



CENTRAL OREGON  
COMMUNITY COLLEGE  
Board of Directors' Meeting – AGENDA  
Wednesday, November 14, 2012 – 6:00 PM  
Christiansen Board Room, Boyle Education Center

TIME**	ITEM	ENC.*	ACTION	PRESENTER
6:00 pm	I. <b>Call to Order</b>			Reeder
6:01 pm	II. <b>Introduction of Guests</b>			
6:05 pm	III. <b>Agenda Changes</b>			
6:07 pm	IV. <b>Public Hearing and Testimony</b>			
	A. Comments from Liz O'Connell, Matt Denney, and Vicki Roadman-neighbors of the college			
6:20 pm	V. <b>Consent Agenda***</b>			
	A. Minutes			
	1. Regular – October 9, 2012	5.a1	X	Smith
	B. Personnel			
	1. New Hire Report (2012)	5.b1	X	Buckles <sup>A</sup>
6:20 pm	VI. <b>Information Items</b>			
	A. Financial Statements	6.a		Bloyer <sup>A</sup>
	B. Construction Projects - Update	6.b		McCoy <sup>A</sup>
	C. 2011-12 Enrollment Report	6.c*		Moore <sup>P</sup>
	D. HB 4016 (2012)-Reporting Child Abuse	6.d		Andresen <sup>A</sup>
	1. Child Protection Policy	6.d1		
	2. Notice to Employees	6.d2		
	3. Reporting Child Abuse-FAQ	6.d3		
	E. Financial Aid Loan Default Rates	6.e		Moore
	F. ASCOCC & Voter Turnout	6.f		Moore
	G. Win-Win Project	6.g		Moore
	F. Central Oregon Assn. of Realtors-Awards			McCoy <sup>P</sup>
7:05 pm	VII. <b>Old Business</b>			
	A. Student Housing	7.a	X	Middleton
	B. Strategic Plan	7.b	X	Middleton
7:20 pm	VIII. <b>New Business</b>			
	A.			
7:30 pm	IX. <b>Board of Directors' Operations</b>			
	A. Board Member Activities			
7:45 pm	X. <b>President's Report</b>			
	A. Updates			
	1. OEIB and Governance Status			
	2. Statewide Fall 2012 OR Community College Enrollment			





CENTRAL OREGON COMMUNITY COLLEGE  
Board of Directors' Meeting – MINUTES  
Tuesday, October 9, 2012 – 6:00 PM  
Christensen Board Room, Boyle Education Center

---

---

PRESENT: Donald Reeder, Bruce Abernethy, Laura Craska Cooper, David Ford, Charley Miller, Ron Bryant-Board Attorney, Dr. James Middleton-President, Julie Smith- Executive Assistant.

ABSENT: Anthony Dorsch and John Overbay

INTRODUCTION OF GUESTS: Matt McCoy, Kevin Kimball, Jim Weaver, Alicia Moore, Ron Paradis, Michael Fisher, Kathy Smith-Faculty Forum President, Leslie Minor, Shirley Metcalf, and others.

AGENDA CHANGES: Addition: Consent 5.c2 – Approval to Hire Cervantes and Mills

CONSENT AGENDA:

Mr. David Ford moved to approve the Consent Agenda (Exhibit: 6). Ms. Laura Craska Cooper seconded. MCU. Approved. M10/12:1

BE IT RESOLVED that the Board of Directors' approved the regular meeting Minutes of September 12, 2012 (Exhibit: 5.a1);

BE IT RESOLVED that the Board of Directors' reviewed and approved the September 2012 New Hire Report (Exhibit: 5.b1);

BE IT RESOLVED that the Board of Directors' approves the employment contracts for Paul Pelly-Automotive Technology; Lynn Russell-Veterinarian Technician Education; Willan Cervantes-Latino College Prep Coordinator; Christina Mills-Student Module Manager (Exhibit: 5.c1 & 5.c2).

INFORMATION ITEMS:

Financial Statements – (Exhibit: 6.a)

The Board of Directors' were apprised of the August 2012 Financial Statements.

Construction Update – (Exhibit: 6.b)

The Board of Directors' were apprised of the monthly (September 2012) Construction Projects Updates for the -

- Boyle Education Center – Remodel
- Grandview Renovation Project
- Health Careers Bldg.
- Redmond Bldg. #1 Addition
- Residence Hall September 2012 Status Report
- Science Bldg.
- Serpentine Parking Lot
- Technology Education Center-Status Report.

#### Completers Report (Exhibit: 6.c)

President Middleton summarized highlights of the “Completions Report” that represents significant progress at COCC in helping students move to completion. He complimented the faculty and staff who have shown dedication in “getting students to the finish line to benefit them and the community.”

- Twice as many students earned certificates or degrees from COCC last year than four years ago
- COCC awarded over 600 degrees and over 400 certificates of completion in 2011-12
- Most dramatic growth in completions related to job preparation
- More students in underrepresented groups achieved certificates and degrees
- Overall number of certificates and degrees earned increased from 528 to 1,154.

#### Fall Enrollment Report

Ms. Alicia Moore-Dean of Student and Enrollment Services gave a PowerPoint presentation on Fall Term enrollment highlighting the Fall 2013 Student Profile.

- Credit Students by Ethnicity- Increases  
Native Hawaiian/Pacific Islander +51.4%; Asian +19%; Hispanic +15%; African-American +9.5%; Native American +2.5%; White decreased by 4%.
- Fall 2012 – average age 28.9
- Residency – In-District -0.1%; Out-of-District +7.2%; Border State -11%; Out-of-State +7%; Non-Resident Veteran +6%
- Financial Aid – Students w/Aid -4.8% change; Students w/Grants -3.1% change; Students w/loans -7.1% change and Total Aid Awarded -4.5% change
- Campus Headcount – Bend 6,039; Redmond 1125; Madras/Warm Springs 270 and Prineville 201
- Credit Enrollment – Credit Headcount +0.4% change and Credit FTE -0.2% change.

#### OLD BUSINESS:

##### Strategic Planning – Update (Handout: 7.a)

Vice President Matt McCoy reviewed the core of the college’s Strategic Plan - Mission, Vision, Values, Core Themes, Board Goals/Phases and the Board’s role in institutional sustainability.

#### NEW BUSINESS:

##### Vacancy-Budget Committee / Zone 1 (Handout: 8.a)

Mr. Ron Paradis-Director of College Relations reviewed that Zone 2 the Budget Committee is vacant. Board consensus is to advertise for applicants to fill the vacancy.

**BOARD OF DIRECTORS' OPERATIONS:**

**Board Self-Eval Prep for Retreat**

Self-Evaluation forms will be emailed to board

**Board Member Activities**

Ms. Craska Cooper      Tour of Juniper Residence Hall  
Mtg. w/President Middleton, Matt McCoy & Alicia Moore

Mr. Miller                New Buildings Grand Openings  
New Board Member Orientation  
Chamber Higher Ed Forum  
Accelerate Bend 2030

Mr. Abernethy          Accelerate Bend 2030  
New Buildings Grand Opening  
Met w/Dean Newby re: Race to the Top

Mr. Ford                 New Buildings Grand Openings  
OSU Cascades Press Conference  
Chamber Higher Ed Forum  
New Board Member Orientation  
Real Estate Committee Mtg.  
Accelerate Bend 2030

Mr. Reeder              Tour of new Buildings on the Bend Campus

**PRESIDENT'S REPORT:**

- Accreditation -  
    President Middleton reviewed that the Northwest Commission on Colleges and Universities has decided to eliminate the Three Year Report – the college will be working on the One Year Report due in March 2013 and then not have another formal report for four years.
- Met w/the Jungers @ Lewis and Clark Art Exhibit
- Co-Chair for State Board of Education's 40/40/20 committee
- Ron Paradis-Director of College Relations reviewed COCC's Facebook presence.

**ADJOURN:    7:35 PM**

APPROVED;

ATTEST TO;

---

Mr. Donald V. Reeder, Board Chair

---

Dr. James E. Middleton, President

Exhibit: 5.b1  
November 14, 2012  
Approve: \_\_\_ Yes \_\_\_ No  
Motion: \_\_\_\_\_

**Central Oregon Community College**  
**Board of Directors**  
**NEW HIRE REPORT – October 2012**

<u>Name</u>	<u>Date Hired</u>	<u>Location</u>	<u>Job Title</u>
<b>Non-Faculty Nonbenefitted</b>			
Hoffman, Erin	10/15/2012	Bend	Non-Faculty
<b>Part-Time Faculty</b>			
Abero, Shannon	10/15/2012	Bend	PT Instructor
<b>Temporary Hourly</b>			
Braido, Christopher	10/1/2012	Bend	Math Tutor
Keeney, Alexander	10/1/2012	Bend	Unclothed Art Model
Myers, John	10/1/2012	Bend	Math Tutor
Sanders, Trevor	10/1/2012	Bend	Simulator Operator

Central Oregon Community College  
Monthly Budget Status  
**Highlights of September 2012 Financial Statements**

**Cash and Investments**

The Colleges' operating cash balances currently total \$24.5 million. The September average yield for the Local Government Investment Pool remains unchanged at .60 percent.

The bond proceeds held in cash and investments total \$10 million as of the end of September.

**General Fund Revenues**

Tuition and fee revenues represent fall term enrollment as of the end of September, a \$338,000 increase over the prior month. All transfers have been posted for the year including \$300,000 from the PERS reserve account.

**General Fund Expenses**

The expenses include the approved inter-fund transfers for the fiscal year at this point in time.

**Budget Compliance**

All appropriation categories are within budget.

