



CENTRAL OREGON  
COMMUNITY COLLEGE **REVISED**  
Board of Directors' Meeting – AGENDA  
Wednesday, April 9, 2014 – 7:00 PM  
Christiansen Board Room, Boyle Education Center

TIME**	ITEM	ENC.*	ACTION	PRESENTER
7:00 pm	I. Call to Order			Abernethy
7:01 pm	II. Introduction of Guests			Abernethy
7:05 pm	III. Agenda Changes			
7:06 pm	IV. Public Hearing and Testimony			
	A. Student Scholars – All Oregon Academic Team			Moore☐
7:20 pm	V. Consent Agenda***			
	A. Minutes			
	1. Regular Meeting-March 12, 2014	5.a1	X	Smith
	B. Personnel			
	1. New Hire Report (March 2014)	5.b1	X	Sorenson <sup>A</sup>
	2. Promotions	5.b2	X	Abasa <sup>A</sup>
	C. Approval to Hire			
	1. Approval to Hire (Heckert)	5.c1	X	Sorenson <sup>A</sup>
7:30 pm	VI. Information Items			
	A. Financial Statements	6.a		Bloyer <sup>A</sup>
	B. Construction Projects – Update	6.b		McCoy <sup>A</sup>
	C. Bond Sale - Update	6.c		Kimball☐
	D. 2014-15 Juniper Residence Hall Rates	6.d		Moore☐
7:50 pm	VII. Old Business			
	A. 2014-15 Tuition and Fee Rates	7.a	X	Kimball☐
7:55 pm	VIII. New Business			
	A. Student Fee Approval Process	8.a		Moore☐
	B. 2014-15 Fee Resolution	8.b	X	Moore☐
	C. Redmond Tech Center – Furniture	8.c	X	Mosier <sup>A</sup>
	D. Financial Certification (President/Board)	8.d & 8.d1	X	Bloyer/ Middleton <sup>A</sup>
8:20 pm	IX. Board of Directors' Operations			
	A. Board Member Activities			
8:30 pm	X. President's Report			Middleton☐
	A. 2014 Spring Term Enrollment			
	XI. Dates			
	A. 6:00pm – Wednesday, May 14- Budget Committee Meeting			
	7:00pm – Wednesday, May 14-Regular Board of Directors Meeting			
	B. 6:00pm – Thursday, May 29-COCC Foundation Latino Scholarship Fundraiser			
	@ Aspen Hall @ Shevlin Park – See Flyer/ <u>Exhibit: 11.b</u>			

Dates continued - -

- C. 5:00pm – Friday, May 30 – Faculty Convocation – Wille Hall-Campus Center & Elevation @ the Cascade Culinary Institute
- D. 7:00pm - Wednesday, June 11 - Board of Directors Meeting (Budget Adoption)
- E. 10:00am – Saturday, June 14 - COCC Commencement – Mazama Field

8:40 pm XII. **Adjourn** to Executive Session

8:45pm XIII. Executive Session: ORS 192.660 (2)(a)  
Employment of Public Officers, Employees and Agents

XIV. Adjourn Executive Session

XV. Re-Convene Regular Board of Directors Meeting

XVI. Presidential Search:

Reject the Candidates: Extend the Search 16 X Abernethy/Paradis

9:00pm XVII. **ADJOURN**

\* Material to be distributed at the meeting (as necessary).

\*\* **Times** listed on the agenda are approximate to assist the Chair of the Board.

\*\*\* Confirmation of Consent Agenda items submitted by the President. Any item may be moved from the Consent Agenda to Old/New Business by a Board Member asking the Chair to consider the item separately.

**P** = indicates a Presentation will be provided. **A** = indicates the presenter is Available for background information if requested.



Central Oregon Community College  
Board of Directors' Meeting  
MINUTES  
Wednesday, March 12, 2014- 7:00pm  
Christiansen Board Room  
Boyle Education Center

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**PRESENT:** Bruce Abernethy, Charley Miller, David Ford, Vikki Ricks, Laura Craska Cooper, Anthony Dorsch, Joe Krenowicz, Ron Bryant -Board Attorney, Dr. Jim Middleton-President, Julie Smith-Executive Assistant

**INTRODUCTION OF GUESTS:**

Lester Friedman, Shirley Metcalf, Matt McCoy, Alicia Moore, Kevin Kimball, Sally Sorenson, Michael Fisher, David Dona, Kathy M Smith-Faculty Forum President, Ron Paradis, Joe Viola, Dan Cecchini, Lisa Bloyer, Jim Weaver, Jenni Newby, Jerry Schulz, Carol Higginbotham and others.

**PUBLIC HEARING & TESTIMONY:** - None.

**CONSENT AGENDA:**

**Ms. Vikki Ricks moved to approve the Consent Agenda. Mr. Joe Krenowicz seconded. MCU. Approved. M03/14:1**

BE IT RESOLVED that the Board of Directors' approved the Regular Meeting Minutes of February 12, 2014 (Exhibits: 5.a1);

BE IT RESOLVED that the Board of Directors' reviewed and approved the February 2014 New Hire Report (Exhibit: 5.b1);

BE IT RESOLVED that the Board of Directors' approved the letter addressed to the Adult Basic Skills State Director of COCC's intent to discontinue the Adult High School Diploma program as of June 30, 2014 (Exhibit: 5.c).

**INFORMATION ITEMS:**

**Financial Statements – (Exhibit: 6.a)**

The Board of Directors' were apprised of the January 2014 Financial Statements.

**Construction Projects – Update (Exhibit: 6.b)**

The Board of Directors' were apprised of the February 2014 Construction Projects Update.

**Tuition and Fees – (Exhibit: 6.c/Attachment Chart: 6.c/3pgs)**

Mr. Kevin Kimball-Chief Financial Officer reviewed that for 2014-15, COCC has the second lowest combined in-district tuition and fee rate of all Oregon community colleges. Early information shows that with COCC's proposed \$1 per credit tuition increase, and combined in-district tuition and fees for 2014-15 would exceed three other Oregon community colleges.

In April, the Board will be asked to approve a recommendation to increase tuition and fee rates, as the 2014-15 academic year begins with summer term, and registration starts the end of April.

Student Housing Bond – Update (Exhibit: 6.d)

Mr. Kevin Kimball-Chief Financial Officer reviewed the Full Faith and Credit Obligations, Series 2014 timeline/schedule.

OLD BUSINESS:

Transfer of Cascades Hall - Update

President Middleton reviewed that for the past two years COCC has been working with Legislators to develop a plan for the transfer of Cascades Hall to COCC - making it a “win-win” for OSU-Cascades, COCC and the college district’s taxpayers. COCC has received legislative approval for the transfer. President Middleton gave a broad “Thank You” to the many – who helped bring this goal to fruition.

Outcome Based Funding – Update

President Middleton reviewed that as noted in the Budget Committee meeting presentation, that OEIB (Oregon Education Investment Board) and HECC (Higher Education Coordinating Commission) have continued focus on implementation of Outcomes Based Funding. He noted that the community college Presidents agree that metrics for distribution funding should reach beyond just enrollment numbers – however, a consensus on recommended metrics has not yet been reached.

NEW BUSINESS:

Redmond Bond Retirement (Exhibit: 8.b)

Mr. Kevin Kimball-CFO reviewed that in 1996, the College issued \$900,000 in full faith and credit obligations to finance the construction of the first building at the north campus in Redmond. As of July 1, 2014, three years remain on the debt service schedule. There are no restrictions on retiring the bonds early and there are no additional costs.

Mr. Joe Krenowicz moved to approve authorizing College administration to retire the 1997 and 1997 bond issue at the beginning of the 2014-15 fiscal year. Ms. Vikki Ricks seconded. MCU. Approved.

BOARD OF DIRECTORS' OPERATIONS:

Ms. Ricks	Greater La Pine Community Meeting Attended all Presidential Candidate Interviews and Dinners Attended COCC Foundation’s “Taste of the Town”
Mr. Krenowicz	Attended Presidential Candidate Interviews and Dinners
Mr. Ford	Meeting with OSU-Cascades Kelly Sparks Attended all Presidential Candidate Interviews and Dinners Attended Meeting on OSU-Cascades Campus Expansion Attended COCC Foundation’s “Meal of the Year” Attended trip to Salem for Presidential Candidate Site Visit Real Estate Forecast Breakfast

Ms. Craska-Cooper	Real Estate Forecast Breakfast Attended all 3 Presidential Candidate forums in Prineville Attended "Meal of the Year" Attended all Presidential Candidate Interviews and Dinners Presidential Candidate Meetings
Mr. Miller	Attended "Meal of the Year" Attended all Presidential Candidate Interviews and Dinners Real Estate Forecast Breakfast Attended Presidential Candidate Site Visit
Mr. Dorsch	Attended two Presidential Candidate Interviews Attended all 3 Presidential Candidate forums in Redmond Phone call w/Oregon Ethics Commission and Dept. of Ed. Phone call w/Kevin Kimball CFO
Mr. Abernethy	Several meetings and phone calls with Ron Paradis re: Presidential Search Class Presentation w/Judy Stiegler Meeting re: Better Together w/Brynn Pierce Eastern Promise – Grant Attended "Meal of the Year" Met w/President Middleton re: Presidential Contract Met w/Tanya Bruce-Grants re: Eastern Promise Grant Attended all Presidential Candidate Interviews and Dinners

### PRESIDENT'S REPORT:

#### Newsletters (Handouts: 10.a1)

President Middleton reviewed some of the "happenings" listed in the Crook County, Jefferson County and Redmond Campus college newsletters.

#### Internal Grants

President Middleton reviewed that last year the college made assumptions on a range of budget variables -

- Enrollment
- State Funding
- Property Taxes
- PERS/Medical Costs

with uncertainties, the college pulled back from potential initiatives to ensure fiscal stability – with the balance tilted towards the positive – in December 2013 – President Middleton established an Internal Grant program asking for proposals for funding over the next 12 months for projects which were capacity building – one-time expenses that address viability and student initiatives. President Middleton reviewed that he is pleased to announce funding for 8 projects totaling \$178,614.

- Strengthening use of the Banner program for HR purposes
- Supporting design of student Freshman Year experience program
- Support for revision/updating of policy manual

- Consultancy support for communication plan for student prospects – recruitment plan development
- Faculty training for Learning Communities strategies
- IT Staff training
- Completing videotaping of Biology course lectures for online access
- Mac lab for digital arts and design instruction in the Redmond Tech Center.

COCC Foundation's 2014 "Taste of the Town" and Meal of the Year"

Mr. Jim Weaver-Executive Director of the COCC Foundation, was pleased to announce that this year's February 28 "Taste of the Town" and March 1 "Meal of the Year" Scholarship two-evening fund raiser events - netted \$330K – the highest amount ever. He expressed his heartfelt Thanks to the many who contributed in numerous ways to help make this year's fund raising events for scholarships a huge success.

Mr. Weaver ended his report with a quote by Ralph Waldo Emerson:

*"What lies behind us  
and what lies before us  
are tiny matters compared  
to what lies within us"*

**ADJOURN Regular Meeting: 9:15 PM**

Executive Session:

9:20 pm - Chair Abernethy Re-Convened to Executive Session:

ORS 192.660 (2) (a) Consider Employment for Hiring CEO

9:38pm – Adjourn – Executive Session

9:39pm – Re-convene Regular Board of Directors Meeting

**9:40pm - ADJOURN**

APPROVED;

ATTEST TO;

\_\_\_\_\_  
Mr. Bruce Abernethy, Board Chair

\_\_\_\_\_  
Dr. James E. Middleton, President

Exhibit: 5.b1  
April 9, 2014  
Approve: \_\_\_ Yes \_\_\_ No  
Motion: \_\_\_\_\_

**Central Oregon Community College**  
**Board of Directors**  
**NEW HIRE REPORT – March 2014**

<u>Name</u>	<u>Date Hired</u>	<u>Location</u>	<u>Job Title</u>
<b>Classified Part-Time</b>			
O'Neal, Molly	3/17/2014	Bend	PT Retail Asst Bookstore
<b>Classified Full-Time</b>			
Jackson, Yasuko	3/24/2014	Bend	LMS Support Spec
<b>Temporary Hourly</b>			
Leslie, David	3/4/2014	Bend	Comp Lab Attendant

CENTRAL OREGON COMMUNITY COLLEGE  
Board of Directors

**RESOLUTION**

*Prepared by: Charles Abasa-Nyarko – Vice President for Instruction*

**A. Action Under Consideration**

**Promotion of faculty.**

**B. Discussion/History**

Promotion recommendations are made in accordance with College policies G-6-9, HR-9-1.1 and HR-9-1.3. The recommendations for Associate Professor and Professor meet the policy quota of not more than 10% of the total number of full time faculty positions.

