



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *January 22, 2020*

ITEM TITLE: **4.1b**

CONTACT PERSON: *Laurie Popp, Executive Assistant to the Board of Education*

SUBJECT: APPROVAL OF MINUTES – January 8, 2020

Session 996

A meeting of the Mt. Hood Community College District Board of Education was held on January 8, 2020 with a Board Work Session at 6:00 pm in the Board Room at Mt. Hood Community College.

1.0 CALL TO ORDER

Members present: Diane McKeel, board chair, Jim Zordich, board vice chair, Annette Mattson, Andrew Speer, LaVerne Lewis, Kenney Polson

Additional Attendees: Dr. Lisa Skari, president, Jennifer DeMent, chief operations officer, Al McQuarters, vice president of Instruction

Diane McKeel, board chair, called the board work session to order at 6:03 p.m.

2.0 BUSINESS

2.1 Community Engagement Plan

Dr. Skari thanked Annette Mattson, Andrew Speer, and LaVerne Lewis for serving on the sub-committee and for their work on the community engagement plan. She referenced the board's goal to engage and strengthen relationships with the community and distributed an updated spreadsheet designed to track attendance at community meetings. Mattson asked board members to review the spreadsheet and notify the sub-committee of any organizations that were missing. Speer commented on the importance for all our board members to engage with

community organizations within their respective board zones and to help develop and strengthen those relationships. Mattson discussed the resource materials that board members can take with them to meet with community members (i.e., quick fact sheet, talking points). There was a brief discussion about board member goals regarding community engagement, with a tentative goal of attending two community meetings a month.

2.2 Academic Revitalization

Dr. Skari introduced Al McQuarters and Jennifer DeMent to respond to questions about the academic revitalization process the board raised at the board meeting on December 18, 2019. A handout was distributed to board members with the questions and responses and is attached to the meeting minutes. McQuarters and DeMent alternated reading the questions and responses from the handout, and responded to clarifying questions from board members. There were several additional questions raised by board members as follows:

- 1) In regards to the relationship between articulation agreements and the proposed changes, does this affect the high school CTE programs (College Now agreements)?
- 2) What is the relationship we have seen between tuition increases and enrollment?
- 3) What are our retention rates compared to other community colleges?
- 4) What is it about these programs that make it challenging regarding accreditation? Dr. Skari stated she will conduct a crosswalk of the data areas included in the academic revitalization to the new accreditation standards.

Dr. Skari responded she would follow up with board members to answer these questions.

2.3 Non-Academic Revitalization

Dr. Skari provided a handout to board members about the non-academic revitalization process. She stated the elements they are looking at are a little different from those in academic revitalization and they reviewed the recommendations outlined in the book by Robert C. Dickeson, *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*. Skari discussed the information on the handout and outlined the goals, data, and timeline for the non-academic revitalization process. She stated they are tying the data to budget code and would be primarily focused on staff and budget looking at a ten-year trend line. Dr. Skari stated the board would have an opportunity to review the changes during the budget review process.

There was a question on what the non-academic program revitalization process will cover. Jennifer DeMent responded that the academic revitalization process covered Instruction, and the non-academic revitalization process will cover academic support services and institutional support services. There was a question on whether student input would be part of the process. Dr. Skari will contact the Student Development division to find out about student input in the process and will follow up with the board. A copy of the handout on Non-Academic Program Revitalization is attached to the minutes.

Dr. Skari distributed a board calendar for meeting dates for the calendar year 2020. The dates listed for July through December 2020 are shaded in gray to indicate they are draft and not yet approved. The tentative dates are listed to give board members an idea of the proposed dates for planning purposes. She asked board members to review the dates and to notify her of any dates that do not work.

3.0 ADJOURNMENT

McKeel adjourned the board work session at 7:35 pm.

Clerk

Board Chair

Minutes recorded by Laurie Popp, Executive Assistant to the Board of Education.

NON-ACADEMIC PROGRAM REVITALIZATION

The non-academic program revitalization is designed to ensure we continue to provide strong, robust, and relevant programs that respond to the needs of our staff, students and community. It's about achieving strategic balance with our resources. While we acknowledge the challenging nature of this work, our interest is in building a fair and data-driven process for how we allocate resources and make programmatic decisions. Our interest is in moving away from *"we don't know how decisions were made"* to a more transparent, empowering process that clearly articulates the goals and expectations of our programs. Academic units, by definition, from the text "Prioritizing Academic Programs and Services" by Dickeson, correlates academic programs with disciplines (e.g. chemistry, business). For our purposes, the non-academic revitalization process will focus on non-discipline-based programs.