Central Oregon Community College

**Cash and Investments Report**

As of September 30, 2012

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	\$22,414,048.75		
Pool account 5482			\$491,513.73
Pool account 3624			\$377,787.48
Pool account 3816		\$7,152,413.28	
Pool account 3707		\$87,091.38	
Pool account 3844		\$660,692.34	
September Average Yield .60%			
<b>Cash in USNB</b>	\$2,079,336.05		
<b>Cash in USNB - Bond Funds</b>		\$0.00	
<b>Cash on Hand</b>	\$3,900.00		
Total Cash	<u>\$24,497,284.80</u>	<u>\$7,900,197.00</u>	<u>\$869,301.21</u>
<b>Investments</b>			
<b>Commercial Paper</b>			
Yield .508%, due 1-15-13		\$2,193,338.89	
Total Investments	<u>\$0.00</u>	<u>\$2,193,338.89</u>	<u>\$0.00</u>
Total Cash and Investments	<u><u>\$24,497,284.80</u></u>	<u><u>\$10,093,535.89</u></u>	<u><u>\$869,301.21</u></u>



**Central Oregon Community College  
Monthly Budget Status  
September 2012**

**Exhibit 6a  
14-Nov-12**

<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	\$ 11,246,000	\$ -	\$ (11,246,000)	0.00%	0.00%
Prior Taxes	873,000	346,272	(526,728)	39.66%	30.80%
Tuition and fees	19,736,000	6,694,449	(13,041,551)	33.92%	33.00%
State Aid	5,001,000	1,249,412	(3,751,588)	24.98%	23.06%
Grants & Contracts	86,000	1,000			40.35%
Interest & Misc. Income	49,000	1,486	(47,514)	3.03%	100.00%
Transfer-In	1,720,000	1,720,000	-	100.00%	
<b>Total Revenues</b>	<b>\$ 38,711,000</b>	<b>\$ 10,012,619</b>	<b>\$ (28,613,381)</b>		
<b>Expenses by Function</b>					
Instruction	\$ 17,455,663	\$ 2,138,550	\$ 15,317,113	12.25%	11.24%
Academic Support	3,007,172	602,377	2,404,795	20.03%	17.90%
Student Services	4,232,422	892,320	3,340,102	21.08%	20.11%
College Support	4,600,019	1,112,458	3,487,561	24.18%	25.57%
Plant Operations and Maintenance	4,098,218	769,236	3,328,982	18.77%	21.08%
Information Technology	3,187,700	951,081	2,236,619	29.84%	30.13%
Financial Aid	12,897	4,210	8,687	32.64%	0.00%
Contingency	800,000	-	800,000	0.00%	0.00%
Transfers Out	3,055,683	3,055,683	-	100.00%	91.20%
<b>Total Expenses</b>	<b>\$ 40,449,774</b>	<b>\$ 9,525,915</b>	<b>\$ 30,923,859</b>		
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (1,738,774)</b>	<b>\$ 486,704</b>	<b>\$ 2,310,478</b>		

**Central Oregon Community College**  
**Monthly Budget Status**  
**September 2012**

Exhibit 6a  
14-Nov-12

<u>Other funds:</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>Debt Service Fund</b>					
Revenues	\$ 4,289,429	\$ 1,069,418	\$ (3,220,011)	24.93%	24.88%
Expenses	4,289,358	517,336	3,772,022	12.06%	12.15%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 71</b>	<b>\$ 552,082</b>	<b>\$ 552,011</b>		
<b>Grants and Contracts Fund</b>					
Revenues	\$ 1,983,640	\$ 132,994	\$ (1,850,646)	6.70%	4.11%
Expenses	2,093,600	306,701	1,786,899	14.65%	4.31%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (109,960)</b>	<b>\$ (173,707)</b>	<b>\$ (63,747)</b>		
<b>Capital Projects Fund</b>					
Revenues	\$ 10,508,677	\$ 2,780,930	\$ (7,727,747)	26.46%	24.55%
Expenses	27,633,820	2,000,326	25,633,494	7.24%	17.94%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (17,125,143)</b>	<b>\$ 780,604</b>	<b>\$ 17,905,747</b>		
<b>Enterprise Fund</b>					
Revenues	\$ 7,204,787	\$ 1,607,192	\$ (5,597,595)	22.31%	26.21%
Expenses	7,986,819	2,048,807	5,938,012	25.65%	25.42%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (782,032)</b>	<b>\$ (441,615)</b>	<b>\$ 340,417</b>		
<b>Auxiliary Fund</b>					
Revenues	\$ 9,064,223	\$ 4,922,389	\$ (4,141,834)	54.31%	52.99%
Expenses	9,745,764	4,301,549	5,444,215	44.14%	34.64%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (681,541)</b>	<b>\$ 620,840</b>	<b>\$ 1,302,381</b>		
<b>Reserve Fund</b>					
Revenues	\$ 12,739	\$ -	\$ (12,739)	0.00%	0.00%
Expenses	480,000	334,364	145,636	69.66%	65.34%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (467,261)</b>	<b>\$ (334,364)</b>	<b>\$ 132,897</b>		
<b>Financial Aid Fund</b>					
Revenues	\$ 22,561,313	\$ 2,800,256	\$ (19,761,057)	12.41%	11.24%
Expenses	22,606,568	2,214,799	20,391,769	9.80%	35.44%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (45,255)</b>	<b>\$ 585,457</b>	<b>\$ 630,712</b>		
<b>Internal Service Fund</b>					
Revenues	\$ 398,715	\$ 36,658	\$ (362,057)	9.19%	3.30%
Expenses	573,990	238,658	335,332	41.58%	9.25%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (175,275)</b>	<b>\$ (202,000)</b>	<b>\$ (26,725)</b>		
<b>Trust and Agency Fund</b>					
Revenues	\$ 1,886	\$ 539	\$ (1,347)	28.58%	23.79%
Expenses	7,500	-	7,500	0.00%	11.12%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (5,614)</b>	<b>\$ 539</b>	<b>\$ 6,153</b>		

# 1. Boyle Remodel- October Status Update

---

## Scope

The Boyle Hall project will include an improved information office, new student lounge and updated finishes.

## Budget Status

Project is within budget.

## Change Order Activity

Architectural/Consultant – Three Additional Service Requests have been approved, totaling \$12,580.00. ASR's were approved to add Mechanical, Electrical, Lighting Design and skylight glare remediation.

Construction– Three Changes Orders have been approved, totaling \$9,872.40 CO's were approved for additional Code required fire sprinkler work, electrical and low voltage electrical work and additional Owner requested work.

## Schedule Status

The Project received Final Approval from the City of Bend on October 23, 2012.

## COCC Stake Holder Group

Jim Middleton - COCC President  
Ron Paradis – Director of College Relations  
Julie Mosier – Purchasing Coordinator  
Darren McCrea – Technology Project Manager  
Gene R Zinkgraf – Project Manager

## Contractor

Griffin Construction, LLC.  
8361 NE Meadow Ridge Rd  
Prineville, OR 97754

Sam Griffin

## Design Team

BLRB Architects

Mike Gorman

# Grandview Renovation Project October 2012 Status Report

---

## Scope

Renovate Grandview to consolidate the Math Department to one location. Provide SMART math lab space in proximity to Math Department offices.

## Budget Status

Total project budget is not to exceed \$1,300,000. A detailed budget breakdown will be available in the September status report. Complete conceptual estimate for two floor plans, which will assist in final project scoping and budgeting.

## Change Order Activity

None.

## Schedule Status

Design	July 2012 to December 2012
Bid/Award	January & February 2013
Construction	March 2013 to July 2013
Move in	August to September 2013

## Activity in October

Executed Architectural services agreement and began design phase.

Met with Design Committee to refine the floor plan.

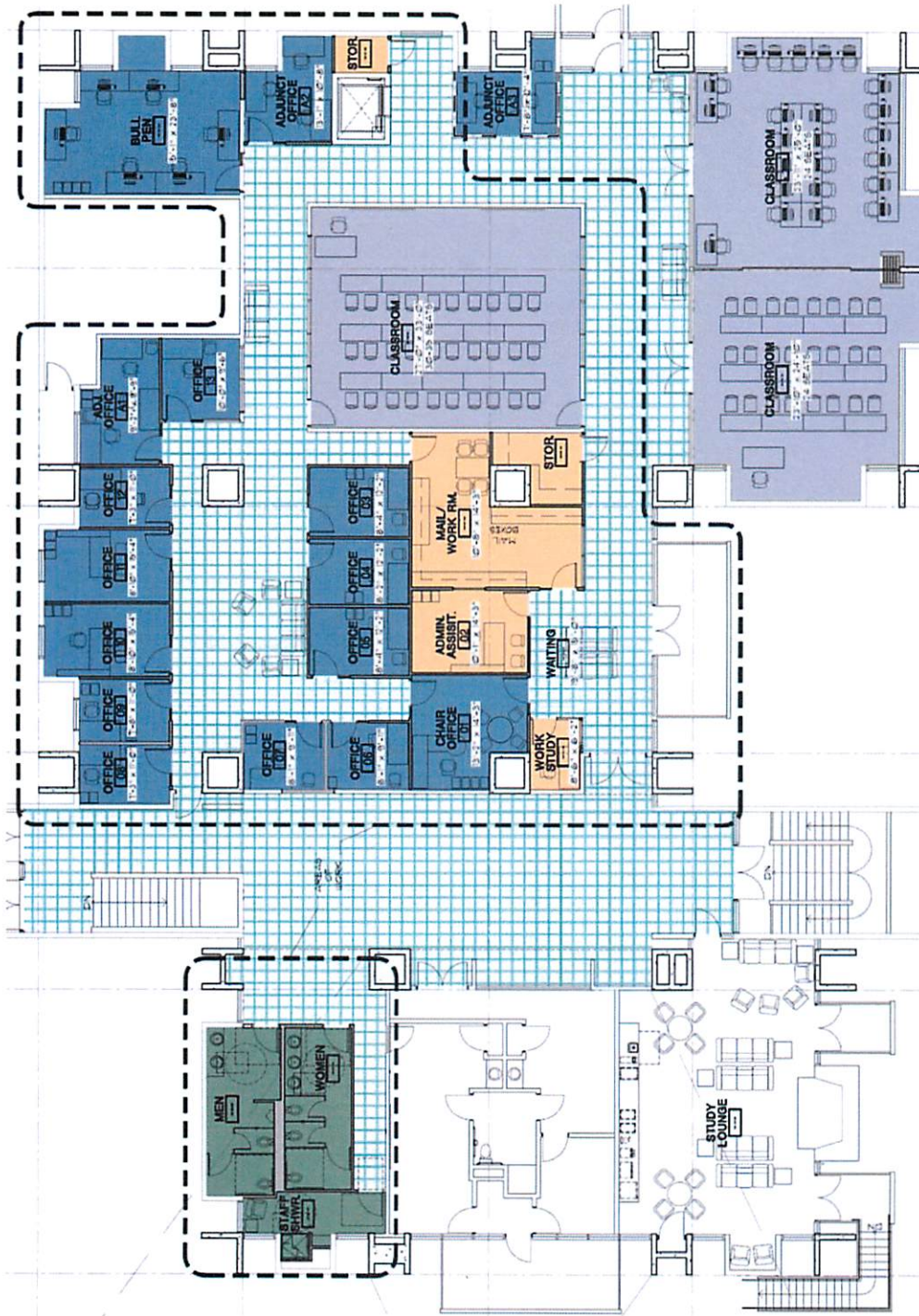
Reviewed design intent at a Math Department meeting.

