in a meeting but he still preferred having a proposal presented to Dr. Pulliams before that meeting so they have some idea of what is being proposed.

### **ADJOURNMENT OF WORK SESSION**

There being no further business, the meeting adjourned at 5:50 PM.

### **EXECUTIVE SESSION**

The Board of Directors convened an executive session for Labor Negotiations, Real Property Transactions, and Litigation in accordance with ORS 192.660 (2), (d), (e), and (h) at 6:35 PM, adjourning at 7:20 PM.

### **CALL TO ORDER**

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

### **APPROVAL OF THE MINUTES**

The December 16, 2010 minutes were approved as published.

### **APPROVAL OF THE AGENDA**

The agenda was approved as published.

### **INFORMATION SESSIONS**

#### Sylvania Campus Update

Dr. Linda Gerber, Sylvania Campus President provided a one-page summary of Sylvania Campus events and accomplishments that included 13 consecutive terms of enrollment growth since 2006 with no additional space and few new permanent full-time employees. She reported that the past year saw an addition of ten new degrees and certificates in a variety of areas. She said the Newberg Center is offering 32 classes Winter Term in its temporary space with an enrollment of 403. She added the Newberg Center building design has been completed for a NetZero building and construction has begun. Dr. Gerber said the Bond Program would touch almost every building on the Sylvania Campus and result in four greatly needed improvements; Classroom and office improvement in almost every building, addition of a child development center, evaluation of safety and evacuation needs as part of campus road improvements, and implementation of the E6 Plan. Dr. Gerber said two projects

that will provide important energy savings are the de-humidifier unit for the swimming pool and the high-efficiency boiler system built using a combination of Bond and Oregon Stimulus funds. She said the improvements at Sylvania Campus are the result of an incredible group effort and the hard work everyone is putting into serving students and improving programs and the services. She concluded her report by showing a short video presentation titled “Students 4 Giving” that she said illustrates the spirit of Sylvania Campus.

#### Bond Update – Rock Creek Campus

Dr. David Rule, Rock Creek Campus President and Barbara Linn, Project Manager Rock Creek Campus Bond Program

Dr. Rule and Ms. Linn reported that in September a review of the campus Bond project options developed in the spring was conducted to make sure they were still viewed as the most effective plans for Rock Creek Campus. They said in October stakeholder engagement went into full swing with meetings and workshops conducted to collect faculty, student, staff, and community comments regarding the campus building options and those ideas were then reviewed by the Bond Internal Steering Committee (BISC). In November the input from the process was evaluated while keeping the four campus principles in mind; learning, sustainability, health and wellness, connectivity, and aesthetics in design. Dr. Rule thanked Ms. Linn, Dr. Birgitte Ryslinge, Rock Creek Campus Dean of Instruction and OPSIS staff for their effort to help distill the building option results from all of the meetings and workshops to assure the projects would maximize usable space, avoid unnecessary duplication, wherever possible use existing facilities in the upgraded plan, not compromise existing parking, and fall within the v. 1.6 Bond plan. They said the next step in the process was to determine proximities of programs on the campus to best benefit each of the programs while keeping building cost in mind. Dr. Rule reported that the new access road is in the design phase and PCC continues to work with the local community, Washington County, and Clean Water Services in its development.

#### Update on Budget Assumptions

Wing-Kit Chung, Vice President Administrative Services and Cherie Chevalier, Associate Vice President Finance

Mr. Chung reported that although there is a great deal of uncertainty surrounding the state budget allocation the College’s budget development process has begun in order to have an adopted operating budget on July 1<sup>st</sup>. He added that the release of the Governor’s proposed budget will start legislative budget discussions in earnest. He then asked Ms. Chevalier to describe some of the budget assumptions, the challenges around revenue and expenditures, and the budget process to date.

Ms. Chevalier reported the Cabinet began weekly budget planning meetings the first week in January that will likely continue into February. She added that budget assumptions are being built around state funding of \$416 million to \$350 million, tuition increase, enrollment, and other factors. She added that new



initiatives are being evaluated and a list of recommendations prepared should funding come available. Ms. Chevalier noted that 2009-2010 budget efficiencies are being reviewed to see which were accomplished and which were not. She added that additional efficiencies are being identified from the 2010-2011 budget. She said a draft budget will be presented to the Board at the March Board meeting for their consideration.

Chair Squire asked how much less property tax revenue is anticipated for PCC and Ms. Chevalier replied about \$700,000.

