

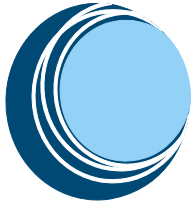
CENTRAL OREGON
community college

BUDGET COMMITTEE MEETING

AGENDA

Wednesday, March 11, 2009 6:00-7:00 PM
PacifiCorp Conference Room-MATC Building #3,
COCC Redmond Campus

	<u>Presenter</u>
I. Call to Order	Friedman
II. Introduction of Guests	Friedman
III. Election of Chair	Friedman
IV. Budget Message – (Exhibit: 4)	Middleton
V. Cash Flow (Revenue/Expense Projection) (Handout: 5)	Dona
VI. 2009-10 Proposed General Fund Budget (Handout: 6)	Dona
VII. Budget Calendar Update (Exhibit: 7) Next Meeting - <u>Wednesday, April 8, 2009 – 6:00 PM</u> Christiansen Board Room, Boyle Education Center	
VIII. Adjourn	



CENTRAL OREGON
community college

Exhibit: 4
Budget Committee Meeting
March 11, 2009

Office of the President

2600 NW College Way
Bend, OR 97701-5998
Ph. 541-383-7201
FAX. 541-383-7502

TO: COCC Budget Committee
FROM: Dr. James Middleton, President
SUBJECT: **2009-10 Budget Message**

As we all know, the nation, the state and the region are in the midst of the steepest economic downturn in generations. While there are some positive elements to our situation, COCC is not immune to the impacts of the current economic conditions. Challenges that we face include:

1. State revenue has not met expectations for this biennium, resulting in a State disappropriation of \$124,000 to COCC in the current year.
2. The State February Revenue Forecast predicts a \$3 billion shortfall for the coming biennium limiting the State's ability to meet funding goals for higher education.
3. The proposed General Fund Budget assumes a 12% cut in state's funding for the seventeen Oregon community colleges. This is down from an increase of at least 10% that we were anticipating for this biennium.
4. Strong residential and commercial construction over the past several years was producing annual local property tax growth of 8 to 9% in recent years. Stagnation of construction and increases in tax delinquencies lead us to anticipate only a 6% increase for the coming year.
5. COCC has leveraged close to maximum efficiency out of existing courses and staff positions in accommodating a two-year growth of approximately 40%. Growing beyond the current level required more classrooms, more staff, more services, and more equipment – all of which put added pressure on expenditures.

On the positive side:

6. COCC's explosive enrollment growth has significantly increased revenue. Projected tuition/fee revenue for 2009/10 is up over \$1.7M above our March 2008 projection for 2009/10 – even before any tuition increase is included. Even though we project State funding to decrease by close to \$1.3M next year, we project that the current year enrollment increases result in State funds being \$2.8M more than if there had not been any growth.
7. COCC reserves and conservative fiscal history provides the institution with a more robust cushion than other colleges.

While the dramatic enrollment growth has had many positive fiscal implications, this growth has required expansion of faculty, advising, student support, equipment/supplies and other expenses in 2008/09. These allocations have been carried over into the proposed 2009/10 budget with some additional spending authority to enable serving even more students.

The preliminary budget proposal and multi-year forecast projects a challenging two-year period for COCC. Though there are challenges, the balancing of the budget does not require salary freezes/reductions, program reductions, or layoffs that are being considered by other colleges.

COCC has held tuition level for three years. The proposed budget proposes a tuition increase of \$3; however, we anticipate that even with this increase COCC in-district tuition for 2009/10 will be the lowest or near the lowest in the State.

With the challenges of this recession, Central Oregon citizens have likely never needed our services more. The proposed budget then is constructed to enable continued growth, to staff a range of positions with temporary and part-time staff in anticipation of possible enrollment declines after the recession ends, and to preserve long-term fiscal viability. With initial conservative projections of State funding and enrollment growth the College would have a deficit for 2009/10. This deficit could be covered with State funding at a level higher than the initial assumption or by temporary reductions in funding for construction, maintenance, capital and other infrastructure, areas where significant progress is being made with the Oregon Economic Stimulus funding.

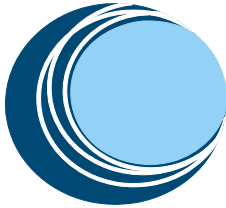
The four-year revenue/expenditure forecast indicates that by the 2011/13 biennium, COCC could restore most of the temporary cuts and have close to a balanced budget if State revenues increase by 5% or more.