## Activity planned for November

Clarify the minor revisions to the floor plan and proceed into detailed design drawings.

# Grandview Renovation Project October 2012 Status Report

## CONCEPTUAL PLAN (SUBJECT TO REFINEMENT)



# Grandview Renovation Project October 2012 Status Report

---

## Project Participants

### COCC Administration

Matt McCoy	Vice President for Administration	<a href="mailto:mmccoy@cocc.edu">mmccoy@cocc.edu</a>
Gene Zinkgraf	Director of Construction	<a href="mailto:gzinkgraf@cocc.edu">gzinkgraf@cocc.edu</a>
Jennifer Newby	Instructional Dean - Math	<a href="mailto:jnewby@cocc.edu">jnewby@cocc.edu</a>
Michael Fisher	Instructional Dean – Business	<a href="mailto:mfisher@cocc.edu">mfisher@cocc.edu</a>
Doug Nelson	Math Department Chair	<a href="mailto:dnelson@cocc.edu">dnelson@cocc.edu</a>
Jim Ellis	Business Department Chair	<a href="mailto:jellis@cocc.edu">jellis@cocc.edu</a>
Rick Hayes	Construction Project Manager	<a href="mailto:rhayes@cocc.edu">rhayes@cocc.edu</a>
Darren McCrea	Construction IT Manager	<a href="mailto:dmccrea@cocc.edu">dmccrea@cocc.edu</a>

### Design Consultant

Steele Associates Architects  
760 NW York Drive, Suite 200  
Bend, OR 97701  
Jeff Wellman, Project Architect  
Steve Olson, Project Architect  
541-382-9867  
[jwellman@steele-arch.com](mailto:jwellman@steele-arch.com)  
[solson@steel-arch.com](mailto:solson@steel-arch.com)

### Testing Agency

TBD

### General Contractor

TBD

## Health Careers Building – October 2012 Update

---

### **Scope**

New laboratories for the Allied Health and Nursing Departments and five new general-purpose classrooms.

Approximately 48,000 SF of new space.

### **Budget Status**

The current fiscal budget for the project is \$16.4 million. Current projected project costs fall within this budget.

### **Change Order Activity**

No new change order activity.

### **Schedule Status**

The project is now being occupied by the users; the Construction Contract is in its closeout phase.

### **Recent Activity**

The plaza along Campus Way is now complete and the Art has been installed.

### **Activity Next Month**

Project is complete.

## Health Careers Building – October 2012 Update

---



Health Careers Building October 2012 Update



# Health Careers Building – October 2012 Update

---

## Project Participants

### COCC Stakeholder Group

Jenni Newby	-	Instructional Dean
Deb Davies	-	Faculty, Dental Assisting
Jane Morrow	-	Faculty, Nursing
Gene Zinkgraf	-	Director of Construction
Rich Brecke	-	Project Manager
Darren McCrea	-	Construction IT Specialist
Julie Mosier	-	Purchasing Coordinator

### Design Team

Mark Stoller	-	Yost Grube Hall Architects
Jonathan Bolcher	-	Yost Grube Hall Architects
Steve Neiger	-	Yost Grube Hall Architects
Mark Rossi	-	Pinnacle Architecture
Ron Hand	-	WH Pacific
Mark Peckover	-	Sparling Engineering
Amy Jarvis	-	M+NLB Engineering

### Contractor Group

Eden Maloney	-	Move Management, HEERY International
Bret Matteis	-	HSW General Manager
Rob Ring	-	HSW Superintendent
Rob Kelleher	-	HSW Sr. Project Manager
Brian Powell	-	HSW Project Manager

## Redmond Building 1 Add. – October 2012 Update

---

### **Scope**

The project is a 2300sf addition to Building 1 at the Redmond Campus. The added square footage will house a new 52 seat classroom and 24 seat Science Lab. Remodeled space within Building 1 will accommodate a 32 seat computer lab that will support both the new SMART Mathematics curriculum as well as CIS.

### **Budget Status**

The overall budget for the building is \$1,622,014. This is a Bond funded project with additional funds provided by the state. Construction bids for the project were over the assigned budget, the low bid was awarded at \$934,000. The team will look for ways to bring the project back toward the budget via deductive changes during construction and changes to the FF&E plan.

### **Change Order Activity**

Total approved change orders this month total -\$1,528. One change order presented at \$9,972 is under negotiation. See change order log for additional information.

### **Schedule Status**

The project is scheduled to open for classes Spring Term of 2013.

### **Recent Activity**

The project started this month. The contractor has made good progress on the interior remodels and is currently installing in-wall rough-in and getting ready to patch back drywall. Interior finishes are being ordered. IT has been installing overhead AV cabling and infrastructure to support their eventual AV systems installation.

The site fence has been installed and footing and under slab utility excavation is underway.

### **Activity Next Month**

Phase 1 (the remodel portion) will near completion. Footings and stem walls will be placed and Sitework will continue.

## Redmond Building 1 Add. – October 2012 Update

---



Front Entrance ADA upgrades



Demo Begins

## Redmond Building 1 Add. – October 2012 Update

---



Plumbing Changes in Remodeled General Science Classroom



Excavation Begins

# Redmond Building 1 Add. – October 2012 Update

---

## Project Participants

### COCC Stakeholder Group

Matt McCoy	-	VP for Administration
Shirley Metcalf	-	Dean of Continuing Education
Gene Zinkgraf	-	Director of Construction
Rich Brecke	-	Project Manager
Darren McCrea	-	Construction IT Specialist
Julie Mosier	-	Purchasing Coordinator

### Design Team

Jeff Wellman	-	Steele Associates Architects
Scott Steele	-	Steele Associates Architects
Emily Freed	-	Steele Associates Architects
Steve Olson	-	Steele Associates Architects

### Contractor Group

Jason Terry	-	Kirby Nagelhout Construction
Pete Showers	-	Kirby Nagelhout Construction
Mark Miller	-	Kirby Nagelhout Construction
Jeff Deswert	-	Kirby Nagelhout Construction

## Residence Hall October 2012 Status Report

---

### Scope

Residence Hall project is to provide approximately 330 beds for student housing. A small amount of support and common space will be provided within the project. The building is anticipated to be Earth Advantage Multi-Family Gold or Platinum level certified. Parking and access road/utilities are anticipated to be on the downhill side of the track. It is also expected that summer programs will utilize the facilities.

### Budget Status

Project Budget included. There are financial parameters that must be met for the project to proceed past the Schematic Design phase.

### Change Order Activity

None.

### Schedule Status

Design progress was suspended nearing the end of Schematic Design in order to verify project financial parameters and have a thorough review of the project benefits and risks. The project now has a completion and move-in of summer 2015.

### Activity in October

Summarized all comments provided in the housing forum discussion and provided to Board and Administration.

Reviewed status of project with Real Estate committee.

Reviewed Residence Hall white paper with campus via scheduled departmental meeting.

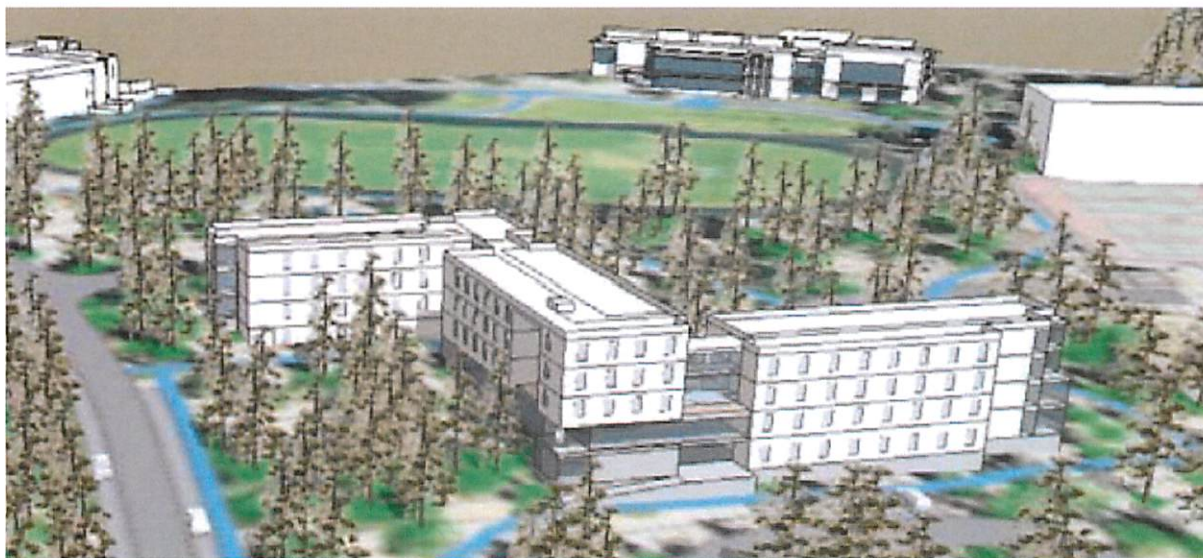
### Activity planned for November

Review status of project with Real Estate committee.

Obtain decision on direction of housing at November Board Meeting.

Proceed accordingly.

# Residence Hall October 2012 Status Report

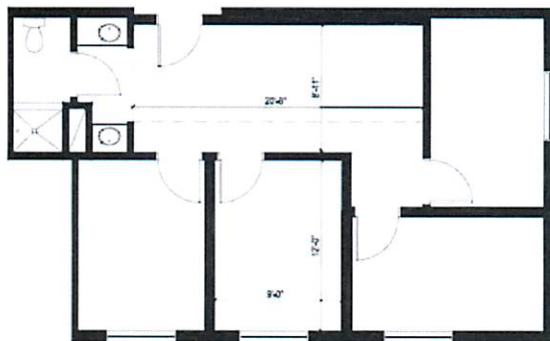


Conceptual preliminary building perspective.