The Promotions Committee felt, and the President concurs, that the candidates selected are all worthy and should be promoted.

**C. Options/Analysis**

Accept the promotion recommendations.  
Decline to accept the recommendations and refer back to the committee.

**D. Timing**

It would be helpful to take action at this meeting so all work by the committee could be completed by the end of the term.

**E. Recommendation**

Be it resolved that the Board of Directors of Central Oregon Community College promote the faculty as recommended by the Promotion Committee:

**Assistant Professor I to Assistant Professor II**

Stephanie Andre – Humanities  
Emma Chaput – Biology  
Sara Henson – Human Development  
Mara Kerr – Nursing  
Dawn Lane – Nursing  
Deborah Malone – Medical Assisting  
Mick McCann – Geography  
Owen Murphy – Health & Human Performance  
Matthew Novak – Psychology



Jessica Russell – Health & Human Performance  
Eric Spieth – Business

**Assistant II to Associate Professor**

Jacob Agatucci – Humanities  
Theresa Freihoefer – Business  
Annemarie Hamlin – Humanities  
James Knox – Music

**Associate to Professor**

Tom Barry – Sociology  
Kathy Smith - Mathematics

**F. Budget Impact**

Promotions are provided for in the budget.

**2014-15 Promotion Recommendations**

**From Assistant Professor I to Assistant Professor II:**

**Stephanie Andre** Students praise her for providing a “Safe and open environment for students to ask questions and express ideas.” She has served the college in multiple committees and task forces including Celebration of Academic Excellence, Basic Skills Core Theme Team and the All Staff Retreat. Stephanie’s service to the community is outstanding and includes involvement at both the local and national level.

**Emma Chaput** Has embraced researching alternate teaching approaches in her field and has collaborated with faculty to improve science courses. She has participated in multiple committees and college-wide programs including faculty forum treasurer, the safety committee, and developing mock sessions for the VPI interviews. Especially commendable is her involvement in 11 peer teams. In addition, Emma has proven to be an asset to the Central Oregon community through her work with the Sister’s Science Club and as a resource for a future OSU-Cascades MPH Program.

**Sara Henson** Has been involved with COCC for years in a variety of roles. Her classes are clearly student centered, and she teaches students how to learn and succeed in college. Sara has been a leader in developing and participating in Learning Communities as well as acting as a resource for others on the Learning Communities Task Force. Her efforts with College Excel and the outreach to Bend Senior High School via Heart of Oregon are important contributions that serve the community and represent the college well.

**Mara Kerr** Her professional experiences in nursing serves COCC students through professional modeling and real-world application. Students routinely comment on the breadth and wealth of knowledge she brings to the classroom from her vast experiences. She is much appreciated by her fellow faculty for her work as the Nursing Clinical Coordinator.

**Dawn Lane** Serves the college as the Director of the Nursing Assistant Program. Students praise her organized and interdisciplinary approach in the classroom and find her “encouraging,

talented, committed, and enthusiastic. Her work as Chair of the Curriculum Committee is especially noteworthy.

**Deborah Malone** Has brought her students up to speed in a demanding and rapidly changing field, by using her power of personality, competence, diligence and compassion to do it. Her College Service has included chairing the Career – Technical Education Committee (CTE) while her Community Service includes over 200 hours of care for women in low-income clinics.

**Mick McCann** Has embraced multiple learning strategies and given strong attention to student learning in his primary assignment. He has been involved in curricular redesign and the development of new courses in geography. Mick has participated in multiple committees and college wide programs including the sustainability committee, garden club, and the social science lecture series. Lastly, he has proven to be an asset to the Central Oregon community through his board service with non-profit organizations and by guest presenting to local libraries and schools.

**Owen Murphy** Has added to our course offerings by developing a new class in Sustainable Nutrition. He has contributed to multiple committees, task forces, hiring committees, and peer teams. His service as the faculty trainer for the COCC Safe Zone program on campus is also an example of his dedication to our institution and diversity. In the greater community, Owen has represented COCC well by being the COCC Sustainability Liaison for OSU-C, working on the food sustainability farming project, and serving as the faculty advisor for Oregon Gay Straight Alliance (OGSA) on campus.

**Matthew Novak** Clearly demonstrates the dedication of an effective instructor, who cares deeply about engaging students in critical thinking. He respectfully creates an atmosphere of dialogue in the classroom and not simply a one-way path for information. Matt has been a productive member of many college committees, such as the Learning Community Task Force, Academic Affairs, and the Faculty Forum.

**Jessica Russell** Brings an energetic presence to the classroom and maintains a variety of certifications in her field. She is involved with cross-disciplinary work on campus and engagement with new technologies. She has participated in multiple committees and activities including the All Campus Retreat, Academic Excellence, and Safety Zone Training. Jessica's participation as a REALMs volunteer and her work with Cascade Middle School make her an asset to the larger Central Oregon Community

**Eric Spieth** His classroom goal is to transform lecture into a “dynamic immersive experiential and activity based workshop environment.” Especially notable is his work with the development of curriculum for the Center for Entrepreneurial Excellence and Development (CEED) in Redmond. Eric has provided service to the local business community, including free consulting and advising to six different companies and by working with the Bend Venture Conference.

#### **From Assistant Professor II to Associate Professor:**

**Jacob Agatucci** Works hard to create both face-to-face and online classroom environments that are safe, stimulating, and interesting places to learn. His evaluations indicate that students are held to a high standard of behavior and performance regardless of the format of delivery. Jacob's peer evaluator noted, you “offer a safe place for students to find and use their adult voices.” His visible contributions to the college, such as acting as the Faculty advisor to the ASCOCC Gaming Club, and the Veteran's Liaison are notable.

**Theresa Freihofer** Brings a richness to the classroom through her impressive business experience and provides a valid context for the concepts of business. Her colleagues consistently comment on the vitality and resourcefulness that she provides to the Business Department. Whether creating a standardized syllabus for BA 101, serving as department chair, or providing Blackboard expertise, it is quite apparent that Theresa is a dedicated and diligent member of the COCC faculty.

**Annemarie Hamlin** Revitalizing the American Literature course and developing a writing curriculum for the Culinary Department are part of Annemarie's many accomplishments. Her student evaluations are exceptional and point to "well-developed" and "Harvard quality" classes. Also impressive is the depth and breadth of her leadership, both on campus and nationwide. Her work with the Modern Languages Association and Community College Humanities Association suggest she is a respected member of the academic community at large.

**Jim Knox** His work with the Cascade Chorale, College Choir, and Central Singers Vocal Jazz Ensemble are important contributions to the College and the larger Central Oregon Community, as evidenced by the comments from his designated evaluator: "In his role as Choral Director, he has the additional responsibility of maintaining strong community ties, enabling the College's three performing groups to thrive." Jim has created a new course, MUS 207, History of Rock Music, which is also indicative of his dedication to our students and the college community.

#### **From Associate Professor to Professor:**

**Tom Barry** Is an excellent educator who is creative, personable, and generally interested in his students. He has served as a strong leader on campus as Faculty Forum President, Social Sciences Chair, and working on the Negotiations Team. Tom's contributions to the community with Bend Film, and KPOV as a disc jockey allow him to share his considerable gifts with the community while exploring social science topics. The different roles he plays on the job -- teacher, mentor, supervisor, committee leader, and sociologist are all embodied in his contributions to the college.

**Kathy Smith** Aims toward providing students a positive and rewarding Math experience. The magnitude of her service stands as a pillar of exemplary work. Her involvement on the campus permeates so many facets that it is rare to find a member of the COCC community who has not been positively impacted. Through her work with the Faculty Forum, the Learning Community Task Force, and The VPI hiring committee, her presence is felt and most importantly, well appreciated. Kathy truly exhibits the ideal of Professor.

Exhibit: 5.c1  
April 9, 2014  
Approved: Yes \_\_\_ No \_\_\_  
Motion:

Central Oregon Community College  
Board of Directors

**RESOLUTION**

Prepared by Sally A. Sorenson-Director of Human Resources

**A. Action Under Consideration**

Approve the contract for Karen Heckert

**B. Discussion/History**

The Assistant Professor II of Health and Human Performance contract for Karen Heckert is a replacement position.

**C. Options/Analysis**

Approve the contract for Karen Heckert  
Decline approval of the contract for Karen Heckert

**D. Timing**

For the 2014-15 academic year.

**E. Recommendation**

Be it resolved that the Board of Directors of Central Oregon Community College district approve the contract of Karen Heckert for the 2014-15 academic year.

**F. Budget Impact**

The salaries conform to the salary schedule approved by the Board and the Faculty Forum.

**G. Miscellaneous**

**Karen Heckert**

**Assistant Professor II of Health and Human Performance**

Karen Heckert received her PhD in Health Systems & International Health Promotion from Walden University in Minnesota. She received her Master's in Public Health (MPH) from the University of Michigan. Her BA is in French Literature & Political Science from Colorado University. Most recently, Karen has been a lecturer at the University of Arizona in Tucson. She has been a tenured faculty member at the University of Otago in Christchurch, New Zealand and was an Assistant Professor at the University of Hawaii. She has worked for the World Health Organization, been an advisor for countless health initiatives both domestic and international, been the Principal Investigator for many research studies, and has supervised MPH and PhD students at both John Hopkins University and the University of Minnesota. Dr. Heckert has a rich and varied background in Public Health, far too extensive to list here.

Central Oregon Community College  
Monthly Budget Status  
Highlights of February 2014 Financial Statements

**Cash and Investments**

The Colleges' operating cash balances currently total \$36.4 million. The February average yield for the Local Government Investment Pool remains unchanged at .54 percent.

The bond proceeds held in cash total \$1.3 million as of the end of February.

**General Fund Revenues**

There were no significant revenue changes between January and February. All inter-fund transfers-in have been posted for the year including \$300,000 from the PERS reserve account.

**General Fund Expenses**

The expenses include the scheduled annual inter-fund transfers-out for the fiscal year.

**Budget Compliance**

All appropriation categories are within budget.

Central Oregon Community College

Cash and Investments Report

As of February 28, 2014

College Portfolio	<u>Operating Funds</u>	<u>Bond Funds</u>	<u>Trust/Other Funds</u>
<b>Cash in State Investment Pool</b>			
Pool account 4089	\$35,486,027		
Pool account 5482			\$492,966
Pool account 3624			\$373,892
Pool account 3816		\$952,494	
Pool account 3844		\$392,936	
January Average Yield .54%			
<b>Cash in USNB</b>	\$945,174		
<b>Cash in USNB - Bond Funds</b>			
<b>Cash on Hand</b>	\$4,300		
Total Cash	<u>\$36,435,501</u>	<u>\$1,345,430</u>	<u>\$866,858</u>

**Central Oregon Community College**  
**Monthly Budget Status**  
February 2014

Exhibit 6a  
09-Apr-14

<u>General Fund</u>	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget Current Year</u>	<u>Percent of Budget Prior Year</u>
<b>Revenues</b>					
District Property Taxes:					
Current Taxes	\$ 11,895,000	\$ 11,312,817	\$ (582,183)	95.1%	94.88%
Prior Taxes	790,000	411,280	(378,720)	52.1%	71.54%
Tuition and fees	19,723,000	13,202,654	(6,520,346)	66.9%	66.91%
State Aid	6,291,000	5,155,426	(1,135,574)	82.0%	70.88%
Interest & Misc. Income	75,000	95,959	20,959	128.0%	102.93%
Transfer-In	1,745,000	1,745,000	-	100.0%	100.00%
<b>Total Revenues</b>	<b>\$ 40,519,000</b>	<b>\$ 31,923,136</b>	<b>\$ (8,595,864)</b>		
<b>Expenses by Function</b>					
Instruction	\$ 18,752,536	\$ 10,947,741	\$ 7,804,795	58.4%	59.36%
Academic Support	2,949,282	1,613,968	1,335,314	54.7%	58.49%
Student Services	4,602,112	2,685,833	1,916,279	58.4%	59.85%
College Support	4,833,106	3,013,056	1,820,050	62.3%	61.12%
Plant Operations and Maintenance	4,302,983	2,363,084	1,939,899	54.9%	55.27%
Information Technology	3,548,862	2,181,184	1,367,678	61.5%	62.83%
Financial Aid	52,897	32,523	20,374	61.5%	49.76%
Contingency	800,000	-	800,000	0.0%	0.00%
Transfers Out	2,674,060	2,667,313	6,748	99.8%	100.00%
<b>Total Expenses</b>	<b>\$ 42,515,838</b>	<b>\$ 25,504,702</b>	<b>\$ 17,011,136</b>		
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (1,996,838)</b>	<b>\$ 6,418,433</b>	<b>\$ 8,415,271</b>		