The budget balancing strategies are prudent in the short-term; however, many of these strategies do assume economic recovery within the next two to three years. College Staff, the Board and Budget committee will need to monitor fiscal trends and take more stringent actions if the economy continues in recession for multiple years.

CENTRAL OREGON COMMUNITY COLLEGE
2009/10 Budget Calendar

2009

- January 5 Initial current service level (CSL) general fund expense budget roll-up. Departments should start review of current non-general fund budgets for any changes.
- January 9 General fund budgets distributed and reviewed based upon budget parameters.
- January 14 Financial Forecast presentation to Board of Directors and Budget Committee members. Discussion of 2009/10 budget assumptions and key issues.
- February 6 Fax to the Bulletin: Notice of Budget Committee Meeting.
- February 11 First Notice of Budget Committee Meeting.
- February 20 General fund budgets due to Fiscal Services Department.
- February 25 Fax to the Bulletin: Notice of Budget Committee Meeting.
- March 2 All non-general fund changes due to Fiscal Services Department.
- March 2 Second Notice of Budget Committee Meeting.
- March 11 Budget Committee Meeting Updated Financial Forecast presentation with initial budget message and discussion. Location: COCC Redmond Campus-MATC Building #3 - PacifiCorp Conference Room. Pre-Meeting Dinner at 5:15 PM Budget Meeting: 6:00 to 7:00 PM**
- March 11-
May 12 Budget Committee work sessions as scheduled - if needed
- April 8 Budget Committee Meeting - continued budget review and discussion. 6:00 PM – Christiansen Board Room, Boyle Education Center**
- May 13 Budget Committee Meeting - continued budget review and discussion. Consider approval of budget. 6:00 PM Christiansen Board Room, Boyle Education Center**
- May 27 Fax to Bulletin: Notice of Budget Hearing (including summaries).
- June 3 Notice of Budget Hearing to appear in the Bulletin (including summaries).
- June 10 Budget Hearing: Adopt budget, levy taxes and make appropriations.



CENTRAL OREGON
community college

Board of Directors' Meeting

AGENDA

Wednesday, March 11, 2009

7:00 PM

PacifiCorp Conference Room

MATC Building-COCC Redmond Campus

TIME**	ITEM	ENC.*	ACTION	PRESENTER
7:00 pm	I. Call to Order			Garrett
7:05 pm	II. Introduction of Guests			Garrett
7:10 pm	III. Agenda Changes			
7:10 pm	IV. Public Hearing and Testimony			
	A. Campus Parking and Parking Lot Lights			O'Connell [P]
7:15 pm	V. Consent Agenda***			
	A. Minutes			
	1. February 11, 2009 Minutes	5.a1	X	Smith
	B. Approval to Hire			
	1. New Hire Report (February 2009)	5.b1	X	Buckles
	2. Approval of Contract (Hussion)	5.b2	X	Buckles
	3. Approval of Contract (Egertson)	5.b3	X	Buckles
	4. Approval of Contract (Dula)	5.b4	X	Buckles
	C. Tenure	5.c*	X	Walsh
	D. Faculty Promotions	5.d*	X	Walsh
	E. Budget Appropriation Review 2008-09 State Stimulus Funds	5.e*	X	Bloyer
	F. Donate Bed Frames & Springs	5.f	X	Mosier
7:20 pm	VI. Information Items			
	A. COCC Redmond Campus-Update			Moorehead [P]
	B. Financial Statements	6.b*		Bloyer ^A
	C. Update: Residence Hall	6.c		Moore [P]
	D. Stimulus Projects Update			Middleton [P]
8:00 pm	VII. Old Business			
	A. Accreditation: Focused Visit Report	7.a		Walsh [P]
	1. NWCCU Standards Process			Walsh/Harper [P]
	B. Potential Facility Bond Measure			Middleton [P]
8:30 pm	VIII. Board of Directors' Operations			
	A. OCCA Update			Lee
	B. Board Member Activities			
8:50 pm	IX. President's Report			Middleton
	A.			
	X. Dates:			
	A. Wednesday, April 8, 2009 – 6:00 PM – Budget Committee Meeting			
	B. Wednesday, April 8, 2009 - 7:00 PM – Regular Board of Directors' Meeting both meetings in the Christiansen Board Room			
9:00 pm	XI. 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
Wednesday, February 11, 2009 – 6:00 PM
Christiansen Board Room, Boyle Education Center

PRESENT: Dr. Ronald Foerster, Dr. Joyce Garrett, Charley Miller, Connie, Lee, John Overbay, Donald Reeder, Anthony Dorsch, Ed Fitch-Board Attorney, Dr. James Middleton- President, Julie Smith-Board Secretary.