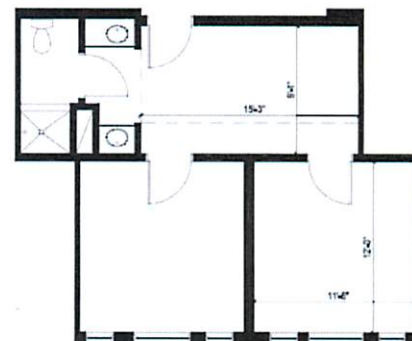
**R.A. SINGLE**

SINGLE BEDROOM	202 SF
BATHROOM	58 SF
<b>TOTAL</b>	<b>260 SF NET</b>
	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
<b>TOTAL</b>	<b>708 SF NET</b>
	852 SF GROSS



**QUAD DOUBLES**

SHARED ROOM	137 SF
DOUBLE BEDROOM	138 SF
DOUBLE BEDROOM	138 SF
BATHROOM	79 SF
<b>TOTAL</b>	<b>492 SF NET</b>
	576 SF GROSS

Typical unit types.

## Residence Hall October 2012 Status Report

---

### Project Participants

#### COCC Steering Committee

Matt McCoy	Vice President of Administration
Kevin Kimball	Chief Financial Officer
Alicia Moore	Dean of Students
Gordon Price	Director of Student Life
Joe Viola	Director of Campus Services
Gene Zinkgraf	Director of Construction
Rick Hayes	Project Manager

#### Design Consultant

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

Mark Cork, Principal Anne Schopf, Design Partner Kurt Haapala, Senior Project Manager  
Pinnacle (Associate Architects) Peter Baer, Principal and Mark Rossi, Project Manager

#### 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)

Testing Agency TBD



## Science Building – October 2012 Status Report

---

### Scope

General Chemistry Lab, Organic Chemistry Lab, Two General Biology Labs, Three Anatomy & Physiology Labs, Geology Lab, Physics Lab, General Use Classrooms, and Lab and Administrative/Faculty support spaces. Approximately 49,000 GSF of new space under construction.

### Budget Status

Project within budget. See project budget for detail.

### Change Order Activity

CR #189R, Revised painted astragals for the classroom double doors, approved in the amount of \$1,920.08.

CR #191, additional soil and grass at five spots where rock removed, approved in the amount of \$164.63.

CR #192, add GFI outlets per commissioning log recommendation, approved in the amount of \$488.39.

CR #193, Add heat tape at EVP-1, approved in the amount of \$906.54.

CR #194, Credit for the unused portion of the electrical allowance, approved in the credit amount of \$11,066.00.

### Schedule Status

Building opened for classes on September 24<sup>th</sup>.

### Activity in October

Completed the majority of remaining punchlist items and late added CR work.

Received training videos and loaded onto the N drive for Campus Services use.

Began to work on classroom heating and cooling issues. Tracking system performance so that adjustments can be made to accommodate operating conditions.

Ordered miscellaneous furnishings and equipment found to be necessary after move-in and use of the building.

### Activity planned for November

Completion of remaining punchlist items except woodworking items, which are planned to be completed during the week of December 17.

Transmit the training videos to the building for reference and use by occupants.

Coordinate the installation of shelving at the Chemical Waste room.

# Science Building – October 2012 Status Report

---

## Photos



Lower Level Lobby



Upper Level Lobby

# Science Building – October 2012 Status Report

---

## Project Participants

### COCC Stakeholder Group

Michael Holtzclaw - Instructional Dean  
Gene Zinkgraf - Director of Construction  
Julie Hood - Biology  
Eddie Johnson - Biology  
Mark Eberle - Biology  
Nathan Hovekamp - Biology  
Christine Ott-Hopkins - Biology  
Jim Moodie - Biology  
Jeff Cooney - Biology  
Zelda Ziegler - Chemistry  
Carol Higginbotham - Chemistry  
Bob Reynolds - Geology  
Bruce Emerson - Physics  
Kevin Grove - Physics/Chemistry  
Elaine Simay-Barton - Lab Tech/Dept. Admin  
Emily Smith - Lab Tech  
Mark Gregory - Lab Tech  
Dan Cecchini - Director of IT  
Jeff Floyd - Construction IT Specialist  
Gary Kontich - Networking Specialist  
Bruce Thompson - Telecommunications Specialist  
Julie Mosier - Procurement Manager

### Design Team

Mark Stoller - Yost Grube Hall Architecture  
Jonathan Bolch - Yost Grube Hall Architecture  
Tom Robbins - Yost Grube Hall Architecture  
Liz Bray - Yost Grube Hall Architecture  
Linda Cameron - Yost Grube Hall Architecture  
Roz Estime - Estime Group  
Jim Cox - Estime Group  
Ron Hand - W&H Pacific Civil Engineers  
Josh Richards - KPFF Consulting Engineers  
Amy Jarvis - Mazetti Nash Lipsey Burch Mechanical Engineers  
Mike White - Sparling Electrical Engineers  
Jim Graham - Sparling Electrical Engineers (Low Voltage)  
Not yet identified - Lango Hansen Landscape Architecture and W&H Pacific

### Commissioning Agent

James Warner - Heery International

### Special Inspection and Testing

Todd Smith - FEI Testing

**COCC Project Manager** - Rick Hayes 541-330-4391 email [rhayes@cocc.edu](mailto:rhayes@cocc.edu)

**COCC IT Project Manager** - Darren McCrea 541-383-7741 email [dmccrea@cocc.edu](mailto:dmccrea@cocc.edu)

### General Contractor

Kirby Nagelhout Construction Company  
20635 NE Brinson Blvd  
Bend, OR 97701  
541-389-7119  
Chris Prah, Project Manager, [ChrisP@knccbend.com](mailto:ChrisP@knccbend.com)  
Mark Miller, Project Superintendent, [markm@knccbend.com](mailto:markm@knccbend.com)  
Greg Ponder, Project Engineer, [gregp@knccbend.com](mailto:gregp@knccbend.com)

## Technology Education Center – October 2012 Update

---

### **Scope**

A 37,000 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 building will be \$12.5 Million. This includes a \$5.7 Million match from the State of Oregon. Currently the projected project cost exceeds the budget.

### **Change Order Activity**

No additional Change Order Activity has occurred since the March 2012 Update.

### **Schedule Status**

Due to higher than expected construction bids and subsequent rejection of all bids, the project will be delayed by 1 year. The new opening date is Fall Term of 2014.

### **Recent Activity**

A VE list has been completed and action on the items on the list is pending Real Estate Committee review. VE list distributed separately.

### **Activity Next Month**

Action will be taken on the VE items chosen. Documents will be revised with the goal of rebidding the project in Mid February 2013.

# Technology Education Center – October 2012 Update

---

## Project Participants

### COCC Stakeholder Group

Karin Hilgersom	-	VP of Instruction
Matt McCoy	-	VP for Administration
Shirley Metcalf	-	Dean 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

Not Identified Yet	-	TBD
--------------------	---	-----

# Technology Status Report – October 2012

---

## Current Projects

The remodel and addition of new classroom and lab spaces in **Redmond Building One** is under way. The first phase of this project consists of remodeling Conference Room 130 and Classroom 128 to create a 32-seat Computer Lab and, at the same time, remodeling Classroom 120 and Skills Center 122 to create a new Science Lab. The second phase of the project will include the addition of a new Chemistry Lab as well as a general purpose Classroom. In addition to these two new classroom spaces, we are upgrading and expanding the size of the existing Data Closet (IDF) to support the new spaces and additional computers.

The remodel design of the second floor of **Grandview** is in the final phase. Plans currently include additional computer labs, classrooms and faculty office space.

The **Redmond Technology Center** is currently in redesign. Anticipated bid for construction is February of 2013 and June or July for the Audio-Visual installation.

## Schedule Status

**Redmond Building One** is currently on schedule. The **Grandview** remodel and the **Redmond Technology Center** are both still in design with no firm schedule for either project.

## Activity in October

### REDMOND BUILDING ONE REMODEL

Phase One of the **Redmond Building One** began the second week of October and we have been working with the contractors to review infrastructure and design to ensure a quality installation. While a sub-contractor will install the low-voltage data wiring, our IT department has already begun the AV wiring to support the Audio-Visual and Assisted Listening equipment.

# Technology Status Report – October 2012

---

## Photos – Redmond Building One



*Demolition – Classroom 122, Redmond Building One*



*Demolition – Classroom 128, Redmond Building One*

# Technology Status Report – October 2012

---

## Photos – Redmond Building One



*Existing Data Closet – IDF, Redmond Building One*

## Upcoming Activities - November

Most construction for Phase One of the **Redmond Building One Remodel** should be complete by the end of November and we anticipate completion of all low-voltage data and audio-visual wiring in Science Lab 122 and Computer Lab 128 as part of Phase One. This will be important in order to have all IT technology in place by the beginning of the Winter term. In addition, we will also be installing a second technology rack in the expanded Data Closet. Phase Two will be the addition of a new Chemistry Lab and a General Classroom. Construction for this phase should be complete in March. Technology plans and program design are under review as this construction begins. Review of design and infrastructure for the **Grandview** remodel and the **Redmond Technology Center** will continue during this time as well.



## Technology Status Report – October 2012

---

**COCC Director of Construction** - Gene Zinkgraf, 541-330-7796, email: [gzinkgraf@cocc.edu](mailto:gzinkgraf@cocc.edu)

**COCC Construction PM** - Rich Brecke, 541-330-4375, email: [rhayes@cocc.edu](mailto:rhayes@cocc.edu)

**COCC Construction PM** - Rick Hayes, 541-330-4391, email: [rhayes@cocc.edu](mailto:rhayes@cocc.edu)

**COCC IT Project Manager** - Darren McCrea, 541-383-7741, email: [dmccrea@cocc.edu](mailto:dmccrea@cocc.edu)

### **General Contractor, Redmond Building One**

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

**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**INFORMATION ITEM**

**Prepared by:** Sharla Andresen, Director of Contracts and Risk Management

**A. Issue**

**Oregon House Bill 4016 (2012)** adds community college and university employees to the list of public and private officials who are required to report suspected cases of child abuse under Oregon law. The new law goes into effect January 1, 2013.

**B. Discussion/History**

With the passage of HB 4016 (2012), all Central Oregon Community College employees will be required to report suspected cases of child abuse under Oregon law effective January 1, 2013. The law does not require employers to provide training or establish a policy relating to employees being mandatory reporters. The law only requires that the employer notify its employees of the new law. Although not required by law, administration has determined it is in the best interest of the College and employees to have a written policy and provide training for its employees.