**Central Oregon Community College**  
**Monthly Budget Status**  
**February 2014**

**Exhibit 6a**  
9-Apr-14

	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget Current Year</u>	<u>Percent of Budget Prior Year</u>
<b><u>Other funds:</u></b>					
<b>Debt Service Fund</b>					
Revenues	\$ 4,372,766	\$ 3,751,237	\$ (621,529)	85.8%	87.73%
Expenses	4,488,590	2,229,210	2,259,380	49.7%	51.03%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (115,824)</b>	<b>\$ 1,522,026</b>	<b>\$ 1,637,850</b>		
<b>Grants and Contracts Fund</b>					
Revenues	\$ 1,917,602	\$ 582,157	\$ (1,335,445)	30.4%	32.21%
Expenses	2,029,866	759,655	1,270,211	37.4%	39.75%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (112,264)</b>	<b>\$ (177,497)</b>	<b>\$ (65,233)</b>		
<b>Capital Projects Fund</b>					
Revenues	\$ 30,498,168	\$ 2,243,345	\$ (28,254,823)	7.4%	28.81%
Expenses	27,998,138	8,273,514	19,724,624	29.6%	16.25%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 2,500,030</b>	<b>\$ (6,030,169)</b>	<b>\$ (8,530,199)</b>		
<b>Enterprise Fund</b>					
Revenues	\$ 7,201,733	\$ 3,096,909	\$ (4,104,824)	43.0%	44.68%
Expenses	7,744,533	3,110,894	4,633,639	40.2%	46.78%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (542,800)</b>	<b>\$ (13,985)</b>	<b>\$ 528,815</b>		
<b>Auxiliary Fund</b>					
Revenues	\$ 9,997,435	\$ 6,549,817	\$ (3,447,618)	65.5%	76.05%
Expenses	10,397,527	6,400,680	3,996,847	61.6%	68.67%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (400,092)</b>	<b>\$ 149,137</b>	<b>\$ 549,229</b>		
<b>Reserve Fund</b>					
Revenues	\$ 11,740	\$ -	\$ (11,740)	0.0%	0.00%
Expenses	480,000	362,262	117,738	75.5%	79.80%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (468,260)</b>	<b>\$ (362,262)</b>	<b>\$ 105,998</b>		
<b>Financial Aid Fund</b>					
Revenues	\$ 22,672,398	\$ 11,881,391	\$ (10,791,007)	52.4%	58.15%
Expenses	22,697,785	12,098,633	10,599,152	53.3%	59.91%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (25,387)</b>	<b>\$ (217,242)</b>	<b>\$ (191,855)</b>		
<b>Internal Service Fund</b>					
Revenues	\$ 389,095	\$ 218,947	\$ (170,148)	56.3%	55.36%
Expenses	410,070	206,849	203,221	50.4%	63.56%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (20,975)</b>	<b>\$ 12,098</b>	<b>\$ 33,073</b>		
<b>Trust and Agency Fund</b>					
Revenues	\$ 1,900	\$ 1,117	\$ (783)	58.8%	74.81%
Expenses	3,000	1,667	1,333	55.6%	58.35%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (1,100)</b>	<b>\$ (550)</b>	<b>\$ 550</b>		



# Information Technology Update – March 2014

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## Current Projects

The **Redmond Technology Center** is a 34,000 square foot, two-story building on our Redmond Campus and includes 9 classrooms, 3 computer labs, 4 skills labs supported by just over 23 miles of network cable. The **A/V Systems Installation** project will provide state-of-the-art audio and video systems as well as some recording capability for the **Redmond Technology Center**. The **Ochoco** remodel will provide office space for faculty from both the Humanities and World Languages & Culture Departments. When complete, the **Residence Hall** project will have more than 1200 data connection and almost 40 miles of network cable, making it potentially one of the most network intensive projects to date. We also have an RFP out for **ResNet Services** (Cable TV, Phone and Internet) for the **Residence Hall** project.

## Schedule Status

The **Redmond Technology Center**, **Residence Hall**, **Ochoco** remodel, and the **Redmond Technology Center AV Systems Installation** are all on schedule at this time.

## Activity in March

Low-voltage conduit, backboxes and other pathway infrastructure in the north wing of the **Redmond Technology Center** is complete and network cabling has been terminated to data jacks in the south wing of the building. The MDF is enclosed, anti-static flooring has been installed and data racks are being built. Speaker and projector wire for the **A/V Systems Installation** for the **Redmond Technology Center** has been installed in the south core. In addition, we have pulled fiber innerduct and copper backbone to connect the **Redmond Technology Center** with our Redmond Campus network through Building 1. Low-voltage infrastructure (underground conduit, cable pathways, WiFi access points, etc.,) standards for the **Residence Hall** are being finalized with the Architect and their consultants. In addition, we issued an RFP for the provision of **ResNet Services** (Cable TV and Internet) for **Residence Hall** occupants. Design discussions for the **Ochoco & Veterinary Technician** remodels continues.

# Information Technology Update – March 2014

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## Photos – Redmond Technology Center



Copper & Fiber Innerduct Installation – *Communications Vault*



Projection Wall & Speaker Tiles – *CEED 223*

## Information Technology Update – March 2014

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Projection Wall & Speaker Tiles – *Classroom 134*

### Upcoming Activities – April

Upon completion of the MDF, the termination of backbone fiber and copper to connect the **Redmond Technology Center** to the COCC network should begin in late April. Installation of network cabling to the core and north wing of the **Redmond Technology Center** will continue through the month of April. In addition, the **A/V Systems installation** within the **Redmond Technology Center** will continue with the installation of speaker, video and control wire above ceiling in the core and north wings as time and coordination with other trades allows. Design and low-voltage scope for the **Ochoco & Veterinary Technician remodels** are continuing to take shape. The due date for the **ResNet Services RFP** (Cable TV, Phone and Internet for **Residence Hall** occupants) was pushed back a week to allow bidders more time and will now close April 2<sup>nd</sup> with bidder evaluations taking place through April 20<sup>th</sup>.

## Information Technology Update – March 2014

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- COCC Construction PM** - Rich Brecke, 541-330-4375, email: [rbrecke@cocc.edu](mailto:rbrecke@cocc.edu)
- COCC Construction PM** - Rick Hayes, 541-330-4391, email: [rhayes@cocc.edu](mailto:rhayes@cocc.edu)
- COCC Technology PM** - Darren McCrea, 541-383-7741, email: [dmccrea@cocc.edu](mailto:dmccrea@cocc.edu)

### **General Contractor, Redmond Technology Center**

Kirby Nagelhout Construction Company  
20635 NE Brinson Blvd  
Bend, OR 97701  
541-389-7119

### **General Contractor, AV Systems Installation**

Delta Systems Integration, Inc.  
2450 NW Eleven Mile Avenue  
Gresham, OR 97030  
503-907-0137

### **General Contractor, Residence Hall**

Lease Crutcher Lewis, LLC  
550 SW 12<sup>th</sup> Avenue  
Portland, OR 97205  
503-223-0500

## Ochoco Remodel – March 2014 Update

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### **Scope**

The remodeled Ochoco building will house both the Humanities and World Languages and Cultures departments. The primary focus will be on providing new office spaces to gather the departments into one area of the building. Both departments are currently widely dispersed across campus. Secondary goals for the project include improvements to the current classrooms and possible lab space for the departments. Secondary goals are dependent on how far the budget will stretch.

### **Budget Status**

The current total project budget is \$1,778,000. See the attached for current estimates for the two scenarios that are currently being considered. The need for large scale asbestos mitigation was not expected and has impacted the budget. Funding is currently dedicated for Phase I only. Additional funds may be identified to complete the whole remodel.

### **Change Order Activity**

N/A.

### **Schedule Status**

The schedule will depend heavily on what the overall scope ends up being. Primary goals stated so far are:

- 1) Any work in classrooms must be complete by Fall 2014.
- 2) Other improvements including office opening shall be complete no later than December 1, 2014.  
Should the whole remodel be funded the schedule will likely be extended.

### **Recent Activity**

Design progressed into the Design Development stage. Finish schemes/pallets and flooring types were selected. An updated estimate has been provided based on the 50% DD documents. See the attached for the updated total project cost projection.

### **Activity Next Month**

Construction Documents will be nearly complete an updated estimate based on the 50% CD's will be available by the end of the month.

## Ochoco Remodel – March 2014 Update

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### Project Participants

#### COCC Stakeholder Group

Matt McCoy	-	VP for Administration
Jenni Newby	-	Instructional Dean
Amy Harper	-	World Languages and Cultures Department Chair
Stacy Donahue	-	Humanities Department Chair
Rich Brecke	-	Project Manager
Darren McCrea	-	Construction IT Specialist
Julie Mosier	-	Purchasing Coordinator

#### Design Team

Mark Rossi	-	Pinnacle Architecture
Mindy Lyman	-	Pinnacle Architecture
Peter Baer	-	Pinnacle Architecture

#### Contractor Group

TBD

## Residence Hall March 2014 Status Report

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### **Scope**

Residence Hall project is to provide approximately 330 beds for student housing, 320 of which are revenue generating. A floor and a half of support and common space will be provided within the middle section of the project. The building will be Earth Advantage Multi-Family Gold level certified. The project and parking lots will be accessed via Mount Washington Drive, via a private drive. 150 parking stalls will be provided. Summer programs will utilize the facilities and will be a revenue-generating source of community enrichment.

### **Budget Status**

Project Budget included.

### **Change Order Activity**

None this month.

### **Schedule Status**

The project will begin construction in mid-April of 2014.  
The project has a completion and move-in of summer 2015.

### **Activity in March**

Met with the City of Bend regarding permitting process to allow the project to begin by April 14, 2014 and for structural concrete work that requires inspections to begin in late May, 2014.  
Permitting documents were submitted on March 7, 2014. All appears in order to receive a grading permit in early April and building permits in May.  
Received Materials Testing Quotes on March 14, 2014.  
Received commissioning proposals on March 17, 2014.  
Filed ROW dedication paperwork with the City of Bend. COB will create the final documentation for execution.  
Began tree preservation identification and review of trees to save/remove.  
Set up contractors job trailers on the paved area north of the raft shed near the tennis courts.  
Preliminary review of door hardware and plumbing fixtures has been completed.  
Residential Network provider RFP was issued.

### **Activity planned for April**

Award Materials Testing and Inspection contract.  
Award Commissioning contract.  
Site survey work and tree preservation to be completed for review with the City of Bend planners on April 8, 2014.  
Grading permit expected to be released on April 8, 2014.  
Tree removal and grading to begin.  
Contractor to submit overall project schedule.  
Receive Residential Network provider proposals and review.

# Residence Hall March 2014 Status Report

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Conceptual building perspective.





## Residence Hall March 2014 Status Report

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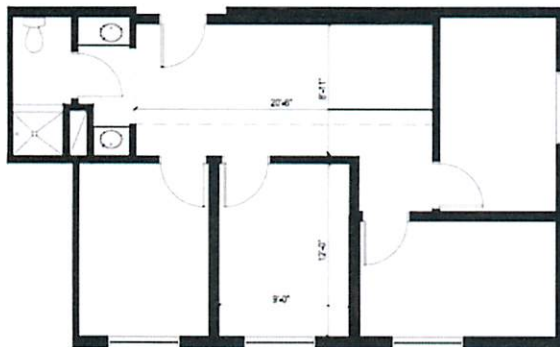


# Residence Hall March 2014 Status Report



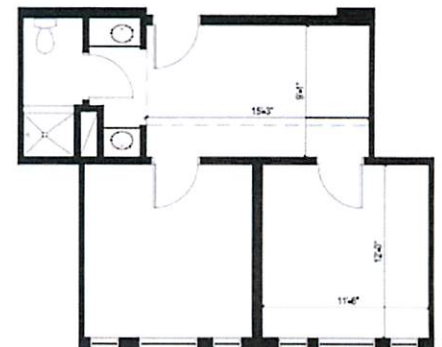
**R.A. SINGLE**

SINGLE BEDROOM	202 SF
BATHROOM	58 SF
TOTAL	260 SF NET
	315 SF GROSS



**QUAD SINGLES**

SHARED ROOM	197 SF
SINGLE BEDROOM	108 SF
SINGLE BEDROOM	108 SF
SINGLE BEDROOM	108 SF
SINGLE BEDROOM	108 SF
BATHROOM	79 SF
TOTAL	708 SF NET
	852 SF GROSS



**QUAD DOUBLES**

SHARED ROOM	137 SF
DOUBLE BEDROOM	138 SF
DOUBLE BEDROOM	138 SF
BATHROOM	79 SF
TOTAL	492 SF NET
	576 SF GROSS

Typical unit types.