CALL TO ORDER: Dr. Ronald Foerster, Chair

INTRODUCTION OF GUESTS: Jim Jones, Matt McCoy, Kathy Walsh, Gene Zinkgraf, David Dona, Ron Paradis, Alicia Moore, Mary Jeanne Kuhar, Diana Glenn, Eddie Johnson, 2008-09 Faculty Forum President, Joe Viola, Lisa Bloyer, Carol Moorehead, Dan Cecchini, Stephanie Goetsch, Terri Botts, Terry Link, Lauren Miller-The Broadside and Sheila Miller-The Bulletin.

AGENDA CHANGES: *Addition: Convening of Local Public Contract Review Board- Emergency Purchasing Procedures and Go Oregon - Exhibits: 8.c1 & 8.c2.*

PUBLIC HEARING AND TESTIMONY: None.

CONSENT AGENDA:

Mr. Donald Reeder moved to approve the Consent Agenda. Mr. John Overbay seconded. MCU. Approved. M2/09:1

BE IT RESOLVED that the Board of Directors' reviewed and approved the Executive and Regular Meeting Minutes of January 14, 2009 (Exhibits: 5.a1 & 5.a2);

BE IT RESOLVED that the Board of Directors reviewed and approved the January 2009 New Hire Report (Exhibit: 5.b1).

INFORMATION ITEMS:

Financial Statements (Exhibit: 6.a)

The Board of Directors' were apprised of the January 2009 Financial Statements.

Institutional Effectiveness & Board Priorities (Exhibit: 6.b)

Ms. Brynn Pierce-Institutional Researcher, reviewed the Board Priority of "Access and Success" by supporting enrollment of student groups that have been traditionally underserved as part of an ongoing Institutional Effectiveness reporting effort geared towards measuring the College's progress in addressing the Board priority areas for 2007-09. Report Measurement Highlights include:

- Students with less than a high school education
- Students from low income families.

Ms. Connie Lee and Dr. Ronald Foerster complimented the staff on their good work providing valuable information to the Board.

Community Learning Blog

Ms. Carol Moorehead-Dean for Continuing Education and Extended Learning, reported that at a recent Learning Resources Network conference the college was given an Award for the COCC Community Learning Instructor Blog. The "Instructor Blog" was developed by Mr. Paul Stennett-Program Manager, and Mr. Tom McDannold-Instructor, to provide information to the community education instructors (there are approximately 400 instructors who receive the blog) allowing instructors a forum to talk amongst themselves about good instructional practices.

Winter Term Enrollment (Handout: 6.d)

Ms. Alicia Moore-Dean of Student Services, reported the latest enrollment update - the numbers are up 28.5 % FTE and 21.7% Headcount, over last year; this after last year's numbers were up 12-15%.

Mr. Ron Paradis-Director of College Relations, reviewed (Handout: 6.d) identifying areas of growth throughout college programming.

President Middleton reported that the college has 1000 more students attending the current winter term. He thanked the faculty and staff for their tremendous efforts accommodating the unprecedented enrollment growth, and the leadership team for strong financial planning and management of resources.

OLD BUSINESS:

Update on State Budget & Capital Projects

President Middleton gave a PowerPoint presentation reviewing the 2009-11 State Budget - Operating/Capital Projects Funds and Key Factors:

- state revenue forecast and stimulus package impacts on colleges;
- anticipated state revenue down significantly;
- COCC funding impacts will be less due to increases in enrollment and structure of the current funding formula;
- COCC will have an anticipated positive net balance for the current year and 2009-10;
- next year - a projected \$2 per credit tuition increase (yet to be presented to the board)
- COCC's in-district tuition would be the lowest in Oregon even with approval of \$2 tuition increase;
- Capital construction beyond deferred maintenance projects;
- Technology Education Center funding not certain (likely to receive);
- Financial Aid to cover significant enrollment increases;
- Enrollment growth will help offset state funding cut backs.