The ultimate goal is for all programs to be strong and adequately funded. We have intentionally chosen to follow a tested process as recommended in "Prioritizing Academic Programs and Services" by Dickeson¹. The process will capture quantitative data (provided by AIR) and qualitative data (provided by the unit manager). Unit managers with budget authority will complete an online form that includes a list of questions for their area, in collaboration with their department staff. Unit managers will work with their direct supervisor to ensure clarity on department goals, opportunities and challenges. All information will be reported up to division heads – Vice President of Instruction, Chief Operations Officer, Executive Dean of Student Development or Executive Director of Resource Development and Communications – so information can be collated into a campus-wide analysis.

To arrive at an optimal report, it is suggested that unit managers with budget authority:

1. Work collaboratively with those that report to them and include a thorough review of their unit/division;
2. Objectively assess the department and identify areas that could be changed to bring about increased effectiveness and efficiency;
3. Before submission, discuss the report with direct supervisor to ensure data submitted is understood

Information will be submitted to the division heads – Vice President of Instruction, Chief Operations Officer, Executive Dean of Student Development or Executive Director of Resource Development and Communications – by 02/07/2020. If additional information or clarification is needed from the division head, the request will come by 02/21/2020.

The collective quantitative and qualitative data for each program will be used by the division heads and president in evaluating if programs should be maintained, phased out, modified, or have investment to grow. Suggested questions for analysis from Resource C of "Prioritizing Academic Programs and Services" by Dickeson will be considered in the evaluation of programs. Decisions will also take into account the overall impact on students and the college.

If a program is to be phased out, alternatives to eliminating positions will be considered first. Phase-out decisions will be communicated prior to 04/01/2020. All other program classifications will be communicated by 04/30/2020.

¹https://books.google.com/books/about/Prioritizing_Academic_Programs_and_Servi.html?id=N4GnQwo4LAWC&source=kp_book_description

NON-ACADEMIC PROGRAM REVITALIZATION

The Data

The following standardized information/metrics will be available to departments:

Two reports showing ten-year trends for staffing full-time equivalent (FTE) and expenditures.

- i. Full and part-time staff by category
- ii. Expenditure information, broken out by personnel, materials & services, and capital; includes general fund and other/grant funds separated

The following information will be collected from departments through an online form:

1. What are the main objectives of your unit and how do you measure success in achieving them?
What services does your unit provide and to which customers?
 - a. For each currently funded position, briefly describe the responsibilities of each.
 - b. If you have any other contexts or narratives for the budget or staffing reports (e.g. revenues generated, grants), please provide here. *If data is included, please cite source.*
 - c. How does the unit relate to other academic and non-academic units at the College?
What services are provided to other units, and what services are received?
 - d. Does the unit have any compliance-related responsibilities? If so, please describe it.
 - e. How does your unit advance equity with your customer base?
2. What resources do you need to improve your services to a superior level? Why is this important?
3. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology? Why is this important?
4. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do? Why is this important?
5. How do you review and evaluate your department's yearly performance?
6. Explain how your unit could function with the following reductions, including the consequences or other effects on service delivery in each case.
 - a. A 5% budget reduction
 - b. A 10% budget reduction
7. Any other information not addressed above, please include here. *If data is included, please cite source.*

NON-ACADEMIC PROGRAM REVITALIZATION

Timeline:

1. Draft sent to the Non-Academic Program Revitalization committee and other stakeholders for review on 10/28/2019 with feedback submitted by 11/12/2019
2. Learner Success Council will review on 12/13/2019 and the manager's group will review and discuss on 12/16/2019. Feedback by 12/17/2019
3. Process and timeline distributed to managers by 12/20/2019
4. Reports submitted to division head (VPI, COO, EDSO or EDRDC) by 02/07/2020
5. Requests for clarifications and/or additional information by 02/21/2020
6. Communicate phase-out decisions by 04/01/2020
7. All other program classifications – modification, maintain, grow – will be communicated by 04/30/2020