## Residence Hall March 2014 Status Report

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<b>Schedule</b>	<b>start</b>	<b>finish</b>
Design Development Phase	June 2013	October 2013
City of Bend Pre-application meeting	July 2013	July 2013
Site Plan Application Submittal/Review	October 2013	January 2014
Commissioning Consultant Selection	November 2013	December 2013
Board decision: 25% Construction Documents	October 2013	October 2013
25% Construction Documents	October 2013	November 2013
Lease Crutcher Lewis Bidding/Reconciling	December 2013	January 2013
GMP Presentation	January 2014	January 2014
Construction Documents	January 2014	March 2014
Special Inspection Consultant procurement	February 2014	March 2014
Permit Review/Approval	March 2014	May 2014
Construction	April 2014	July 2015
Furnishing Move-in	July 2015	August 2015

## Residence Hall March 2014 Status Report

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### Project Participants

#### COCC Steering Committee

James Middleton	President
Matt McCoy	Vice President of Administration
Kevin Kimball	Chief Financial Officer
Alicia Moore	Dean of Students
Gordon Price	Director of Student Life
Paul Wheeler	On-Campus Housing Coordinator
Joe Viola	Director of Campus Services
Rick Hayes	Project Manager

#### Design Consultant

Mahlum Architecture  
1231 NW Hoyt, Suite 102  
Portland, Oregon 97209  
541-224-4032

Kurt Haapala, Principal, Seth Moran & Beth Brett, Senior Project Manager, Brian Squillace and Jeremy Rear, Project Architects, Amy Noe, Project Designer  
Pinnacle Architects (Associates) Peter Baer, Principal, Mark Rossi, Project Manager

#### Construction Manager General Contractor

Lease Crutcher Lewis  
550 SW 12<sup>th</sup> Avenue  
Portland, OR 97205  
503-223-0500

Tony Church, Senior Project Manager  
Jeff Spencer, Senior Estimator

Mike Levesque, Project Manager  
Ted Gayman, Superintendent

#### Civil Survey Consultant

KPFF Consulting Engineers  
111 SW Fifth Avenue, Suite 2500  
Portland, OR 97204-3628  
503-227-3251 Troy Tetsuka, Survey Manager

#### Geotechnical Engineer

FEI Testing & Inspection, Inc.  
62979 NE Plateau Drive, #3  
Bend, OR 97701  
Bill Smith, Geotechnical Engineer, 541-382-4844 [bsmith@feitesting.com](mailto:bsmith@feitesting.com)

**Commissioning Agent** TBD  
**Testing Agency** TBD

## Technology Education Center – March 2014 Update

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### **Scope**

A 34,000 square foot building to be built on the corner of Veterans Way and Salmon Dr. in Redmond. The building will house technology centered programs which will initially be the Center for Entrepreneurial Excellence and Development, Non-Destructive Testing and Inspection, Digital Arts and Media, and Flexible Technology.

### **Budget Status**

The budget for the overall project is \$12.5 Million. This includes a \$5.7 Million match from the State of Oregon.

### **Change Order Activity**

A couple of large (\$10,000 plus) are being evaluated, alternate options are being investigated. See the change order log for additional detail.

### **Schedule Status**

The project started on April 22<sup>nd</sup> and is on schedule to open for Fall Classes of 2014.

### **Recent Activity**

Finishes continue in the South, Core and North wings. The Curtainwall in the lobby has been installed. Carpet was installed on the South wing this month. MEP finishes and trim are being installed. Site work for curbs, site lighting, sidewalks and paving has started.

### **Activity Next Month**

Finishes will continue. Equipment startup will begin. Irrigation piping will start. Sitework will continue.

## Technology Education Center – March 2014 Update

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Main Entrance Canopy



Small Classroom on 1<sup>st</sup> Floor

## Technology Education Center – March 2014 Update

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Front Entrance



2<sup>nd</sup> Floor Computer Lab/Classroom

# Technology Education Center – March 2014 Update

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## Project Participants

### COCC Stakeholder Group

Shirley Metcalf	-	Extended Learning Dean
Matt McCoy	-	VP for Administration
Jerry Schulz	-	Director of Continuing Education
Chris Redgrave	-	Director of MATC
Gene Zinkgraf	-	Director of Construction
Rich Brecke	-	Project Manager
Darren McCrea/Jeff Floyd	-	Construction IT Specialist
Julie Mosier	-	Purchasing Coordinator

### Design Team

Don Stevens	-	BBT Architects
Kevin Shaver	-	BBT Architects
Doug Schwartz	-	Froelich Consulting Engineers (Structural)
ML Vidas	-	Vidas Architecture (Earth Advantage Consulting)
Grant Hardgrave	-	Hickman Williams and Associates (Civil)
Marcia Vallier	-	Vallier Design Associates (Landscape)
John Van Bladeren	-	MFIA Inc. (MEP Design)

### Contractor Group

Chris White	-	Project Manager, Kirby Nagelhout Construction
Mike Carter, Jr.	-	Project Superintendent, Kirby Nagelhout Construction
Mark Miller	-	General Superintendent, Kirby Nagelhout Construction
Jeff Deswert	-	President, Kirby Nagelhout Construction



## **Veterinary Tech Remodel at BAC– March 2014 Update**

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### **Scope**

This project entails purchasing the BrightSide Animal Center Event Center and performing some minimal remodel within the building to achieve the Veterinary Tech minimum program needs for a laboratory space. A future phase would add a Lab/Classroom, expanded Pharmacy Lab and a complete Surgery area. Phase 2 will remain on hold until funding is identified.

### **Budget Status**

The project budget, which includes land and building acquisition, is \$486,000. Additional accreditation requirements are being evaluated for budget impacts.

### **Change Order Activity**

N/A.

### **Schedule Status**

As the schedule and occupancy are dependent on the partition, project completion is a moving target. Opening will likely now be in Fall 2014 due to the time it has taken to receive approval on the partition.

### **Recent Activity**

The waterline is underway and should complete by the end of the month. RE-design of the remodel to respond to the AVMA's accreditation requirements are underway, cost impacts will be known by the end of next month.

### **Activity Next Month**

Finalize partition, complete sale. Finish re-design, possible start of remodel.

# Veterinary Tech Remodel at BAC– March 2014 Update

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## Project Participants

### COCC Stakeholder Group

Matt McCoy	-	VP for Administration
Shirley Metcalf	-	Interim VP for Instruction
Jenni Newby	-	Instructional Dean
Beth Palmer	-	Interim Veterinary Technician Program Director
Rich Brecke	-	Project Manager
Darren McCrea	-	Construction IT Specialist
Julie Mosier	-	Purchasing Coordinator

### Design Team

Scott Steele	-	Steele Associates Architects
Stephen Hockman	-	Steele Associates Architects
Krista Appleby	-	Steele Associates Architects
Summer Oman	-	Steele Associates Architects

### Contractor Group

TBD

CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS

**INFORMATION ITEM**

Prepared by: Kevin Kimball – Chief Financial Officer

**A. Issue**

COCC Full Faith and Credit Obligation Bond Sale

**B. Discussion/History**

In discussion over the years, College staff provided multiple scenarios for student housing. The last housing scenario, 2014.F.2, identified the need to issue \$20,250,000 in bonds which was the same amount needed for construction. It was projected that the bond premium would be equal to capitalized interest plus bond costs. The projected bond interest rate was just over 4.9%. These resulting annual debt service payments were \$1,308,286 for a total of \$39,248,870 over the 30 years.

At the January board meeting, the Board passed a resolution authorizing the College to issue up to \$22,000,000 in full faith and credit obligations (FFCO) for the student housing construction project. With the services of Piper Jaffray as underwriters and D.A. Davidson & Co. as pricing advisors, the College sold \$20,965,000 in FFCO bonds on April 2, 2014. The COCC FFCO Series 2014 bond closing is scheduled for April 16, 2014.

To provide the required funds for the project, capitalized interest and bond costs, the College issued the \$20,965,000 in bonds which was more bonds than projected in the housing scenario but at a much lower interest rate of just over 4%. As a result, the average annual debt service will be \$1,250,042 and the total debt service payments over 30 years is \$37,513,561. This is a reduction from the projects annual debt service payment by \$57,834 and a reduction in total debt service payments by \$1,735,309.

**C. Timing**

Student housing construction is on schedule and will begin in April with grading and excavation. The College needed to sell the bond, at this time, to provide funds to make timely construction payments.

**D. Budget Impact**

The bond resources and expenditures are included in the 2013-14 budget and will be included in the 2014-15 budget.

## BOND SUMMARY STATISTICS

### Central Oregon Community College Full Faith and Credit Obligations, Series 2014 Final Pricing Numbers

Dated Date	04/16/2014
Delivery Date	04/16/2014
Last Maturity	06/01/2044
Arbitrage Yield	3.985173%
True Interest Cost (TIC)	4.053319%
Net Interest Cost (NIC)	4.093927%
All-In TIC	4.069249%
Average Coupon	4.171812%
Average Life (years)	18.921
Duration of Issue (years)	12.685
Par Amount	20,965,000.00
Bond Proceeds	21,419,656.15
Total Interest	16,548,560.94
Net Interest	16,239,611.54
Total Debt Service	37,513,560.94
Maximum Annual Debt Service	1,262,787.50
Average Annual Debt Service	1,245,263.43

Bond Component	Par Value	Price	Average Coupon	Average Life
Serial Bonds	4,110,000.00	110.050	4.000%	6.382
Term Bond due 2027	1,720,000.00	104.315	4.000%	12.151
Term Bond due 2029	1,270,000.00	112.964	5.000%	14.637
Term Bond due 2034	3,730,000.00	101.977	4.250%	18.208
Term Bond due 2040	5,590,000.00	96.380	4.000%	23.739
Term Bond due 2044	4,545,000.00	98.490	4.250%	28.678
	20,965,000.00			18.921

	TIC	All-In TIC	Arbitrage Yield
Par Value	20,965,000.00	20,965,000.00	20,965,000.00
+ Accrued Interest			
+ Premium (Discount)	454,656.15	454,656.15	454,656.15
- Underwriter's Discount	-145,706.75	-145,706.75	
- Cost of Issuance Expense		-42,071.50	
- Other Amounts			
Target Value	21,273,949.40	21,231,877.90	21,419,656.15
Target Date	04/16/2014	04/16/2014	04/16/2014
Yield	4.053319%	4.069249%	3.985173%

**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**Action Item: 2014-15 Juniper Hall Room Rates**

Prepared by: Alicia Moore, Dean of Students and Enrollment Services  
Kevin Kimball, Chief Financial Officer

**A. Discussion/History**

COCC's Board of Directors set the **Juniper Hall (student residence) "Room and Board" rates** each spring. In recommending COCC's proposed rates, staff review rates at other Oregon institutions and operational increases such as salaries, insurance and utilities. As of this time, other Oregon community colleges have not announced their intended direction. Regardless, comparisons are difficult as each institution operates a different program; some offer multiple meal plan options, whereas COCC typically offers one; some offer semi-suite or suite-style housing, whereas COCC provides traditional residence hall rooms; and others have significantly higher volume and/or options, which ultimately affect pricing.

In light of increased costs associated with staffing, utilities and related support costs, and the desire to continue a reasonable annual contribution to the housing reserve line item, staff recommends a 3% increase for 2014-15 room rates.

Note: Traditionally, this resolution also includes board (meal plan) rates. However, as the College's current contract expires at the end of this academic year, the College issued a Request for Proposals (RFP) in February; it is anticipated that a decision will be finalized soon. A separate resolution regarding 2014-15 board rates will be brought to a future Board meeting. Until that time, prospective students will be notified that 2014-15 food service rates are in discussion.

Assuming a 3% room increase, proposed 2014-15 room rates:

	2013-14	2014-15 Proposed	Increase
Fall	\$ 2,164	\$ 2,229	\$ 65
Winter	\$ 1,876	\$ 1,932	\$ 56
Spring	\$ 724	\$ 746	\$ 22
Total	\$ 4,764	\$ 4,907	\$ 143

**B. Options/Analysis**

Approve proposal as is.  
Recommend a different rate.

**C. Timing**

Action requested at this meeting so that staff may contact prospective students regarding 2014-15 room and board rates and issue contracts to ready students, as well as have accurate information listed in the 2014-15 catalog.

**D. Recommendation**

Be it resolved that the governing Board of Central Oregon Community College approves a 3% increase residence hall room rates for the 2014-15 academic year for a total room rate increase of \$143.