Review of Bond Options (Handout: 7.b)

President Middleton reviewed that while most factors remain the same as in November 2008, several changes have occurred for the Board to consider in providing policy guidance to shape the potential May Bond- Key Issues:

- COCC's potential for significant job creation through the Campus Center project, culinary initiative, development of the southern edge of the campus, and potential bond projects.

With the current economic situation, COCC will continue to explore alternative funding sources. The state economic stimulus funding will cover some of the projects originally targeted for the bond – a Technology Education Center has become a state priority. Key issues will be to establish a clear focus for bond projects and a response to the Technology Education Center, sensitivity to voters/taxpayers and accommodating enrollment growth. Board consensus was to request that staff present a potential bond proposal emphasizing the following four areas.

- Emphasize projects that create jobs – both in the short-term and the long-term;
- Include the Technology Center in the package;
- Develop a proposal that is sensitive to the burdens on taxpayers;
- Develop projects that will leverage long-term enrollment potential.

Phone Survey

Mr. Ron Paradis-Director of College Relations, reported on a recent phone survey that showed a clear message - taxpayers want to know the fiscal impact to them of a proposed bond, and how it will impact “jobs” – construction jobs and family wage jobs of graduates in the long term.

Zone Change-Application Fees (Exhibit: 7.c)

Mr. Matt McCoy-Vice President for Administration, reviewed that the majority of the COCC Awbrey Butte Campus is currently zoned for residential uses. COCC seeks to re-zone approximately 170 acres of the Awbrey Butte campus to be consistent with the General Plan and to implement a “Special Planned District/Overlay Zone. The college would create a specific set of rules and standards to govern future growth and development of the college.

Mr. Donald Reeder moved to authorize staff to pay the planning fees required by the City of Bend upon submittal of the Zone Change and Special Planned District/Overlay Zone application. Mr. John Overbay seconded. MCU. Approved. M02/09:2

NEW BUSINESS

State & Federal Economic Stimulus Projects: Benefits to COCC, Jobs for Oregon Workers
President Middleton reported on the state and federal stimulus packages - noting that the college has adjusted it’s project bidding requirements in order to meet timelines called for in the legislation. He noted that so far COCC has received \$2.8 million towards \$4M in projects from the state, and hopes to receive additional funding from the federal program. Both packages require the college to act swiftly as the purpose of the programs is to employ local residents as quickly as possible.

Adjourn as COCC Board of Directors

Convene as Local Public Contract Review Board

I. Emergency Purchasing Procedures (Exhibit: 8.c1)

Mr. Jim Jones-Vice President and Chief Financial Officer, reviewed the amendments to the Central Oregon Community College Rules of Procurement.

Mr. Donald Reeder moved to approve “the declaration of emergency” that the COCC Board of Directors, acting as the College’s Local Contract Review Board, does hereby approve the proposed changes to the Central Oregon Community College Rules of

Procurement (CCR.206) and finds that an emergency exists and thereby authorizes COCC to waive competitive bidding procedures within the parameters established within this the declaration. (Exhibit: 8.c1). Dr. Joyce Lynn Garrett seconded. MCU. Approved. M02/09:3

Mr. Donald Reeder moved to amend the Formal Solicitation: Invitation to Bid, Request for Proposal (Exhibit: 8.c1)- increasing the amount from \$150,000. to \$299,999. Mr. Anthony Dorsch seconded. MCU. Approved. M02/09:4

2. Go Oregon – (Attachment 8.c2)

The Board was apprised of the Emergency Determination Request from the State Procurement Code Competitive Bidding Requirements.

Adjourn as Local Public Contract Review Board

Convene as COCC Board of Directors

BOARD OF DIRECTORS' OPERATIONS:

OCCA Update

Ms. Connie Lee reported that revised legislation includes all elected school officials to submit the annual ethics law report form.

Board Member Activities

Dr. Garrett OCCA Legislative Summit in Salem (met with six legislators)
 OCCA Board Meeting
 Appointed to Crook County School Committee
 Attended Presidential Inauguration in Washington DC
 Mtg. w/India Simmons re: Bond Measure

Mr. Reeder Wrote Editorial in Madras Newspaper re: Nov. Bond Defeat
 Veterans Memorial
 December Mtg. in Seattle re: Madras Campus
 Mtg. w/India Simmons re: Bond Measure

Mr. Miller Society of American Foresters Mtg.
 OCCA Legislative Summit in Salem
 Redmond Economic Development Mtg.
 Mtg. w/India Simmons re: Bond Measure
 Phone Calls w/President Middleton & Vice President Jones
 211 Launch