Attached is the Notice to Employees Regarding New Mandatory Child Abuse Reporting Requirements, the Child Protection Policy COCC will be implementing, and a Mandatory Child Abuse Reporting Frequently Asked Question sheet that will be given to all employees of the college. Karen Smith, OCCA legal counsel, with input from several community college employees including myself, created these documents. In the Notice to Employees, there are two links for training available through the Department of Human Services. A link is also being construction, with the help of Chemeketa Community College, for training that will be more specific to community colleges. It is the hope that the Chemeketa link and training video will be available by January 1, 2013.

Communication of the new policy has started with presentations to Academic Affairs and the Classified Union. Presentations are also expected to be given to ASCOCC and faculty committees. The documents identified above will be posted on the College's website along with links to the related training. An email message notifying employees of the new law and training will be sent to each employee and posted on the College's Commlines. All new College employees will be notified of their responsibility as a mandatory reporter and will be given the appropriate information.

## **Child Protection Policy**

**Central Oregon Community College** is committed to protecting the safety and well-being of children and students under the age of 18 who are on College premises, and/or who participate in College-related programs and activities, both on and off campus.

The participation of children and students under the age of 18 in these programs and activities requires an increased level of care, and an expectation that College employees will conduct themselves appropriately in the presence of children on campus and/or in College-related programs and activities.

Effective January 1, 2013, all community college employees are required by Oregon law to report suspected cases of child abuse to the Oregon Department of Human Services (DHS) or law enforcement officials. This duty is personal to the individual community college employee and applies twenty-four hours-a-day, seven days-a-week whether or not you are on work time. You must immediately report to DHS or local law enforcement when you have “reasonable cause to believe” that any child with whom you come in contact with has suffered abuse, or that any person with whom you come in contact has abused a child.

In addition, college employees must report to the Risk Manager at 541-383-7208 or the Campus Public Safety Supervisor at 541-383-7750 instances of inappropriate conduct when they witness, receive a report of, or reasonably believe an instance of child abuse has occurred through the course of their employment. This requirement applies to cases of abuse that allegedly occur on campus, on property owned or leased by the College, or while members of the faculty, staff or student body are participating in a College-connected activity off campus. Reporting to the designated College official does not satisfy the legal duty to report to DHS or local law enforcement.

### **DEFINITIONS**

**“Abuse”** means:

- Any assault of a child and any physical injury to a child which has been caused by other than accidental means;
- Any mental injury to a child, which shall include only observable and substantial impairment of the child’s mental or psychological ability to function caused by cruelty to the child, with due regard to the culture of the child;
- Rape of a child, which includes but is not limited to rape, sodomy, unlawful sexual penetration and incest;
- Sexual abuse;
- Sexual exploitation, including:
  - Contributing to the sexual delinquency of a minor;

- Allowing, permitting, encouraging or hiring a child to engage in prostitution or patronize a prostitute;
- Negligent treatment or maltreatment of a child;
- Threatened harm to a child, which means subjecting a child to a substantial risk of harm to the child's health or welfare;
- Buying or selling a person under 18 years of age;
- Permitting a person under 18 years of age to enter or remain in or upon premises where methamphetamines are being manufactured; or
- Unlawful exposure to a controlled substance, as defined in ORS 475.005, that subjects a child to a substantial risk of harm to the child's health or safety.

**“Child”** means an unmarried person who is under 18 years of age.

**“Law enforcement agency”** means:

- a city or municipal police department;
- a county sheriff's office;
- the Oregon State Police; or
- a county juvenile department.

#### **LEGAL REFERENCE**

ORS 419B.005 to 419B.050

### **Notice to Employees Regarding New Mandatory Child Abuse Reporting Requirement**

Beginning on January 1, 2013 **all** Oregon community college employees will become mandatory child abuse reporters. This requirement passed by the Oregon Legislature as a part of HB 4016 (2012) adds community college and university employees to the list of public and private officials who are required to report suspected cases of child abuse under Oregon law. The duty to report suspected child abuse cases as a mandatory reporter is a 24-hour-a-day, 7 day-a-week responsibility. This legal duty is personal to you as a community college employee and applies whether or not you are on work time.

As a community college employee you must report when you have “reasonable cause to believe” that any child with whom you come in contact has suffered abuse or that any person with whom you come in contact has abused a child. You must immediately report the suspected abuse or abuser to local law enforcement or the local Department of Human Services office.

College policy requires employees who learn of possible child abuse cases, through the course of their employment, to also report this to the College Risk Manager at 541-383-7208 or the Campus Public Safety Supervisor at 541-383-7750. More information about the college’s policy can be found at

\_\_\_\_\_.

Please see the attached Frequently Asked Questions document for more information about your obligation as a mandatory reporter.

Link to local DHS/law enforcement contact numbers -

[http://www.oregon.gov/dhs/children/pages/abuse/cps/cw\\_branches.aspx](http://www.oregon.gov/dhs/children/pages/abuse/cps/cw_branches.aspx)

Link to DHS Video - [http://www.oregon.gov/DHS/abuse/mandatory\\_report.shtml](http://www.oregon.gov/DHS/abuse/mandatory_report.shtml)

## **Mandatory Child Abuse Reporting Frequently Asked Questions**

Beginning January 2, 2013, all employees of Central Oregon Community College are considered mandatory child abuse reporters and have a legal obligation to report suspected child abuse or abusers under Oregon law.

**If someone is being hurt, or is in danger right now, call 911 immediately.**

### **Who is a mandatory reporter?**

All “public and private officials” as defined by state statute (ORS 419B.005) including:

- School Employees (Effective January 1, 2013, employees of Oregon community colleges and universities are included in the law as mandatory reporters.)
- Coaches
- Certain State Agency/Commission Employees
- Legislators
- Peace Officers
- Firefighters and Emergency Medical Personnel
- Members of the Clergy
- Child Care Providers
- Doctors/Nurses/Dentists/Pharmacists/Chiropractors
- Psychologists/Professional Counselors/Therapists
- Social Workers
- Child Care or Foster Care Providers
- Attorneys

### **Who is not a mandatory reporter?**

Volunteers, contractors or students who are not employees are not mandatory reporters unless they are a mandatory reporter based on one of the other categories listed above.

### **Who is a “child” under this law? Are community college students included in the definition of “child”?**

A “child” is any “unmarried person who is under 18 years of age.” Some community college students qualify under this definition and are covered by the mandatory reporting law.

### **What is “abuse” under the mandatory reporting law?**

- Any assault of a child and any physical injury to a child caused by other than accidental means;
- Any mental injury to a child, which shall include only observable and substantial impairment of the child’s mental or psychological ability to function caused by cruelty to the child, with due regard to the culture of the child;

- Rape of a child, which includes but is not limited to rape, sodomy, unlawful sexual penetration and incest;
- Sexual abuse; and
- Sexual exploitation, including:
  - Contribution to the sexual delinquency of a minor;
  - Allowing, permitting, encouraging or hiring a child to engage in prostitution or patronize a prostitute;
- Negligent treatment or maltreatment of a child;
- Threatened harm to a child, which means subjecting a child to a substantial risk of harm to the child's health or welfare; and
- Buying or selling a child.

**Who do I contact if I suspect child abuse? Does notifying my supervisor or a college administrator satisfy my duty to report?**

You must immediately report to your local Oregon Department of Human Services (DHS) or law enforcement if you have "reasonable cause to believe" that any child with whom you come into contact has suffered abuse, or that any person with whom you come into contact has abused a child. The law requires an "oral" report, so reports are typically made by phone. You may be asked for additional written information from the agency you contacted. A law enforcement agency is a local police department, county sheriff, county juvenile department, or Oregon State Police. You do not need to report to both DHS and local law enforcement. A report to one agency will be communicated to the other.

Notifying your supervisor or a college administrator is not sufficient to satisfy your reporting duty. You must immediately report to DHS or law enforcement agency. College policy also requires you to report to the College Risk Manager at 541-383-7208 or the Campus Public Safety Supervisor at 541-383-7750, however, this does not substitute for your duty to report to DHS or law enforcement.

**How do I respond to a child who reports abuse to me?**

Tell the child that you believe them and that you are going to contact people who can help. Respect the privacy of the child. The child will need to tell their story in detail later, so don't press the child for details. Remember, you need only suspect abuse to make a report. Don't display horror, shock, or disapproval of parents, child, or the situation. Don't place blame or make judgments about the parent or child. Believe the child if she/he reports sexual abuse. It is rare for a child to lie about sexual abuse.

**What information do I need to report?**

If possible, provide the following information:

- Names and addresses of the child and parent;
- Child's age;
- Type and extent of abuse;
- The explanation given for the abuse; and
- Any other information that will help establish the cause of abuse or identify the abuser.

**Do I have to prove that abuse occurred?**

No. You are asking DHS or law enforcement to make an assessment of the situation, and you must report any time you have “reasonable cause” to believe a child was abused. If you have questions about whether or not to report, please call the local DHS office.

**Do I have to report if I suspect abuse outside of my normal work hours?**

Yes. The duty to report is a 24-hour-a-day, 7 day-a-week responsibility, no matter where you are. This means that if you encounter suspected child abuse or an abuser when you are not at work, you still have a duty to report immediately to DHS or law enforcement.

**What if I learn of abuse from a long time ago?**

If you reasonably believe that another person with whom you come in contact abused a child in the past, your reporting obligation has no time limit and you are to contact DHS or law enforcement.

Your reporting obligation regarding abuse inflicted on a person is only triggered when the person whom you think may have been abused is still a “child” at the time you have the reasonable suspicion of abuse. You are still encouraged, however, to provide information to DHS or law enforcement so as to avoid potential future harm by the accused against other persons who are “children” under the law.

**Will my report be confidential?**

The reporter’s identity will remain confidential to the full extent allowable by law. If court action is initiated, the reporting person may be called as a witness or the court may order that the reporter’s name be disclosed. Only people with firsthand knowledge of the child’s situation can provide testimony proving that abuse has occurred.

**Can I be sued if I report?**

Oregon law (ORS 419.025) provides that anyone participating in good faith in making a report of child abuse and who has reasonable grounds for making the report will have immunity from any liability, civil or criminal, that might occur with respect to the making or content of such report.