**E. Budget Impact**

This rate change will keep the budgeted contributions to the housing reserve account stable for the 2014-15 academic year and still allow for adequate operation of the residence life program.

**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**RESOLUTION**

Prepared by: Kevin E. Kimball – Chief Financial Officer

**A. Issue**

**2014-15 Tuition and Fee Rates**

**B. Discussion/History**

For 2013-14, COCC has the second lowest combined in-district tuition and fee rate of all Oregon community colleges. Early information indicates that with COCC's proposed \$1 per credit tuition increase, COCC's combined in-district tuition and fees for 2014-15 would exceed three other Oregon community colleges. Over the last month, there has been minimal new information from the other Oregon community college that would indicate a significant change. Portland Community College (PCC) did approve a \$4 per credit increase and several other community colleges are discussing various fee increases.

COCC held tuition and fee rates flat for three years (2006-07, 2007-08, and 2008-09). In 2009-10, the College increased in-district tuition by \$3 per credit followed by a \$4 increase in 2010-11, and a \$6 increase in 2011-12 and 2012-13. For 2013-14, COCC's in-district tuition rate was increased by \$5 per credit and the currently in-district tuition rate is \$87 per credit.

As directed with the passage of House Bill 2571 in June 2009, the College established a new tuition rate for non-resident veterans. The non-resident veteran rate cannot exceed 50% of the difference between the resident and non-resident rates.

Over the last year, the College discussed increasing the 2014-15 in-district tuition rate by as much as \$5 per credit. With the passage of HB 5101 in the 2013 special legislative session, the State of Oregon increased community college support funds by \$15 million dollars, in the second year of the biennium, to limit tuition and fee increases. At the October 2013 Board Retreat, board members had a general discussion regarding 2014-15 tuition and fee rate increases, and the potential of no increase with the additional state funding.

CCWD estimates that COCC will receive approximately \$800,000 in additional state funds due to the increased state funding. This amount is roughly equal to a \$4 tuition increase. As this funding is from Oregon tax resources, the tuition reduction recommendation is focused on benefiting Oregon students.

At the October 2013 Board Retreat, board members had a general discussion regarding possible 2014-15 tuition and fee rate increases, the impact on the College and students, and how COCC's

combined tuition and fee rates compare to other Oregon community colleges. The proposed tuition and fee rates for 2014-15 were provided to the board as an information item at the March board meeting.

**C. Timing**

The Board is being asked to approve a recommendation to increase tuition and fee rates, as the 2014-15 academic year begins with summer term, and summer term registration starts at the end of April. In addition, the 2014-15 College Catalog identifies the tuition and fee rates, and the printing deadline is mid-April.

**D. Budget Impact**

Tuition and fee revenues are a major component of the College’s resources as they comprised over 50% of the College’s total general fund actual revenues for 2011-12 and 2012-13. Tuition and fee revenues are 48.6% of the 2013-14 budget resources and 43.6% of the proposed 2014-15 budget resources. The proposed tuition and fee rates have been included within the proposed General Fund 2014-15 budget. The College anticipates that the recommended tuition rate increases will generate approximately \$208,000.

The increased tuition and fee revenues in the 2014-15 budget provides funding for continued service levels and the additional services included in the 2014-15 budget. These additional services include increased educational opportunities, instructional staff, student and support services, information technology services and costs, and facility operating costs.

**E. Options**

1. Approve the resolution as presented.
2. Approve a resolution with revised tuition rates.
3. Defer action until May.

**F. Recommendations**

BE IT RESOLVED that as the College strives to develop and implement sustainable systems, which balance comprehensive quality programs and services with appropriate tuition and fee levels, it is recommended that the 2014-15 tuition rate for in-district students be increased by \$1 per credit, the out-of-district/Border State rate be increased by \$2 per credit, and the Out-of-State rate increased by \$7 per credit.

	<u>2013-14</u>	<u>2014-15</u>
In-district	\$ 87/cr.	\$ <del>88/cr.</del> 87/cr.
Non-resident Veteran	\$100/cr.	\$ <del>101/cr.</del> 100/cr.
Out-of-district	\$113/cr.	\$115/cr.
Border State	\$113/cr.	\$115/cr.
Out-of-State	\$230/cr.	\$237/cr.



**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**RESOLUTION**

**Proposed Policy on Approval of Student Fees**

**Submitted By: Student Fee Task Force**

**A. Background**

During spring 2013, COCC's College Affairs Committee convened a task force to review its general student fees, defined as all fees other than course fees; this includes the student activity, technology, green energy, Mazama Gym, application, late payment, late registration, and other fees. As part of this process, the task force determined that some direction regarding initiation and approval of student fees exists within the ASCOCC Constitution, although no Board or College policy exists as to how fees are approved. By practice, however, the Board previously has approved all general student fees. Therefore, the Student Fee Task Force recommends that the College establish a policy to address the process for approved general student fees.

**B. Proposal**

It is recommended that the following language be incorporated into the COCC General Procedures Manual as a new section, A-30-1: General Student Fees; note that this will immediately follow the College's policy on approval of tuition.

Proposed Language:

*General student fees are any fees other than course or program fees. As of winter 2013, COCC general student fees include student activity, technology, green energy, Mazama Gym, application, late payment, late registration, and other fees.*

*Student fees may be initiated by any of the following three means: student election (see ASCOCC Constitution for details); student referendum (see ASCOCC Constitution for details); or by College employees. Student fees approved via a student election or referendum shall be direct recommendations to the COCC Board of Directors. All other student fees (either new or changes to existing fees) shall first be reviewed for input by the COCC College Affairs Committee, as well as other campus committees, task forces, and departments as appropriate and as possible. Feedback from these groups shall be presented, along with a formal proposal, to the COCC Board of Directors.*

*The COCC Board of Directors has the sole responsibility for increasing or decreasing student fees, including the amount and maximum credit to which the fee shall apply if the Board determines that such modifications are in the best interest of students and COCC.*

**C. Options/Analysis**

- Approve the Student Fee policy as proposed.
- Modify the Student Fee policy.
- Recommend other actions.

**D. Timing**

Approval is requested at this time as it will clarify the process for anticipated changes to 2013-14 student fees.

**E. Recommendation**

Be it resolved that the Board of Directors of Central Oregon Community College approve the student fee policy as outlined in section B above.

**F. Budget Impact**

This policy does not impact the College's budget.

**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**Resolution**

**2014-15 General Student Fees**

**Submitted By:** Student Fee Task Force

**A. Background**

During spring 2013, COCC's College Affairs Committee convened two task forces: one to review course and program fees and another to review general student fees (general student fees includes the student activity, technology, green energy, Mazama Gym, application, late payment, late registration, and other fees). The Student Fee Task Force reviewed existing student fees and compiled a summary which includes the origin of the fees and recent revenues and expenditures (where possible). As part of their work, the task force also reviewed fees at other Oregon colleges and universities and met with various committees and/or departments for feedback on draft recommendations. Finally, the task force determined that by practice, COCC has traditionally brought student fees to the Board for approval. However, no College or Board policy exists regarding approval of fees.

The task force's full report is attached to this summary.

**B. Task Force Recommendations**

After reviewing COCC's general student fee history, fees as other Oregon community colleges, and in recognition that COCC's fees assist with the cost of "consumable" services, the Student Fee Task Force recommends the following:

<b>Topic Area</b>	<b>Recommendation</b>
Student Activity Fee	Recommend removing the credit limitation; will generate approximately \$19,000 additional dollars based on 2012-13 enrollment.
Technology Fee	Recommend removing the credit limitation; will generate approximately \$31,000 additional dollars based on 2012-13 enrollment.
Green Energy Fee	Recommend removing the credit limitation; will generate approximately \$3,000 additional dollars based on 2012-13 enrollment.
Mazama Gym Fee	Increase fee to \$20 per on-campus course or for drop-in student users; all other policies associated with the gym fee to remain the same.
Application Fee	No changes
Late Payment Fee	No changes, noting that additional research may result in a future recommendation
Late Registration	No change to either fee, noting that language in catalog will be adjusted to reflect two late registration fees (one after date "x" and the second after date "y") for ease of explanation
Late-Late Registration	
Facilities	Not recommended at this time
Parking/Transportation	Not recommended at this time

General Purpose	Not recommended at this time
Purpose of Fees	Addressed in a separate proposal
Approval Process	Addressed in a separate proposal

**C. Options/Analysis**

- Approve changes to general student fees as listed in section B.
- Modify the recommendations listed in section B.
- Recommend other actions.

**D. Timing**

Approval is requested at this time in order to meet catalog production deadlines (mid-April) and accurately calculate fees for fall term registration (begins in mid-May).

**E. Recommendation**

Be it resolved that the Board of Directors of Central Oregon Community College approves removing the credit cap on general student fees and increasing the Mazama Gym fee to \$20 per class.

**F. Budget Impact**

Based on 2012-14 enrollment, this change may positively impact the institution's budget by approximately \$53,000.



## GENERAL STUDENT FEES TASK FORCE TASK FORCE REPORT AND RECOMMENDATIONS

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### **Background**

During the 2012-13 academic year, campus discussions identified a need to provide instructional departments with recommendations as to how departments determine course and program fees. Additionally, interest arose regarding the need for a comprehensive review of mandatory and optional student fees. To allow for adequate planning, review and discussion in anticipation of the 2014-15 budget process, College staff requested that the College Affairs Committee convene two task forces: one to review general student fees and the other to review course and program fees.

### **Student Fee Task Force Charge**

Research and develop a report to include a review of current general student fees, provide an overview of how fees are assessed at other institutions and/or best practice from at large, and identify potential recommendations for review by the College Affairs Committee and the COCC Board of Directors.

### **Task Force Membership**

Konnie Handschuch, College Affairs Rep.  
Kurt Killinger, ASCOCC Representative  
Matt McCoy, Vice President for Administration

Alicia Moore, Dean- Student & Enrollment Svcs  
Ron Paradis, Director of College Relations  
Gordon Price, Director of Student Life

### **Current Fees**

Historically, general student fees have developed by one of three means: proposal from staff, proposal from ASCOCC, or by a vote of the general student body. By practice, these fees are then presented to the COCC Board of Directors for approval. In reviewing current fees, it does not appear as if any of the fees were designed to fully recover the cost of its intended purpose.

The following information includes a description of existing general student fees, including the fee's origins, recent year revenues and expenditures and task force recommendations or areas of consideration.

### **Student Activity Fee**

#### **Description**

The COCC Student Activity fee was initiated in 1994 as a means of covering general student activities and student health care services. Later, student health care services became too expensive and no longer met student need; as a result, the service was eliminated and all fees were directed towards student activity use. Historically, the Board has disbursed all fees directly to the Associated Students of Central Oregon Community College for their use; however, the Board reconfirmed in recent years that the fees are considered public funds and as such, are under the purview of the Board of Directors.

The current fee is \$1.50/credit (maximum of 12 credits or \$18 per term). As part of ASCOCC's operations, the student activity fee is a non-general fund account; therefore, fund balances carry forward to the subsequent years.

Student Activity Fee Revenues and Expenditures

2009-10 Revenue	2009-10 Expenses	2010-11 Revenue	2010-11 Expenses	2011-12 Revenue	2011-12 Expenses	2012-13 Revenue	2012-13 Expenses
\$277,605	\$289,458	\$323,328	\$355,210	\$328,252	\$256,730	\$322,566	\$355,569

Follow-Up Actions: The College's budget process starts in February each year; ASCOCC's starts in May. To allow for Broadside and Club & Intramural Sports staff to better forecast their budget, it is recommended that the College (via a Student Fee Committee) separately allocate the student activity fee dollars to three organizations: The Broadside, Club & Intramural Sports, and ASCOCC. This approach not only allows staff and affected students to better forecast services for the coming year, it also removes the potential perception of personal bias (for or against) that has regularly occurred between ASCOCC and these organizations.

The College will develop a process to allocate separate funds to The Broadside, Club/IM Sports, and ASCOCC. Note that each of these programs may apply to ASCOCC for additional funding, especially for unanticipated expenses such as equipment replacement, student professional development opportunities, etc.

Alicia Moore, Gordon Price and Kurt Killinger will create a recommended process for the Student Fee Committee, submitting bylaw and constitution changes through the appropriate approval channels.

Student Activity Fee Recommendation

The Student Activity Fee is currently limited to 12 credits; it is recommended that this credit limitation be removed and students pay the fee for every credit in which they are enrolled.

**Technology Fee**

Description

Approved by the COCC Board of Directors in spring 2002, the technology fee was implemented in fall 2002. The purpose of the fee is to cover partial costs associated with free email, web access, printing and drop-in computer labs. When first implemented, the fee was \$2 per credit (maximum of 15 credits or \$30 per term).