Mr. Dorsch Spoke w/Vice President McCoy
 Mtg. w/India Simmons re: Bond Measure
 Filed to run for board member

Mr. Overbay Public Mtg. on College Zoning
 Mtg. w/India Simmons re: Bond Measure

Ms. Lee CCWD Student Success Over site Committee Mtg.
 Legislative Summit in Salem (met w/six Legislators)

Public Mtg. on College Zoning
OCCA Mtg. – Salem
OCCA Legislative Conference Calls
Met w/Representative Gene Whisnant
Mtg. w/India Simmons re: Bond Measure

Dr. Foerster Met w/India Simmons re: Bond Measure
Agenda Planning Mtg. w/President Middleton
Contributed “check” to COCC Yes for the Bond Measure

PRESIDENT’S REPORT

Award

President Middleton received a plaque on behalf of the college at the annual meeting of the Partnership to End Poverty, COCC was recognized as the “Partner of the Year”.

Accreditation

The college will have an Accreditation Visit in April 2009 reviewing the college’s mission and goals.

Serving the Underserved Students

March 10 - a national trainer will be on campus to work with students who come from “generational poverty”.

CFO Recruitment

The process is underway for the hiring of a new CFO (Chief Financial Officer).

ADJOURN: 8:45 PM

APPROVED;

ATTEST TO;

Dr. Joyce Lynn Garrett-Vice Chair

Dr. James E. Middleton, President

Central Oregon Community College
RESOLUTION

Prepared by: Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for **Francis “Joe” Hussion**, Part-time Temporary Pharmacy Technician Program Director.

B. Discussion/History

The employment contract for Francis “Joe” Hussion is for a temporary administrative position. This position was filled through an external regional search.

C. Options/Analysis

Approve the employment contract for Francis “Joe” Hussion.
Decline approval of the employment contract for Francis “Joe” Hussion

D. Timing

This position is appointed for a 6 month temporary employment contract. For the 2008-09 fiscal year the initial employment contract period will be from March 2, 2009 through June 30, 2009 and then for 09/10, from July 1, 2009 through August 31, 2009.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Francis “Joe” Hussion.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board. This position is funded by a Healthcare Workforce Alliance grant from CCWD.

G. Miscellaneous:

Joe Hussion graduated from West Virginia University with a Bachelor of Science degree in pharmacy and holds an active pharmacist license from the state of Oregon. He has an extensive background in hospital, retail and clinical pharmacy work and worked as a pharmacist with the US Public Health Service, Indian Health Service and Food and Drug Administration. More recently, Joe has worked with pharmacies in Corvallis and Salem doing relief pharmacy work and taught the Pharmacy Technician Community Education course. Joe possesses a wealth of experience in pharmacy administration as well as

teaching and supervising pharmacy technicians.

Exhibit: 5.b3
March 11, 2009
Approval____Yes____No
Motion_____

Central Oregon Community College
Board of Directors
RESOLUTION

Prepared by: Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for Chris Egertson, Full-time Research Analyst.

B. Discussion/History

The employment contract for **Chris Egertson** is for an administrative position. This position was filled through an external Regional search.

C. Options/Analysis

Approve the employment contract for Chris Egertson.
Decline approval of the employment contract for Chris Egertson

D. Timing

This position is appointed for a 12 month employment contract each fiscal year. For the 2008-09 fiscal year the initial employment contract period will be from February 23rd through June 30, 2009. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Chris Egertson.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Chris Egertson has served COCC for nearly three years as a Research Specialist in the Institutional Research office. In this time, he has assisted the College develop and analyze institutional assessment projects; report enrollment information to the College, federal/state agencies and other constituents; and streamline data collection practices. Previous to COCC, Chris gained his research experience through obtaining his Master's Degree at Iowa State University and working as a Professional Research Assistant at the University of Colorado. In his free time, Chris and his family not only enjoy all of Bend's outdoor activities, but also giving back to the community through volunteering at many local non-profits.

Central Oregon Community College
Board of Directors
RESOLUTION

Prepared by Eric Buckles-Director of Human Resources

A. Action Under Consideration

Approve employment contract for **Tracy Dula**, Part-time Career Services Coordinator.

B. Discussion/History

The employment contract for Tracy Dula is for an administrative position. This position was filled through an external Regional search.