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

None

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

Paul Riggs, Executive Treasurer, Columbia Pacific Building Construction Trades Council, reported that his organization represents 15,000 construction workers in the Portland area from 25 different locals. He said the PCC Bond Program offers an opportunity to remedy area workforce disparities by entering into a Project Labor Agreement (PLA) that would ensure PCC's goals of minority employment would be met and that projects would be completed on-time and on-budget. Mr. Riggs said a PLA could offer the opportunity for minority workers to complete apprenticeships and become journeyman within the ten-year period of the Bond Program. He added that this could also lead to some of them becoming businessmen. Mr. Riggs said K-12 schools are geared to preparing students for college and his organization offers an alternative through a vigorous outreach program that includes mentoring programs and preparatory training to help those interested in becoming properly trained construction workers get into the building trades. Mr. Riggs provided a sample PLA to Board members to illustrate the benefits in large projects like PCC's Bond Program.

### **BUSINESS MEETING**

Director Harper proposed approval of Resolutions 11-058 through 11-062. The motion passed unanimously.

#### *Other Reports:*

Michael Morrow, Faculty Federation President, reported that bargaining would begin in three weeks and that surveys are being conducted to ensure the bargaining process focuses on issues most important to Federation members. He thanked Mr. Chung and Ms. Chevalier for the informative Budget 101 presentations. Mr. Morrow reported that he and Mr. Seaman continue meeting with Ms. Degman, Mr. McEwen and Mr. Chung on Bond development with a continued focus on providing adequate work and meeting spaces for faculty and AP staff needed to provide needed services to students. He also reported that he

and Mr. Seaman are conducting lunchtime executive chats at all campuses with federation members in an effort for more interaction between members and federation leadership. Mr. Morrow said members continue attending trainings and conferences and that he will present “The Crisis of Student Debt in America” at the 2011 AFT Higher Education conference in Philadelphia.

Phil Gilmore, Classified Federation President, reported the Classified Federation had conducted surveys and identified issues in preparation for the upcoming contract bargaining. He added that the Classified Federation plans to ask members of the House and Senate for additional community college funding and that their political action committee is working on strategies to get federation membership to Salem to carry that request to lawmakers. Mr. Gilmore added that the local federation recently received an award from the National AFT for their political action contributions. He reported the Classified Federation will continue sending members to trainings and conferences.

Associated Students Portland Community College (ASPCC) Student Representative, Tom Worth, reported at the January 7<sup>th</sup> District Student Council (DSC) meeting the budget was discussed and a budget committee consisting of four DSC representatives was established. He said he presented a proposed Oregon Community College Student Association (OCCSA) dues structure that the DSC approved and that the proposal will be taken to the OCCSA for consideration at the February 19<sup>th</sup> meeting. He reported that in response to Dr. Pulliams request for information on ASPCC’s underlying values and principles a student survey was conducted and that although no major changes were made to the original DSC goals document some language was revised to make it easier to understand. Mr. Worth reported that Gina Whitehall-Baziuk presented a working copy of the Bond Market Research Survey and asked the DSC for more information on several questions. He said Dana Haynes presented a legislative update and told them about upcoming Salem lobbying opportunities with the College that the DSC will have. Mr. Worth reported that a vision and mission statement was developed and proposed to the DSC that will be voted on for adoption at the next DSC meeting at Cascade Campus on January 21st.

#### *Board Reports:*

Director Williams asked Mr. Donnelly about concerns he had regarding the ethnicity and gender portion of the January 20<sup>th</sup> personnel report and that it has been reported to him that although qualified Hispanics and African Americans are not offered interviews. Mr. Donnelly replied that considerable effort is given to inclusion of minority applicants throughout the hiring process and that huge applicant pools result in the screening committee candidate winnowing process narrowing the candidate pool that that often has few minorities when they reach a small enough group of candidates for interview. He added that the screening committee is not informed which candidates are minorities and that Human Resources and the Affirmative Action Office are looking at methods to ensure that there are adequate percentages of minorities at each phase of the process.

Director Williams reminded him that as a large organization PCC has a responsibility to assure as many qualified minority applicants as possible reach the interview and hiring stages. Dr. Pulliams added that the annual Workforce Analysis Report would be presented at the February Board Meeting that will include a summary of all positions hired at the College as well as plans for future hiring processes.

*District President Report:*

Dr. Pulliams asked Kristin Watkins to update the Board on the PCC 50<sup>th</sup> Anniversary celebration. Ms. Watkins reported that the district-wide planning committee has been meeting to help the Advancement Office plan advertising and activities for the celebration that will kick off at the September in-service and conclude with graduation in June 2012.

Dr. Pulliams also announced that the Portland Alliance and the PCC Small Business Development Center signed a partnership that will provide 12 scholarships for the one-year Small Business Management training program conducted by the PCC Small Business Development Center. He also announced that Cascade Campus will host the African Film Festival from February 4<sup>th</sup> thru March 5<sup>th</sup>.

### 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 March 3, 2011 at 7:30 PM in Board's Conference Room at the Sylvania Campus.



David Squire, Board Chair



Dr. Preston Pulliams, District President

Prepared by:



Lorna J. O'Guinn  
Assistant to Board of Directors

Minutes approved on March 3, 2011