The current fee is \$5.50/credit (maximum of 15 credits or \$82.50 per term). All fees collected are part of the general fund and are not applied to a specific department or expenditure.

Technology expenses are too disbursed amongst various campus departments to readily determine annual expenses. However, in a 2010 presentation to the COCC Board, the IT Department estimated that in 2009-10, an estimated \$850,000 was spent in direct technology support for students, with an additional \$3,650,000 in indirect, infrastructure, staffing and other technology costs.

Technology Fee Revenues

2009-10 Revenue	2010-11 Revenue	2011-12 Revenue	2012-13 Revenue
\$339,384	\$323,328	\$692,328	\$1,128,529

#### Technology Fee Recommendations

The Technology Fee is currently limited to 15 credits; it is recommended that this credit limitation be removed and students pay the fee for every credit in which they are enrolled.

### **Green Energy Fee**

#### Description

COCC's green energy fee was initially approved via a student referendum and then later approved by the Board of Directors for implementation in fall 2006. Student intent in passing the fee was to purchase as much renewable energy as possible based on fee revenues. At the time, COCC was the first college in the country to initiate such a fee.

The fee was approved at \$0.25 per credit (maximum of 12 credits or \$3 per quarter); it remains at this rate today. The fees are deposited to the non-general fund "Blue Sky" fund and are dedicated exclusively to renewable energy and/or other sustainable initiatives.

#### Green Energy Revenues and Expenditures

2009-10 Revenue	2009-10 Expenses	2010-11 Revenue	2010-11 Expenses	2011-12 Revenue	2011-12 Expenses	2012-13 Revenue	2012-13 Expenses
\$46,267	\$32,052	\$53,878	\$35,141	\$54,650	\$35,141	\$53,688	\$35,141

It is important to note that the original purpose of the fee was to pay for as much renewable energy as the fee could cover; originally, this was approximately 53%. It remains at this percent level today for Bend, Redmond, and Madras campuses. However, as staff and students transitioned, the volume of green energy purchased did not increase as revenues from the fee increased. Therefore, in the last several years we have had unspent funds leaving a balance of approximately \$79,000 in this account. COCC and ASCOCC will meet during fall term to clarify the intended purpose of the fee and potentially increase the percent of renewable energy purchased.

Follow Up Actions: Matt McCoy and Kurt Killinger to meet to clarify language regarding intended purpose of green energy fee.

#### Green Energy Fee Recommendations

The Green Energy Fee is currently limited to 12 credits; it is recommended that this credit limitation be removed and students pay the fee for every credit in which they are enrolled.

### **Mazama Gym Fee**

#### Description

The Mazama Gym fee was initiated in fall 2001 as a means of covering some of the operational costs associated with Mazama Gym, both from a drop-in user and class perspective. Example expenses

include expanded service hours, equipment repair and replacement, water service, towel service, and part-time staffing costs.

The fee was approved as \$16 per term for any student taking an on-campus HHP (PE) class or currently registered students who wish to use the gym (paid on a voluntary basis), and the equivalent of one credit of in-district tuition for community members; it remains at this rate today. The fee is waived for benefitted COCC and OSU-C employees and their dependents, adjunct COCC or OSU-C faculty, and retired COCC employees.

Mazama Revenues and Expenditures

2009-10 Revenue	2009-10 Expenses	2010-11 Revenue	2010-11 Expenses	2011-12 Revenue	2011-12 Expenses	2012-13 Revenue	2012-13 Expenses
\$50,645	\$54,233	\$53,161	\$60,168	\$54,554	\$50,884	\$53,359	\$46,643

The expenses total includes part-time staffing costs, new equipment, repair costs for existing equipment, water service, towel service, lock replacement, and general exercise room supplies; it does not include the staffing costs for benefitted employees, utilities, club- or sport-specific needs, annual maintenance projects, or capital expenses. Capital expenses for 2011-12 was \$45,000; 2012-13, \$21,000; and 2013-14, \$50,000 anticipated; annual capital allocations were limited in prior years.

Since the implementation of the fee, Mazama staff has increased open hours by approximately 16 hours per week and class use has increased significantly; while both of these are needed, both cause additional wear and tear on the building and its equipment.

Currently, Mazama has eight points of entry, making enforcement of the fee difficult. As staff considers potential future remodeling to the building, consideration will be given to ways in which to better screen users for payment of the fee.

Recommendation

Because all users impact the “wear and tear” on Mazama equipment, the Student Fee Committee’s initial recommendation was to require all users—including employees, spouses/partners, and dependents—to pay the Mazama Gym fee. As part of their process, the task force met with various campus committees and departments for feedback on the entirety of the task force’s work. Based on this feedback, the task force is withdrawing its initial recommendation to require all users pay the fee, noting that the vote was not unanimous to do so. *However, the task force recommends that this discussion be revisited in the future, especially if significant dollars are invested in a building remodel (which will allow for better access control to the exercise or gym areas of the building) and/or if the College considers construction of a new facility.*

Based on the above, the task force recommends increasing the fee to \$20 per on-campus class and \$20 for drop-in student users not registered in a course, with all other aspects of the policy remaining the same. To determine the dollar amount, the task force reviewed the number of students who paid the fee in 2012-13 and reviewed increases in \$1 increments; see Appendix B.

**Application Fee**

Description



In 2002, the Board of Directors approved an admissions application fee. The intent of this fee was to help cover some application processing costs, while reducing the number of “frivolous” applications.

The fee was approved as a one-time \$25 application fee (“one-time” meaning that once paid, students will never have to pay the fee again, regardless of length of time between applying and enrolling); the fee is waived for high school students who are eligible for free or reduced lunches. The cost of the fee remains at this rate. The fee is part of the general fund and is not applied to a specific department or expenditure.

Application Fee Revenues

2009-10 Revenue	2010-11 Revenue	2011-12 Revenue	2012-13 Revenue
\$126,075	\$112,800	\$120,875	\$109,825

Recommendation

Based on application fees at other Oregon community colleges, the task force does not recommend changes to the fee. See Appendix A for a summary of Oregon community college tuition and fees, which includes application fee information.

**Late Payment Fee**

Description

The College assesses a late payment fee to all students who do not pay tuition and fees by the deadline (second Friday of the term), noting that financial aid students who have submitted required documentation, but not yet received their financial aid award, are not assessed the fee. The fee is \$30 per week, for a maximum of three weeks.

The fee is part of the general fund and is not applied to a specific department or expenditure.

Late Payment Fee Revenues

The following represents the total late payment fees assessed; however, due to how payments are applied to student accounts, the College cannot determine the exact amount collected against this fee.

2009-10 Assessed	2010-11 Assessed	2011-12 Assessed	2012-13 Assessed
\$134,860	\$171,086	\$209,120	\$214,920

Recommendation

The task force does not recommend a change to this fee, noting that additional research by the Admissions & Records Office may yield a future recommendation.

**Late Registration Fee**

Description

The College assesses a late registration fee of \$30 for every course added after the second week of the term. The intent of the fee is to encourage students to register early in order to solidify course rosters and prior to tuition, financial aid and other deadlines.

The fee is part of the general fund and is not applied to a specific department or expenditure.

Late Payment Fee Revenues

2009-10 Revenue	2010-11 Revenue	2011-12 Revenue	2012-13 Revenue
\$2,580	\$2,980	\$4,175	\$3,210

Recommendation

The task force does not recommend any changes to this fee.

**Late-Late Registration Fee**

Description

The College assesses a late registration fee of \$50 for every course added after grade rosters are run. The intent of the fee is to encourage students to register early in order to solidify course rosters and prior to tuition, financial aid and other deadlines.

The fee is part of the general fund and is not applied to a specific department or expenditure.

Late-Late Registration Revenues

2009-10 Revenue	2010-11 Revenue	2011-12 Revenue	2012-13 Revenue
\$100	\$250	\$150	\$50

Recommendation

The task force does not recommend any changes to this fee.

**Facilities Fee**

It is fairly common for colleges and universities to assess a facilities fee as a means of subsidizing the cost of constructing student-use facilities such as athletic facilities, student unions, and parking garages. In most circumstances, there is a close connection between the fee and its outcome. Because the College will begin work on a new master plan in the coming year and does not yet have a specific use for the fee, the task force does not recommend a facilities fee at this time.

**Parking or Transportation Fee**

Like a facilities fee, it is fairly common for colleges and universities to assess a parking and/or transportation fee. Frequently, the parking fee is intended to offset the cost of campus parking needs, enforcement and/or expand parking, while the transportation fee includes these same elements, as well as the cost for all students to ride local mass transit at no additional charge.

It is important to note that while COCC does not have a parking, transportation or mass transit fee, the College and ASCOCC each contribute approximately \$7,500 per year towards discounted Cascades East Transit (CET) tickets for students (allow for approximately 200 tickets per month). Additionally, the College contributes \$15,420 per year to CET, which allows all benefitted employees to ride for free.

The task force reviewed parking and transportation fees at Oregon community colleges and universities; see Appendix C. Until the College has additional conversations regarding parking needs and in consideration of future master planning discussions, the task force does not recommend a parking or transportation fee at this time.

### **General Purpose Fee**

Many universities have historically assessed a “general purpose fee”, which allows students to receive various services for free (transcripts, gym access, graduation fee, etc.). More recently, some community colleges have begun to assess a general purpose fee, often with limited to no description as to its intended use; see Appendix A for a listing of Oregon community colleges assessing a general purpose fee. To determine potential effect, the task force reviewed the potential revenues gained from a \$1 per credit general purpose fee; see Appendix D.

Given the above information and budget projections, the task force does not recommend a general purpose fee.

### **Approval Process**

Historically, general student fees have developed by one of three means: proposal from staff, proposal from ASCOCC, or by a vote of the general student body. By practice, these fees are then presented to the COCC Board of Directors for approval. However, aside from language in the ASCOCC Constitution, this practice is not codified in College or Board policy.

The task force recommends that the Board continue to have approval authority for general student fees and that the task force develop and present such a policy to the Board for approval at a future meeting.

## RECOMMENDATIONS

The following table represents the Student Fee Task Force’s recommendations regarding existing student fees. It is important to note that members of the task force met with the following groups, which helped inform these recommendations; see Appendix E for feedback:

- ASCOCC (January 5, 2013)
- Student Services Senior Staff (January 16, 2014)
- Health & Human Performance Department (January 17, 2014)
- Student Affairs Committee (January 21, 2014)
- The Broadside Advisory Committee (TBD)

<b>Topic Area</b>	<b>Recommendation</b>
Student Activity Fee	Recommend removing the credit limitation; will generate approximately \$19,000 additional dollars based on 2012-13 enrollment.
Technology Fee	Recommend removing the credit limitation; will generate approximately \$31,000 additional dollars based on 2012-13 enrollment.
Green Energy Fee	Recommend removing the credit limitation; will generate approximately \$3,000 additional dollars based on 2012-13 enrollment.
Mazama Gym Fee	Increase fee to \$20 per on-campus course or for drop-in student users; all other policies associated with the gym fee to remain the same.
Application Fee	No changes
Late Payment Fee	No changes, noting that additional research may result in a future recommendation
Late Registration	No change to either fee, noting that language in catalog will be adjusted to reflect two late registration fees (one after date “x” and the second after date “y”) for ease of explanation
Late-Late Registration	
Facilities	Not recommended at this time
Parking/Transportation	Not recommended at this time
General Purpose	Not recommended at this time
Purpose of Fees	Addressed in a separate proposal
Approval Process	Addressed in a separate proposal