**What if I don’t report?**

A mandatory reporter who fails to report is subject to prosecution of a Class A criminal violation of the law, which carries a maximum penalty of \$2,000. Some mandatory reporters have also been sued for damages in civil court for failure to report.

**Will the College’s liability insurance cover me if I report?**

If you are acting in good faith of the law, in your capacity as a College employee, the College’s liability insurance will cover you. If you are making a false or maliciously negligent report, then the College’s liability insurance will not cover you.



**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**INFORMATION ITEM:  
STUDENT LOAN DEFAULT RATES**

**Prepared by:** Alicia Moore, Dean of Student & Enrollment Services  
Kevin Multop, Director of Financial Aid

**2012 Student Loan Default Rates**

The U.S. Department of Education annually monitors student loan default rates on an institution by institution basis. Starting in 2012, student loan default rates are calculated at three years after a student is required to being paying on their loans; previous to this year, default rates were reviewed two years after a student began repayment. COCC student default rates from the prior three years are:

	2008 Cohort (2-year)	2009 Cohort (2-year)	2010 Cohort (2-year)	2009 Cohort (3-year)
COCC Default %	7%	15.2%	15.7%	24.7%
State Average	9.8%	13%	15.7%	22.5%
Highest in State	13.5%	17.5%	22.7%	31.7%
COCC Rank*	2	9	8	10

\* "COCC Rank" defined relative to the lowest default rates in the state and is based on 15 community colleges (two of Oregon's smaller community colleges rely on other institutions to coordinate their financial aid).

**Why the Increase?**

For the past decade or more, student loans were guaranteed by either the federal "direct loan" program or through private banks. Given the number of organizations servicing student loans, there was a significant level of competitiveness and as such, organizations actively connected with students both before and after a loan was issued in order to increase student financial awareness and prevent loan default. For example, COCC's former guarantor, ECMC, provided monthly lists to the institutions of students who defaulted on their loans. Both COCC and ECMC were then able to actively connect with students to get the students back on a repayment track. In fact, under the old system COCC's guarantor, ECMC, had a relatively low default rate in the industry and as a result, so did COCC.

In 2009, the U. S. Department of Education changed policy and required that all loans be serviced by the federal Direct Loan program. The U. S. DOE appeared to not be staffed to manage the volume and as such, the student outreach, awareness and prevention elements nearly disappeared during the first two years of the transition.

In addition to this change in loan servicing and student outreach, the nation, Oregon's and Central Oregon's economy took the most significant downturn since the great depression. As a result, many students are struggling in finding jobs and have difficulty in repaying loans. Combine this with the changes in loan servicing in recent years and the perfect storm emerged: like COCC, most institution's student loan default rates increased significantly.

**COCC Response**

In the spring of 2010, the Financial Aid Office developed an internal task force to examine solutions in default prevention. After reviewing best practices and available resources from outside agencies, the task force recommended contracting with the American Student Assistance and ASA's "SALT" program. This comprehensive program includes early outreach to students as they initiate their loans, resources to students to assist with the scholarship and job search, and high volume of connection once a student enters repayment.

In addition to these services, COCC staff have revised their communication with students to align itself with the reporting that comes from Direct Loan servicers to ensure that the right borrowers are getting the right information and at appropriate times.

The 2010 three-year draft default rates will be released in early February. It is anticipated that as a result of SALT and COCC's outreach that default rates will decrease.

**CENTRAL OREGON COMMUNITY COLLEGE  
BOARD OF DIRECTORS**

**INFORMATION ITEM:  
ASCOCC VOTER REGISTRATION DRIVE**

**Prepared by:** Alicia Moore, Dean of Student & Enrollment Services

**History/Background**

As a requirement of the National Voter Registration Act, colleges and universities must coordinate voter registration drives and provide voter registration information to students. Additionally, the Oregon National Voter Registration State Compliance Council requires colleges and universities to adopt a voter registration plan; COCC's plan is included at the bottom of this information item. As with most campuses, COCC's voter registration efforts are coordinated through the Student Life Office and student government.

As part of their annual training, ASCOCC sets its goals for the year. For 2012-13, ASCOCC prioritized the following three large-scale activities:

- Voter Registration Drive (fall term)
- Clubs Structure & Fund Reorganization (winter term)
- Child Care Programs and Services for Students (spring term)

Given that this is a presidential election year, the Oregon Student Association (OSA) and the Oregon Community College Student Association (OCCSA) also prioritized voter registration as an annual goal, including supporting colleges and universities in their voter registration drive efforts.

**Voter Registration Drive: Determining COCC's Goal**

During the fall OCCSA student leadership retreat, college and university student representatives met with OSA leadership to set goals for the number of new voter registrations. Kurt Killinger, ASCOCC Council Member, represented COCC and agreed to a goal of registering 1,200 new voters for fall term.

Other participating Oregon community colleges included Lane, Rogue, Umpqua, Southwestern, Treasure Valley, Linn-Benton, Chemeketa, Clackamas, Portland and Mt. Hood; universities included Oregon State University, University of Oregon, Portland State University, Eastern Oregon University and Western Oregon University.

**Reaching Our Goal**

In support of this goal, ASCOCC hosted a series of activities including clip boarding in the Campus Center and quad area and meeting with more than 175 different classes, coordinating with the three local Bend high schools, and facilitated a presentation with residence advisors to provide voter registration in Juniper Residence Hall. As a result, ASCOCC registered 1,850 voters during the first few weeks of fall term, exceeding their fall term goal and registering 2,202 for the year.

Overall, all participating institutions registered an additional 50,714 new voters for this election cycle, the largest non-partisan voter registration campaign in Oregon's history. It also is one of the few drives in Oregon history that included so many locations throughout the state. Many congratulations to ASCOCC and Student Life for their work on this important effort!



## Central Oregon Community College Student Voter Registration Plan

---

**Central Oregon Community College is committed to the value of civic engagement. The following activities take place in support of this value:**

- COCC includes information on the COCC website encouraging students to register to vote, including a link to the online voter registration system [oregonvotes.org](http://oregonvotes.org). During the upcoming year, information will be added to this site which includes activities related to voting that are prohibited by law and the penalties for those activities. This information will be available on a permanent basis.
- The Office of Student Life will provide voter registration paper copies to the following campus locations: Enrollment Services, Library, Bookstore, CAP Center (Career, Academic and Personal Counseling), Juniper Residence Hall, the Office of Student Life and the Redmond, Madras and Prineville campuses. Paper voter registration forms will be available throughout the year.
- The Office of College Relations and Admissions & Records Office sends a monthly e-newsletter to all students once per month. COCC will include voter registration information in the e-newsletter at the start of each quarter.
- The Office of Student Life will distribute an email to all credit-seeking students at least two weeks prior to the deadline to register to vote for gubernatorial and presidential elections. This email will encourage students to register to vote and provide information about on-campus and online voter registration options. A copy of this email will be posted to “CommLines”, COCC’s primary employee communication tool.
- COCC’s annual Constitution Day activities will include voter registration information and materials.
- The Associated Students of Central Oregon Community College will sponsor a voter registration drive prior to gubernatorial and presidential elections.

**For more information about the above practices, contact Taran Underdal, COCC Student Activities Coordinator, at [tunderdall@cocc.edu](mailto:tunderdall@cocc.edu) or 541.383.7256.**

**CENTRAL OREGON COMMUNITY COLLEGE  
COCC BOARD OF DIRECTORS**

**INFORMATION ITEM:**

**PROJECT WIN-WIN**

**Prepared By:** Alicia Moore, Dean of Student and Enrollment Services  
Courtney Ford, Director of Admissions/Registrar

**Background**

**Win-Win is a nationwide project** whose primary mission is to connect with former students who have attained enough credits to qualify for a degree, but never applied for or received the degree, or who are within nine to twelve credits of meeting degree requirements. 64 colleges and universities are Win-Win participants, including all of Oregon's community colleges. The Oregon Department of Community Colleges and Workforce Development received a Lumina Foundation grant to support Oregon's Win-Win's work and hired a staff person to provide leadership and expertise to the project at a statewide level. COCC's director of admissions/registrar coordinated COCC's efforts.

**Student Data**

Through the State's enrollment reporting system, CCWD identified Associate of Arts – Oregon transfer (AAOT) students who earned 60 or more credits since 2001 at any Oregon community college, met minimum GPA requirements, did not receive a degree from an Oregon community college, and are no longer enrolled at any U. S. institution. CCWD initially reviewed 6,126 student records. Of this starting population, 37 students were eligible for the AAOT degree and 824 were within nine to twelve credits statewide. COCC received transcript details for 283 students, 5 of which were eligible for the AAOT degree and 41 who were within nine to twelve credits of receiving the degree.

**Connecting with Students**

COCC contacted the 46 students in late October. Eligible students have until the end of December to notify COCC if they do not wish to receive the degree; if students do not do so, the College will automatically award the degree. Students who are within nine to twelve credits of meeting degree requirements notified of upcoming advising and registration opportunities.

Beginning in Winter 2013, COCC staff will attempt to connect with the remaining 237 students, encouraging them to return to COCC and provide assistance in identifying a major, program classes and related getting started information.

**Next Steps**

The Lumina Grant supported CCWD's initial efforts for this project and was not intended to go beyond this first process. As a result of this work, however, many community colleges have initiated a variety of initiatives in support of student completion. Highlights include:

- Automatically awarding certificates and degrees to all students in all majors (COCC will begin discussions about this option in 2013);
- Eliminating graduation application fees;
- Modifying or eliminating degree “residency” requirements;
- Modifying transfer course and course substitution policies;
- Modifying financial holds policies;
- Developing scholarships to support this student population; and
- Implementing this as an annual, institutional-driven process.

Central Oregon Community College  
Board of Directors

**RESOLUTION**

Prepared by: Jim Middleton-President

**A. Action Under Consideration**

Continuation of Student Housing proposal.