C. Options/Analysis

Approve the employment contract for Tracy Dula.
Decline approval of the employment contract for Tracy Dula

D. Timing

This position is appointed for a 12 month employment contract each fiscal year. For the 2008-09 fiscal year the initial employment contract period will be from March 11, 2009 through June 30, 2009. As with all other exempt employees, a new contract will be prepared for the next fiscal year that begins July 1.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College hereby approves the employment contract for Tracy Dula.

F. Budget Impact

The salary conforms to the salary schedule approved by the Board.

G. Miscellaneous

Ms. Dula received her Bachelor's Degree in Special Education from Georgian Court College in Lakewood, NJ and has worked in education related positions since 1990. Most recently, Ms. Dula served for eight years as a Career Center Consultant for the State of Maine. Prior to that position was an Information Center Specialist helping job seekers in the information center. From 1990 to 2002, Ms. Dula held several positions as a Special Education Teacher.

CENTRAL OREGON COMMUNITY COLLEGE
BOARD OF DIRECTORS

RESOLUTION

Prepared by: Julie Mosier-Purchasing, Procurement and Facilities Scheduling Coordinator

A. Action Under Consideration:

Move that Central Oregon Community College may donate 50 excess bed frames and springs purchased for COCC's Juniper Residence Hall that have been declared surplus to Habitat for Humanity, a nonprofit corporation, for its charitable and public purposes.

B. Discussion/History:

COCC declared approximately 50 bed frames and springs surplus property during the 2007-08 academic year. These items now need to be removed from campus to accommodate storage needs of the College. Habitat for Humanity has stated they would be pleased to receive the bed frames and springs which they can put to good use in Oregon. Habitat for Humanity may be able to distribute the frames among their various Restores in the College District. Through this donation COCC may provide resources for those in the community who may need them.

C. Options/Analysis:

1. Move that Central Oregon Community College may donate 50 excess bed frames and springs to Habitat for Humanity, a nonprofit corporation, for its charitable and public purposes.
2. Disapprove the request that Central Oregon Community College may donate 50 excess bed frames to Habitat for Humanity, a nonprofit corporation, for its charitable and public purposes.

D. Timing

Action is requested at this time in coordination with storage space needs on campus.

E. Recommendation

Be it resolved that the Board of Directors of Central Oregon Community College approve the donation of 50 bed frames and springs to Habitat for Humanity, a nonprofit corporation, for its charitable and public purposes.

F. Budget Impact

The value of the beds has been determined to be less than \$500.00 which has a minimal impact on COCC's budget.

**Central Oregon Community College
Board of Directors**

INFORMATION ITEM

Prepared by: Alicia Moore, Dean of Student & Enrollment Services
Gordon Price, Director of Student Life

RESIDENCE HALL UPDATE

As discussed in the August 2008 board meeting, COCC determined that after going through an RFP process to select a possible student housing provider, it was in the best interest of students and the College to bring operation of the residence hall program back in house. With this, the College implemented a variety of new requirements for Juniper Hall residents. This included:

- Students wishing to move into the hall must provide a high school or most recent College transcript showing a minimum GPA of 2.0 or higher; students who do not maintain a 2.0 while living in the hall will be placed on residence hall academic probation and must complete additional requirements.
- All Juniper Hall residents must take and successfully complete a Human Development course of their choice (e.g., Introduction to College Life, Time Management, Study Skills, etc.)
- Students must be registered for the next term prior to finals week of the current term.
- Students must demonstrate an ability to pay full room and board costs prior to their contract being accepted.

While it's too soon to make any definitive conclusions, our new standards for moving into and continuing to live in the hall are showing positive results:

Benchmark	Fall 2007	Fall 2008	Difference
# Residents at Start of Term	96	90	-6
# of Residents Returning Winter Term	88	72	-16
# of Students Not Paying Room/Board Charges in Full	18	0	-18
AVG GPA @ End of Term	2.06	2.31	0.25
Average Credits Completed	9.36	9.76	0.4
Midterm Warning	38	26	-12
Academic Warning @ End of Term	35	29	-6
Students with Fall Term 0.0 GPA	6	5	-1

The end of fall term occupancy rates are lower this year, representing a strong adherence to the academic standards, conduct expectations and financial obligations compared to prior years. Regardless, this is still well within budget parameters previously established.

Given these early indicators, the COCC Executive Team agreed to continue operation of Juniper Residence Hall for the 2009-10 academic year.