**Appendix A: Oregon Community College Tuition and Fees Summary**

Oregon Community Colleges: 2013-14 Tuition and Fees										By Annualized In-District Tuition and Fees			Updated 7/10/2013			
Community College	Tuition								Fees			Notes  If you do not charge for every credit hour taken, what is your "window"?	In-District T&Fees - Annualized	Out-of-District T&Fees - Annualized	Out-of-State T&Fees - Annualized**	
	In-District		Out-of-District		Out-of-State*		Foreign		Quarterly Fees / One-time							
	Charge Per Credit Hour	Charge per 15 cr. Hour	Charge Per Credit Hour	Charge per 15 cr. Hour	Charge Per Credit Hour	Charge per 15 cr. Hour	Per Credit Hour	Charge per 15 cr. Hour	(For typical student taking 15 hours)		One-Time fee (application etc.)					
								Tech.	Other							
1	Blue Mountain	\$88.00	\$1,320.00	\$88.00	\$1,320.00	\$264.00	\$3,960.00	\$264.00	\$3,960.00	\$60.00	\$40.50	-	\$4/credit technology fee. Other fees consist of \$1.50/credit student govt fee, \$3 security & \$15 access	\$4,262	\$4,262	\$12,182
2	Central	\$87.00	\$1,305.00	\$113.00	\$1,695.00	\$230.00	\$3,450.00	\$230.00	\$3,450.00	\$82.50	\$21.00	\$25.00	\$5.50/credit tech fee is max'd out at 15 credits/term; \$1.50 student fee and \$0.25/credit green energy fee is maxed out at 12 credits /term	\$4,226	\$5,396	\$10,661
3	Chemeketa	\$80.00	\$1,200.00	\$80.00	\$1,200.00	\$242.00	\$3,630.00	\$242.00	\$3,630.00	\$0.00	\$210.00	-	\$14/cr. Universal fee; non-credit tuition \$4 per contact hr; \$265 foreign students' term fee.	\$4,230	\$4,230	\$11,520
4	Clackamas	\$84.00	\$1,260.00	\$84.00	\$1,260.00	\$249.00	\$3,735.00	\$249.00	\$3,735.00	\$67.50	\$50.00	-	\$4.50/credit technology fee; \$2/credit universal fee; and a \$20/term college service fee.	\$4,133	\$4,133	\$11,558
5	Clatsop	\$98.00	\$1,470.00	\$101.00	\$1,515.00	\$196.00	\$2,940.00	\$343.00	\$5,145.00	\$150.00	\$31.00	-	\$10/credit technology fee and a \$30/term consolidated fee.	\$4,953	\$5,088	\$9,363
6	Columbia Gorge	\$89.00	\$1,335.00	\$89.00	\$1,335.00	\$225.00	\$3,375.00	\$225.00	\$3,375.00	-	\$180.00	\$25.00	\$12/credit service fee. Application fee is for limited entry programs only - nursing, medical assisting, & renewable energy technology.	\$4,545	\$4,545	\$10,665
7	Klamath	\$83.00	\$1,245.00	\$83.00	\$1,245.00	\$161.00	\$2,415.00	\$191.00	\$2,865.00	\$60.00	\$125.00	-	\$4/credit hr. technology fee. \$6.00/credit facility fee; \$2/credit ASG fee; \$5/term student ID fee.	\$4,290	\$4,290	\$7,800
8	Lane	\$92.00	\$1,380.00	\$92.00	\$1,380.00	\$222.00	\$3,330.00	\$222.00	\$3,330.00	\$82.50	\$87.40	\$30.00	\$5.50/credit technology fee. \$27/term transportation fee; \$12/term Health Clinic Fee; and a Student Activity fee.	\$4,650	\$4,650	\$10,500
9	Linn-Benton	\$93.80	\$1,407.00	\$93.80	\$1,407.00	\$203.80	\$3,057.00	\$239.80	\$3,597.00	\$30.00	\$48.10	\$25.00	\$2/credit technology fee. \$1/credit transportation fee; \$1.70/credit student activity fees, and a student gov fee of \$7.60 per term. In 2013-14 LBCC established a higher differential tuition rate for a few programs.	\$4,455	\$4,455	\$9,405
10	Mt. Hood	\$89.00	\$1,335.00	\$89.00	\$1,335.00	\$209.00	\$3,135.00	\$236.00	\$3,540.00	\$78.75	\$120.00	-	After 18 credits tuition rate is 1/2. \$5.25 Technology fee (max at 15 credits). \$3/credit student fee (max at 15 credits); \$40/term service fee and a \$35/term access fee.	\$4,601	\$4,601	\$10,001
11	Oregon Coast	\$99.00	\$1,485.00	\$99.00	\$1,485.00	\$214.00	\$3,210.00	\$214.00	\$3,210.00	-	\$105.00	-	\$7/credit universal fee. After 90 days out of state students are considered residents, only one term charged out of state.	\$4,770	\$4,770	\$9,945

Oregon Community Colleges: 2013-14 Tuition and Fees

By Annualized In-District Tuition and Fees

Updated 7/10/2013

Community College		Tuition								Fees			Notes  If you do not charge for every credit hour taken, what is your "window"?	In-District T&Fees - Annualized	Out-of-District T&Fees - Annualized	Out-of-State T&Fees - Annualized**
		In-District		Out-of-District		Out-of-State*		Foreign		Quarterly Fees / One-time						
		Charge Per Credit Hour	Charge per 15 cr. Hour	Charge Per Credit Hour	Charge per 15 cr. Hour	Charge Per Credit Hour	Charge per 15 cr. Hour	Per Credit Hour	Charge per 15 cr. Hour	(For typical student taking 15 hours)		One-Time fee (application etc.)				
										Tech.	Other					
12	Portland	\$88.00	\$1,320.00	\$88.00	\$1,320.00	\$216.00	\$3,240.00	\$216.00	\$3,240.00	\$67.50	\$44.50	-	\$4.50/credit technology fee. \$1.70/credit student activity fee; \$19/term service fee.	\$4,296	\$4,296	\$10,056
13	Rogue	\$91.00	\$1,365.00	\$91.00	\$1,365.00	\$111.00	\$1,665.00	\$304.00	\$4,560.00	\$60.00	\$135.00	-	\$4/credit technology fee. \$135 service fee for 12 credits or more.	\$4,680	\$4,680	\$5,580
14	Southwestern	\$85.00	\$1,275.00	\$85.00	\$1,275.00	\$85.00	\$1,275.00	\$255.00	\$3,825.00	-	\$456.00	-	\$25/credit incidental fee; \$27/course registration fee (used 3 courses).	\$5,193	\$5,193	\$5,193
15	Tillamook Bay	\$90.00	\$1,350.00	\$90.00	\$1,350.00	\$110.00	\$1,650.00	\$110.00	\$1,650.00	\$75.00	\$90.00	-	\$5/credit technology fee. \$2/credit student services fee; and a \$4/credit course fee.	\$4,545	\$4,545	\$5,445
16	Treasure Valley	\$94.00	\$1,410.00	\$94.00	\$1,410.00	\$104.00	\$1,560.00	\$200.00	\$3,000.00	\$0.00	\$240.00	-	18-20 cr. hr. window. \$11/credit universal fee; and a \$5/credit Student activity fee.	\$4,950	\$4,950	\$5,400
17	Umpqua	\$85.00	\$1,275.00	\$85.00	\$1,275.00	\$201.00	\$3,015.00	\$201.00	\$3,015.00	\$82.50	\$80.00	\$25.00	\$5.50/credit technology fee. \$20/term registration fee; and a \$4/credit Student Activity fee.	\$4,313	\$4,313	\$9,533
<b>Statewide Average</b>		<b>\$89.16</b>	<b>\$1,337.47</b>	<b>\$90.87</b>	<b>\$1,363.06</b>	<b>\$190.75</b>	<b>\$2,861.29</b>	<b>\$231.87</b>	<b>\$3,478.06</b>	<b>\$52.72</b>	<b>\$121.38</b>	<b>\$7.65</b>		<b>\$4,535</b>	<b>\$4,611</b>	<b>\$9,106</b>

\* Out of State Tuition applies only to non-border states.

\*\* Out of State Tuition and fees - annualized is calculated with a student paying the out-of-state tuition rate for three terms.

**Appendix B: Mazama Gym Fees Scenarios**  
**\$1 Increments, Based on 2012-13 Fees Collected**

Fee Level	Total Fees Generated	% Increase Over \$16 Base
\$ 16.00	\$ 51,696.00	
\$ 17.00	\$ 54,927.00	6.25%
\$ 18.00	\$ 58,158.00	12.50%
\$ 19.00	\$ 61,389.00	18.75%
\$ 20.00	\$ 64,620.00	25.00%
\$ 21.00	\$ 67,851.00	31.25%
\$ 22.00	\$ 71,082.00	37.50%
\$ 23.00	\$ 74,313.00	43.75%
\$ 24.00	\$ 77,544.00	50.00%
\$ 25.00	\$ 80,775.00	56.25%

**Appendix C: Oregon Community College and University Parking and Transportation Fees**

School	Parking Fee	Transportation Fee	Additional Notes
Blue Mountain	No	No	
Chemeketa	\$40/year \$25/term	No	
Clackamas	No	No*	
Clatsop	No	No*	
Columbia Gorge	No	No	
Klamath	No	No	
Lane	No	\$27/term/student for students on main campus only	Fees dedicated towards parking lots and free ridership for mass transit
Linn-Benton	No	No	
Mt. Hood	No	No	
Oregon Coast	No	No	
Portland	\$50/term \$150/year	\$4/term	
Rogue	No	No	
Southwestern	No	No	
Tillamook Bay	No	No	
Treasure Valley	No	No	
Umpqua	No	No	
Eastern Oregon	\$75/year or \$30/term	No	
OIT	Staff: \$140/year or \$70/term; students: \$90/year or \$45/term	No	
Oregon State	Staff: \$267/year or \$104/term; students: \$195/year or \$80/term	No*	
Portland State	Yes	No	Fee depends on various passes/uses
Southern Oregon	Staff: \$143/year Students: \$135/year	No	
U of Oregon	Yes	No*	Fee depends on various passes/uses
Western Oregon	\$81/year	No	

\* A “transportation fee” is not charged; however, other fees indicate that among other uses, the fee helps cover the costs associated with parking and/or shuttle service.



**Appendix D: General Purpose Fee  
\$1 increments, Based on 2012-13 Enrollment**

Student Duplicated Headcount	Fee Level		Total Fees Generated	
25,651	\$	1.00	\$	25,651.00
	\$	2.00	\$	51,302.00
	\$	3.00	\$	76,953.00
	\$	4.00	\$	102,604.00
	\$	5.00	\$	128,255.00
	\$	6.00	\$	153,906.00
	\$	7.00	\$	179,557.00
	\$	8.00	\$	205,208.00
	\$	9.00	\$	230,859.00
	\$	10.00	\$	256,510.00
	\$	11.00	\$	282,161.00
	\$	12.00	\$	307,812.00
	\$	13.00	\$	333,463.00
	\$	14.00	\$	359,114.00
	\$	15.00	\$	384,765.00
	\$	16.00	\$	410,416.00
	\$	17.00	\$	436,067.00
	\$	18.00	\$	461,718.00
	\$	19.00	\$	487,369.00
	\$	20.00	\$	513,020.00

## Appendix E: Feedback on Proposed Recommendations

Note that the following comments represent the comments made from discussions with various campus committees and departments/organizations; all attempts were made to capture the intent of discussions and summarize that information here.

### ASCOCC

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Very supportive of removing the credit cap, recognizing that most of the fees are “consumable” fees and that there is equity in assessing equal per credit fees, regardless of how many credits in which the student is registered.

Very supportive of creating a student fee committee which would then allocate fees to ASCOCC, Club & IM Sports, and the Broadside as a means of allowing these programs to better determine budgets in line with the College’s budget process and removing any conflict between ASCOCC and these two entities.

Passed a resolution in support of the draft proposed fees and changes.

### HHP Department

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- The charge of this task force was to review *student* fees, not fees that apply/do not apply to employees
- Access to Mazama Gym for free is listed as a benefit on COCC’s HR pages and is promoted to current and potential new employees.
- The College has made a recent push to focus on wellness – this moves away from that.
- Charging this fee would negatively impact our image in the community.
- This is not an equity piece – there are other benefits for employees that students pay for (e.g., tuition)
- This will be seen as a take-a-way amongst employees
- People are finally getting excited about wellness – this takes away from that.
- This is a productivity issue – research shows that people get more work done when they exercise.
- How many people will this affect? Do we know how many employees use the facility?
- Should we consider waiving the fee for employees, but not their spouses or children?
- Charging this fee puts a barrier in front of physical activity, but yet we don’t charge for parking...and the College has encouraged us to use different modes of transportation.

### Student Services Director/Senior Staff

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- Did the task force come up with “categories” of fees to help guide future discussion – e.g., fees for services, fees that are attributed to the general fund, etc.?
- The Mazama Fee is seen as a benefit for many employees and will negatively impact lower-paid employees. Charging the fee could be seen as a morale buster.
- There seems to be a disconnect between the need for the fee and the ability to keep the building open – the reality is that the building will still be open even if we don’t charge employees.
- Should all fees (in general) be tied to a “per credit” basis and only be for those things the College cannot live without?

- Employees should pay for this serve at an equal level as our students do – our students face really difficult financial situations. Why are they charged the Mazama fee and employees are not?

### **Student Affairs Committee**

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- Why not raise the Mazama fee more?
- Concerns about increasing the fee more than it is – prefer smaller, regular increases rather than a large jump.
- Seems equitable to have others pay as it is a cheap quarterly fee, a cheap gym membership.
- Is it fair to increase the “tax” to students before we know changes to the state funding formula?
- Should the tech fee be renamed to better reflect that it goes to the general fund?
- Having a common student/incidental fee makes sense – in other words, one fee to cover all fees – why don’t we do that here?
- Raising the fee may bring up issues regarding employee morale.
- Would like to see a description regarding broad categories of fees – describe the purpose for each type, or describe the purpose for all fees.