**B. Discussion/History**

COCC has been discussing the advantage and challenges of replacing or augmenting the current student housing provided through Juniper Hall (103 beds, constructed in 1967) for over fifteen years. Several prior studies have been completed in the past, but any decision was deferred. In February 2012 the Board authorized Mahlum Architects, Inc. to complete a schematic design for new student housing from which staff could provide cost estimates and develop a financial plan. Over the past year, staff have completed and reviewed with the Real Estate Committee a comprehensive "White Paper" investigating the proposal, provided open forums for presentation of the information and to answer questions, establish an online forum for discussion and anonymous input. This information was provided to the Board prior to its October 2012 Board Retreat and the Board discussed the project and financial issues with staff at this retreat. The Board appreciated the broad input and comments from staff, both those in support and those which questioned the project. Key issues for the Board included:

- The potential impacts on college operations – both positive and negative,
- the extent to which housing serves Central Oregon students,
- the extent to which housing facilitates serving out of area students who can contribute to financial stability,
- the potential financial risk from the project which could impact other projects and/or the operating budget,
- the potential long term financial benefit from housing which could support other projects and/or the operational budget

In response to staff concern about the project's impact on the operational budget and special reserve funds and to ensure a "firewall" between these resources and the housing financial resources, administrative staff presented a proposal outlining specific source of funds to supplement student rental income during the initial years and to bridge to a time when the project will produce net income for annual operations or special project initiatives.

Administration recommends the following:

1. The Board authorize:
  - A special reserve fund of \$1,000,000 be established to fund phase-in costs of the project. This fund will be established by transferring:
    - \$200,000 from the current Juniper Hall account,
    - \$400,000 from the Bookstore account
    - \$400,000 from the Summer School account

- Annual costs of the project be supported by additional annual contributions:
    - At implementation of the project, as support funds for the current Juniper Hall are phased out, \$50,000 per year be used to support the project implementation costs until such time as the Board directs these funds to be used for different purposes.
    - Funds currently used for Redmond construction bonds (approximately \$240,000) expiring in 2016 and 2017 shall be transferred to support project implementation until such time as the Board directs these funds to be used for different purposes.
    - Funds currently used for Citimortgage energy efficiency bonds (approximately \$65,000) expiring in 2017 shall be transferred to support project implementation until such time as the Board directs these funds to be used for different purposes.
  - The intent of this funding strategy is to provide sufficient resources for the project and operational costs and to separate such financial support from other annual operational budgets and special reserve accounts.
  - The intent and expectation is that within a four to seven year period the housing project will produce net income above total construction and operation costs such that the above resources plus additional revenue shall be available to support COCC annual operational costs or special projects.
2. The Board authorize the College to negotiate and present to the Board for approval a contract with Mahlum Architects, Inc. for completion of project construction drawings.
  3. The Board authorize the College to present to the Board for review and consideration Construction Manager/General Contractor organization of the project in order to support contractor/architect mutual planning to ensure project quality and minimize total project costs.
  4. These actions do not constitute final approval of the project. Upon development of construction drawing and defined maximum price through the CMGC process, the Board shall make final determination of the appropriateness of implementing the project.

**C. Options/Analysis**

- 1) Approve points 1 through 4 above.
- 2) Continue discussion
- 3) Cancel further consideration of student housing at this time.

**D. Timing**

Approval at this time for proceeding with the project and development/submission of the CMGC option are necessary for the project to be completed for Fall 2014 project completion.

**E. Recommendation**

Be It Resolved that the Board of Directors of Central Oregon Community College do hereby approve the items 1 through 4 outlined in the discussion points for proceeding with the next step in a potential student housing construction project with final approval reserved for further action.



Central Oregon Community College  
Board of Directors

**RESOLUTION**

Prepared by: Jim Middleton - President

**A. Action Under Consideration**

Approval of key components of COCC Strategic Plan specifically:

- Revised Mission statement (November)
- Strategic Plan structure including addition of Institutional Sustainability segment (November)
- Values Statement (November)
  
- Vision Statement (December)
- Core Themes Statements (December)
- Transfer of former Board Priorities into the Strategic Plan structure (first draft review in November, action in December)
  
- *Accreditation Chapter One will be submitted for Board approval in January or February with submission to the Commission by March 1, 2013.*

**B. Discussion/History**

Guided by the Strategic Planning Committee, the Board, college community and representative community members have completed the environmental scan, constituent discussion and surveys related to proposed changes, and Board reviews over the past year. Strategic Planning was a focused topic at several Board meetings and for the full morning of the Board Retreat on October 26, 2012.

- From those discussions the following proposals are being submitted for action:
  - Modification of Mission Statement (Attachment A)
  - Approval of Strategic Plan Structure and key elements. (Attachment B).
  - Re-endorsement of Values Statement currently in effect (Attachment C).
  
- Review of potential transfer of current Board Priorities to components of Core Themes and Institutional Stability components as noted in attachment D and E.

Action on Board Priorities is not proposed at the November Meeting. The relationship between the existing Board Priorities and the revised Strategic Planning structure were discussed in detail at the October Board Retreat. Several factors impact final Board decisions relative to the recommended future status of Board Priorities:

  - Board, Strategic Planning, and Accreditation initiatives seek as much as possible to consolidate Strategic Planning, Accreditation, Achievement Compacts, and college

- institutional unit plans into a cohesive interrelated whole.
- The Board and staff have valued Board Priorities as important guiding reference points and, for Board members in particular, a statement of Board emphasis as representatives of the community.
- While seeking to be comprehensive, the aim is to develop a Strategic Plan that has appropriate focus.

We anticipate having approximately 16 to 20 Strategic Objectives under the core themes. With the first draft of transfer of current Board Priorities to Institutional Sustainability and Core Theme areas, there are potentially six additional “headline statements” under Sustainability and approximately 20 additional Strategic Objectives. With Board feedback from the November meeting, the Strategic Planning Team would like to explore consolidation of some of these new statements and/or transfer of some to the Operational Plan. Any changes would be submitted to the Board for approval at the December meeting.

- Approval of final Core Theme statements and Vision Statement is targeted for the December meeting.

### **C. Options/Analysis**

- 1) Approve the Mission, Strategic Plan Structure, and Values statements are attached.
- 2) Continue discussion and take action at a later meeting
- 3) Maintain the current plan and extend the effective dates into the future.

### **D. Timing**

Actions on the above items need to be completed by December to remain on schedule for submission of Accreditation Chapter One submission by March 1, 2013.

### **E. Recommendation**

Be It Resolved that the Board of Directors of Central Oregon Community College do hereby approve:

- Modification of Mission Statement as defined in attachment A
- Approval of Strategic Plan Structure and key elements in attachment B.
- Re-endorsement of Values and Future Directions Statement in attachment C.

Attachment A.

**Mission Statement: Proposed Revision**

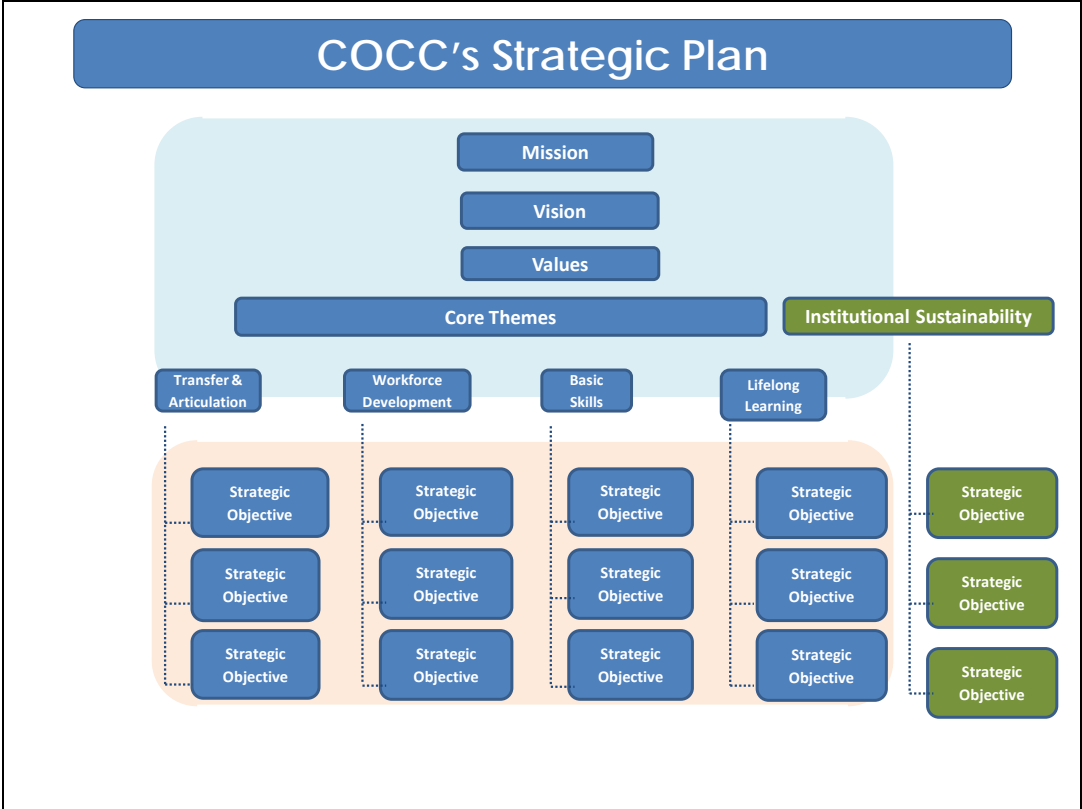
**Current Mission:**

Central Oregon Community College will be a leader in regionally and globally responsive adult, lifelong, post secondary education for Central Oregon.

**Proposed Revised Mission:**

- Central Oregon Community College promotes student success and community enrichment by providing quality, accessible, lifelong educational opportunities

Attachment B:



## CENTRAL OREGON COMMUNITY COLLEGE - VALUES and FUTURE DIRECTIONS

**STUDENT FOCUSED IN ALL THAT WE DO**  
COCC remains student-focused in decisions made, from the classroom to the boardroom, by providing opportunities and support that promote student success.

**CALIBER OF FACULTY AND STAFF**  
Through preparation, proficiency, experience, education and passion relating to their field or function, COCC faculty and staff are leaders in their fields.

**OPEN DOOR PHILOSOPHY**  
COCC provides an atmosphere that is friendly, collegial, welcoming and supported through open communication.

**REPUTATION**  
COCC has established a positive reputation in the communities it serves. The College is acknowledged for the high caliber of instruction, wide variety of programs and classes, strong fiscal stewardship, positive community outreach and involvement, well designed and maintained facilities and outstanding events and activities for students, staff and the community.

**DIVERSITY**  
COCC furthers its commitment to diversity through an ongoing atmosphere of mutual support and respect and fostering an awareness, acceptance and encouragement of different cultures, values and viewpoints.