### **From the Broadside Advisory Board**

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We are really excited that the way student fees are spent is being scrutinized and possibly changed. I'm sure Leon has given you his first amendment spiel more than once, but it's true that we've been challenged with coverage and relations with ASCOCC when they have influence on our funding. Which you're aware of. Long story short, we're really happy administration is thinking of taking this step.

We just want to make sure that when the final decision, The Broadside will still have a level of funding adequate that we'll be able to maintain and better our publication and multimedia program. Our concern is that if money in the future will be allotted to us based on our past budgeted numbers--which don't truly represent the money we receive from ASCOCC and other organizations--we'll actually be looking at budget cuts and be worse off than when ASCOCC allotted the money.

In the past, much of our money from ASCOCC has come not only from program fee income but through contract revenue with ASCOCC. Contract revenue constituted \$8,107 of our budget last year and \$4,250 the year before. Also, our budget doesn't reflect capital purchases such as computers and equipment.

So what would be a truly accurate representation of our actual compensation from student fee money is to take all the capital purchases that were approved through ASCOCC--which don't show up on our accounts--and our contract revenue, and take a three-year average from that. Of course, I know a lot of this will come up when we make our proposal, but this is really our only feedback.

### **From the Classified Association**

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**Note that comments are not as a result of a meeting, but are those that were solicited by an email from Stephanie Goetsch posted to CA Outlook folder:**

I think that -----'s suggestion at the bottom, if necessary, is a good one, but please do not forget about those of us in the northern regions. As far as I know, we have no options and having something that would be offered in Redmond so that those of in Redmond, Madras and Prineville could "become healthier" would be very nice.

Thank you Stephanie for putting information together and representing us.

A fee would be negative, and I believe a bad choice for the college to make. Serving students is extremely stressful at times. We want to promote health and well-being so as to see less illness, long and short term, and less sick leave taken. Promoting health and wellness by utilizing Mazama w/o a fee, creates a positive atmosphere where employees are more productive. Also it has an impact as a decrease in benefits, affecting attitudes.

They need to offer more if they are going to remove the waiver, in that as Laurel said, there are other places in town with much more to offer 24 hours/day with Fantastic workouts designed for all levels for very little \$.

A great number of employees at COCC are of the "Fitness Mentality", you do not have to talk them into working out, they will do it regardless of fees etc. It is the crowd of folks, which is a larger % that are not of that mentality, and unfit, that we want to reach so as to see them become healthier, and thus more productive as employees! Therefore, do not put another road block in their way of getting healthier by removing the waiver.

**IDEA:**

- Have them look into getting a reduction in fees for COCC benefited employees to utilize Juniper Swim and Fitness Center/ Senior Center.

The Mazama fee is currently \$16 and is good for one term or roughly three months. The proposed fee of \$20 would be for the same time frame. I don't think you will find a lower rate at any other facility. This is a good benefit, but not really a major one in terms of cost. I have made use of the gym over the years but not regularly and would not mind if we had to pay the Mazama fee as it is very much still a bargain. There is a gym in town that is \$14.40 a month.

My membership at SNAP – which is 24 hours a day is \$24.99 a month...

I use this facility regularly but it would be interesting to know exactly how many Classified staff are currently using this benefit on a regular basis. How many people are actually going to pay for this? If I'm going to pay for using the gym, I'm going to pick a much nicer facility. Some days I run outside and only use the shower. I hope a lot more research goes into this discussion.

Just a few questions come to mind.....Is that \$20.00 per lifetime of employment? Per year? Per term? What basis is the increase or additional fees coming from? Is the gym and MPR and weight room not able to cover costs to keep upgraded and clean from the general budget? Still....my first reaction is 'NO FEE' thank you! It is definitely a benefit that slightly off-sets our lower than private sector employee wages! I have other ideas come to mind if this is mandated..... like the fee be very minimal for STAFF

and based on their pay rate. I.e., Managers would pay most and faculty would pay more than Classified, etc.

But a heart-breaking idea all-and-all. Good points listed against the idea made below.

I agree with all of the points that are in opposition of this fee. The one discussion point that I really don't understand is "How to justify fee waived for employees but students pay." I don't see why a justification would be needed. Wouldn't that be the same as asking how do we justify a tuition waiver or health benefits for employees?

Especially considering COCC's push for healthy living and a work life balance, I am disappointed that this fee was ever recommended and definitely see it lowering morale across campus.

It's been great to have the "free" access to Mazama.

I agree with Stephanie & Nancy, it's such a nice benefit to have and would be really disheartening to lose it. Plus, ever since they started enforcing the requirement to show your gym pass, they've been selling like hotcakes. I think that before, many students and community members were using the facilities without bothering to pay for the pass. I would be interested to see how enforcement has affected Mazama revenue.

Hi Stephanie,

I can understand why the school would want to implement something like this – it helps maintain the facilities.

Some of my comments/questions are also reflected in what you have below, but here they are anyway:

- Right now there is very limited access for employees to use this space. If am going to pay then I would really hope my access to the facility would increase (which I know is not the case). I could go down the street to Snap, which is a newer, 24 hour facility and the school will give me 10% off of my membership and 50% off enrollment? Who is subsidizing those costs?
  - At the very least, perhaps they could offer more Staff fitness courses at different/better times. 4pm offerings do not work for everyone, classes ending at 8:30am do not work for everyone – and some people don't like working out at lunch.
  - Other employers (though generally larger) pay for full gym membership for their employees
- The school is going to all kinds of effort to promote health and wellbeing (insurance deduction incentives, weight watcher meetings, staff fitness, etc.), this feels like a bit of a step backward.
- I know lockers are a hot commodity and the waitlist is quite long for staff lockers. Do employees have to pay for those? Why not increase that fee as well to offset this expense?
- Do we receive any benefits from OSU Cascades? Especially with since they're leaving campus I do not see why access to the gym for free would continue – unless they are planning to reciprocate?
- What is the definition of Gym usage? Using machines and weight equipment? Using the showers, bathrooms and lockers?
- Who is going to enforce this?
  - I can honestly say that I have never once seen an instructor or facilities person while I've been in there.

I do not like this idea, as I use the gym daily and hardly EVER see another employee!!!! It would only effect 3% of us hehe.

A fee would be negative, and I believe a bad choice for the college to make. Serving students is extremely stressful at times We want to promote health and well-being so as to see less illness and less sick leave taken. Promoting health and wellness by utilizing Mazama w/o a fee, creates a positive atmosphere where employees are more productive. Also it is an impact as a decrease in benefits, affecting attitudes. I can see adding a fee possibly for a spouse to utilize the facility but it should be small.

I am dead set against a fee. It's more time to administer and monitor than is worth it. This is a benefit for staff and just wrong to even suggest charging when they always try to encourage staff wellness!! During the day time the open hours are very limited so it's not like it's that easy to take advantage of at any rate.

Central Oregon Community College  
Board of Directors  
**RESOLUTION**

Prepared by: Julie Mosier-Purchasing Coordinator

**A. Action Under Consideration**

Award contract to Workplace Resource for **purchase of Redmond Technology Education Center office and classroom furniture** for \$345,875.

**B. Discussion/History**

Furniture selected for the Redmond Technology Education Center is being purchased through cooperative contracts available to the College. This includes contracts with the State of Oregon as well as several national non-profit cooperatives. The College has memberships with several cooperatives which provide access to a wide variety of contracts for commercial grade furniture. The cooperative model uses a lead agency to competitively bid each contract offered through a given cooperative and then prior to accessing a contract the College ensures that each contract used has been solicited in accordance with Oregon purchasing code.

Furniture for the building includes the following areas:

- Two public lounge/lobby areas
- Five student study areas
- Instructional labs for NDT/NDI and Automotive technologies
- Two computer lab classrooms
- One drop-in computer lab
- Five classrooms
- Large community classroom
- CEED instructional spaces
- Eight offices for staff and faculty

In addition to the contract referenced above with Workplace Resource, contracts for furniture will be awarded to Environments NW and SmithCFI as well as numerous vendors for small contracts, totaling approximately \$55,082.

Four vendors were invited to submit proposals for furnishing the building, and the offerings were reviewed by a design team created from stake-holders for the Technology Education Center. The awarded vendors, Workplace Resource, Environments NW and SmithCFI, are all Oregon firms that represent a wide line of national commercial-grade furniture. Over 95% of the furniture selected for the project has been recognized as sustainable, made with recyclable and/or recycled materials and is certified by third party organizations. This satisfies the requirements for Earth Advantage.

8.c  
revised

C. **Options/Analysis**

Award the contract to Workplace Resource for \$345,875.  
Not award the contract to Workplace Resource.

D. **Timing**

Approval at this time will enable the vendor to place orders immediately in order for the College to receive and install the goods in accordance with the building schedule.

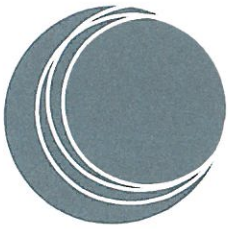
E. **Recommendation**

Be It Resolved that the Board of Directors do hereby direct that a contract be executed for \$345,875 to Workplace Resource for the office, lobby and classroom furniture for the Redmond Technology Education Center.

F. **Budget Impact**

Bond funds will be used for this purchase.





**CENTRAL OREGON**  
community college

Exhibit: 8.d

April 9, 2014

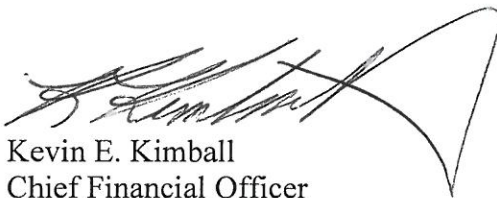
FISCAL SERVICES  
Telephone 541.383.7220  
Fax 541.383.7505

February 13, 2014


To: Dr. Middleton

Re: Financial Certification

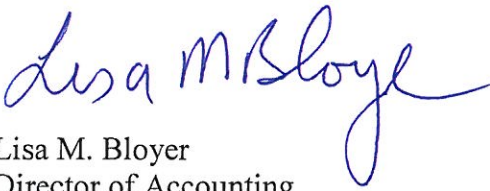
We have reviewed the annual audit report of Central Oregon Community College for the year ended June 30, 2013. Based on our knowledge, the information contained in the annual report does not contain any untrue statement of a material fact or omission of a necessary material fact that makes the statements misleading. Based upon our knowledge, the financial statements present, in all material respects, the financial condition, and results of operations of Central Oregon Community College for the period presented.



Kevin E. Kimball  
Chief Financial Officer



David L. Dona  
Associate Chief Financial Officer



Lisa M. Boyer  
Director of Accounting

TO: Board of Directors

RE: Financial Certification

I have reviewed the annual audit report of Central Oregon Community College for the year ended June 30, 2013.

Based on my knowledge, the information contained in the annual report does not contain any untrue statement of a material fact or omission of a necessary material fact that makes the statements misleading.

Based on my knowledge, the financial statements present, in all material respects, the financial condition, and results of operations of Central Oregon Community College for the period presented.

James E. Middleton, D.A.  
President

## Annual COCC Latino Program Scholarship Fund

# Fundraiser

All proceeds go to fund scholarships for COCC students

**Thursday, May 29**  
**6 to 9 p.m., Aspen Hall**

18920 Shevlin Park Road, Bend, Oregon



**\$35 per ticket**

Beer samplings

Small plate tastings  
provided by area chefs

Dance performances  
and music

Silent auction

No host bar

Adults only



To purchase tickets please call 541.318.3726



Central Oregon Community College 2600 NW College Way, Bend

♿ For wheelchair seating and/or other accommodation needs, please contact Karen Roth, kroth1@cocc.edu or 541.383.7412, or Evelia Sandoval, esandoval@cocc.edu or 541.318.3726 at least 48 hours in advance.

Exh. 16

April 9, 2014  
Approved: \_\_\_ yes \_\_\_ no  
Motion: \_\_\_\_\_

**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**ACTION ITEM  
PRESIDENTIAL SEARCH:  
REJECT THE CANDIDATES; EXTEND THE SEARCH**

Prepared by: Bruce Abernethy/Ron Paradis

**A. Action Under Consideration**

Taking the next step in the Presidential Search.

**B. Resolution**

Be it resolved that the Board of Directors of Central Oregon Community College does hereby reject the three candidates recommended by the Search Advisory Committee and, therefore, extends the search until an acceptable candidate is identified.

*has decided not*