**CAMPUS TRADITIONS**  
COCC sponsors intentional activities to celebrate our accomplishments, build and maintain internal connections, honor our campus community and recognize our common purpose.

**WORK/LIFE BALANCE**  
COCC is committed to work/life balance by promoting flexibility, respect for importance of personal time and sensitivity to supporting coworkers in their personal and professional needs.

**COMPREHENSIVE SERVICES**  
COCC provides comprehensive services to our various constituencies: for students, offering programs and services to support student success; for the external community, supporting lifelong learning by providing opportunities for growth and advancement; and for the internal community, supporting employees with family wage jobs, opportunity for growth and development, and support of life/work balance.

**INTERNAL CONNECTIONS**  
Strong communication exists between students, faculty and staff, committees, and all governance structures. The college will maintain an inclusive environment safe to new ideas at all times.

**EXTERNAL CONNECTIONS**  
COCC creates external and community connections, to include partnering with higher education partners, K-12, and regional businesses and nonprofits throughout the district and beyond.

**INNOVATION**  
COCC values a creative environment and encourages development of new and progressive ideas to continually improve quality throughout all aspects of the College. By establishing a secure place for the open sharing of ideas, COCC promotes inclusion of College-wide representation in discussions, welcoming new approaches from new and varied sources to advance the College of tomorrow.



Attachment D:

<p><b>Access</b> Strengthen student and community access to lifelong learning opportunities through strategic recruitment and outreach, financial affordability, and management of course and program offerings.</p>	<p><b>Headline statement under Institutional Stability</b> <b>Added the following as lead statement:</b> <i>“Ensure enrollment sufficient for institutional stability and ...”</i></p>
<ul style="list-style-type: none"> <li>• Access: By expanding access throughout the district including strategies for educational services in geographic areas which may be underserved including long-term strategies for the La Pine and Sisters regions.</li> </ul>	<p>Subset of access. <i>Ensure equitable access across the geographic range of the college service area including specific plans for La Pine and Sisters</i></p>
<ul style="list-style-type: none"> <li>• Access: By expanding strategies which respond to students' scheduling challenges and diverse learning styles.</li> </ul>	<p>Suggest deleting this as a less critical direct priority statement and sense that it is covered in other Access and Success statements.</p>
<ul style="list-style-type: none"> <li>• Access: By supporting enrollment of student groups that have been traditionally underserved</li> </ul>	<p>Subset of Access</p>
<ul style="list-style-type: none"> <li>• Access: By minimizing financial barriers to the extent possible and assisting students so they have manageable debt loads.</li> </ul>	<p>Subset of Access</p>
<p><b>Success</b> Support and promote student achievement of their educational goals.</p>	<p>Drop as a summary statement</p>
<ul style="list-style-type: none"> <li>• By designing and implementing systems for tracking and strengthening student retention and achievement of academic goals.</li> </ul>	<p>Subset of success</p>
<ul style="list-style-type: none"> <li>• By monitoring and improving students' persistence and certificate/degree completion, especially for identified student groups which have lagged the institutional persistence and achievement averages.</li> </ul>	<p>Subset of success</p>
<p><b>Strategic Partnerships and Response to Regional Needs</b> To respond to regional student and community needs and achieve targeted progress in Board priority areas, the Board believes that strategic partnerships will be key. Therefore, the Board expects continuing progress in partnerships with:</p>	<p>Drop as a summary statement</p>
<ul style="list-style-type: none"> <li>• K-12 partners</li> </ul>	<p>Subset of partnership heading. Expanded wording of: <i>Collaborate with K-12 districts to support mutual attainment of achievement compact targets – particularly high school student completion of college level credit.</i> Could also be listed under both Transfer/Articulation and Workforce as an alternative.</p>
<ul style="list-style-type: none"> <li>• University &amp; Community College partners <ul style="list-style-type: none"> <li>- Improve partnerships and articulation with OSU-Cascades</li> <li>- Explore appropriate partnerships with other colleges &amp; universities</li> <li>- Explore and implement partnership strategies to provide bachelor degree options for students in COCC CTE programs</li> </ul> </li> </ul>	<p>First two reworded as</p> <ul style="list-style-type: none"> <li>• <i>Collaborate with OSU and other colleges/universities to support mutual attainment of achievement compact transfer targets</i></li> </ul> <p>Third as item under transfer and articulation</p>
<ul style="list-style-type: none"> <li>• Regional Employers <ul style="list-style-type: none"> <li>- Define and evaluate potential new or modified programs/services</li> </ul> </li> </ul>	<p>Following item under workforce CT: <i>Define and evaluate potential new or modified programs/services which serve local employers and meet Achievement Compact workforce targets.</i></p>
<ul style="list-style-type: none"> <li>• Regional/State/CCWD organizations and agencies <ul style="list-style-type: none"> <li>- Link College staff/initiatives to community through support and leadership roles in organizations and community activities.</li> </ul> </li> </ul>	<p>Under Sustainability: Partnerships</p>
<p><b>Continual Improvement</b></p>	<p>Drop as a summary statement</p>

Through comprehensive planning and assessment, ensure the College is providing relevant, quality programs and services to best support student learning and educational achievement.	
--	--

<ul style="list-style-type: none"> <li>Connect Board &amp; Institutional planning efforts and integrate with COCC's Core Themes: Transfer and Articulation, Workforce Development, Basic Skills and Lifelong Learning.</li> </ul>	Drop as a stated priority as it is pervasive throughout the strategic plan and our accreditation activities
<ul style="list-style-type: none"> <li>Connect new and established indicators of success to institutional strategic planning and accreditation efforts.</li> </ul>	Drop as a stated priority as it is pervasive throughout the strategic plan and our accreditation activities
<ul style="list-style-type: none"> <li>Further develop and support student learning outcomes assessment at the Degree, Program and Course levels.</li> </ul>	List under Sustainability: Student Success
<ul style="list-style-type: none"> <li>Incorporate and evaluation/assessment process into existing and new programs and initiatives</li> </ul>	Drop as a stated priority as it is pervasive throughout the strategic plan and our accreditation activities
<b>Institutional Viability</b>	
<ul style="list-style-type: none"> <li>Expand and improve institutional facilities to meet student enrollment demands, to create instructional space conducive to student learning and to strengthen sense of community on campuses and in the community. <ul style="list-style-type: none"> <li>- Design and construct sustainable institutional facilities and establish third-party sustainability certification as appropriate.</li> <li>- Evaluate options for student housing and establish and implement a construction plan if Board endorses project.</li> </ul> </li> </ul>	Listed as three options under Sustainability: Facilities and Equipment
<ul style="list-style-type: none"> <li>By balancing initiatives to support access with initiatives to measure and improve the success rate of students in achieving their stated educational objectives.</li> </ul>	Drop as a stated priority as the strategic plan directly commits to both access and student success
<ul style="list-style-type: none"> <li>Develop and implement sustainable systems which balance comprehensive quality programs and services with appropriate tuition and fee levels</li> </ul>	To Sustainability:Fiscal
<ul style="list-style-type: none"> <li>Develop alternative revenue streams for the college</li> </ul>	To Sustainability:Fiscal
<ul style="list-style-type: none"> <li>Ensure efficient and cost-effective operations</li> </ul>	Replace this and next two with: <i>Plan annual and long-term budgets which maintain 10% Board Reserve, adequate specific reserved for anticipated and contingent needs, and provides sufficient resources to sustain effective instructional programs, students services, human resources, and institutional infrastructure</i>
<ul style="list-style-type: none"> <li>Work to maximize to the extent possible fiscal and other support from the State</li> </ul>	See above
<ul style="list-style-type: none"> <li>Assess institutional wide impacts of recent rapid enrollment expansion and implement responses to ensure institutional viability and quality.</li> </ul>	See above

Attachment D:

Institutional Sustainability

**Access and Enrollment Development**  
Ensure enrollment sufficient for institutional stability and strengthen student and community access to lifelong learning opportunities through strategic recruitment and outreach, financial affordability, and management of course and program offerings.

- Ensure equitable access across the geographic range of the college service area including specific plans for La Pine and Sisters.
- By supporting enrollment of student groups that have been traditionally underserved
- By minimizing financial barriers to the extent possible and assisting students so they have manageable debt loads.

**Fiscal Responsibility and Alternative Funding**  
Develop and manage fiscal resources to meet the college’s mission and ensure long-term viability.

- Develop and implement sustainable systems which balance comprehensive quality programs and services with appropriate tuition and fee levels
- Develop alternative revenue streams for the college
- Plan annual and long-term budgets which maintain 10% Board Reserve, adequate specific reserved for anticipated and contingent needs, and provides sufficient resources to sustain effective instructional programs, students services, human resources, and institutional infrastructure.

**Partnerships**  
Develop and implement strategic partnerships with regional educational providers, business and industry, government and other groups which can support student success and community benefit.

- Collaborate with K-12 districts to support mutual attainment of achievement compact targets – particularly high school student completion of college level credit.
- Link College staff/initiatives to community through support and leadership roles in organizations and community activities.

**Facilities and Equipment**  
Acquire and maintain facilities and equipment needed for quality instruction and institutional operations.

- Expand and improve institutional facilities to meet student enrollment demands, to create instructional space conducive to student learning and to strengthen sense of community on campuses and in the community.
- Design and construct sustainable institutional facilities and establish third-party sustainability certification as appropriate.
- Evaluate options for student housing and establish and implement a construction of student housing by fall 2014 if Board endorses project.

**Human Resources**  
Attract, retain and support quality instruction and operational staff to achieve Core Themes and to ensure safe, efficient institutional operations.

## **Student Success**

### Support student success across the range of Core Theme Areas

- design and implement systems for tracking and strengthening student retention and achievement of academic goals.
- Monitor and improve students' persistence and certificate/degree completion, especially for identified student groups which have lagged the institutional persistence and achievement averages.
- Further develop and support student learning outcomes assessment at the Degree, Program and Course levels.

## Core Themes

### Transfer and Articulation

- Collaborate with OSU and other colleges/universities to support mutual attainment of achievement compact transfer targets
- Explore and implement partnership strategies to provide bachelor degree options for students in COCC CTE programs

## Workforce

- Define and evaluate potential new or modified programs/services which serve local employers and meet Achievement Compact workforce targets.

## Lifelong Learning

## Basic Skills