

**EXPANDED PRESIDENTS COUNCIL – August 21, 2007
CC 127 in Bill Brod Community Center • 8:30 – 10am**

TOPIC / CATEGORY	PERSON	KEY POINTS / NEXT STEPS (Action)
Bookstore Hours – Proposed Changes	Holcomb	<ul style="list-style-type: none"> • Survey indicated that different hours were desired • Our current non-rush hours are: 8:00 AM - 5:00 PM Monday through Friday • Proposed schedule during class session: Open: 7:45 am Monday - Friday Closed: 5:30 PM Monday - Thursday Closed: 3:00 PM Friday • New hours address survey comments from both customers and faculty • Will also be open three more hours on the two Saturdays for Fall, Winter & Spring Term • Had few comments regarding additional evening hours • Intend to alert customers with signs, web sites (both bookstore and college), and FYI throughout the term as the fall schedule does list current hours • Intent is to re-evaluate and report back after one year • Approval
President's Report	Truesdell	<ul style="list-style-type: none"> • State Board of Education is hosting a retreat in Salem tomorrow for the purposes of discussing Education Enterprise resources, strategic intent and the work needed to reach the Vision of having by 2025: <ul style="list-style-type: none"> ➢ 40% of Oregonians have a bachelor's degree or higher ➢ 40% have a post-secondary professional certification/associate degree ➢ 20% have a high school diploma as highest level of education. • Will also look at key interventions and strategies to reach these goals • Will use the five questions CCWD has been using to frame the issue: <ol style="list-style-type: none"> 1. Are Oregonians prepared for life, work and careers in Oregon? 2. Are more Oregonians ready for post secondary education and training? 3. Is Oregon postsecondary education affordable? 4. Do more Oregonians have certificates and degrees? 5. Are Oregon's people, communities, employers and economy benefiting? • This conversation will also begin to structure the response to the two budget notes that came with the 500M that colleges received from the state
Financial Forecast	Wilton	<ul style="list-style-type: none"> • Forecast is attached • Latest estimate is that we will have fewer dollars than we budgeted for – will know more when we receive the October revenue forecast • Flat enrollment expected statewide • Message is not that we need to make budget cuts at this time, but that we must address the challenges that we can; that is, enrollment and retention – if we don't, there may be budget cuts in

		<p>our future</p> <ul style="list-style-type: none"> • Truesdell – we need to move now as we won't see increased revenue as a result of increased enrollment until a year from now • We need to help all potential students to come to CCC and we need to help them stay! • Suggestions/Recommendations: <ul style="list-style-type: none"> ➢ Have an enrollment/retention education campaign for faculty/staff over the next year ➢ Parini's staff is already gathering information and there are several marketing efforts already in the works ➢ Godfrey - new student advising is an excellent opportunity for faculty to meet potential students ➢ Caudle – staff are working with the registrar to put together a list of those individuals who have filled out and turned in admission forms but have not enrolled – outreach to these individuals will be conducted – volunteer phone callers may be solicited for this effort ➢ Five Days for Effective Contact: <ul style="list-style-type: none"> ▪ County Fair ▪ New Student Advising • A meeting will be convened at a later date to facilitate the sharing of information regarding ongoing efforts across campus
Strategic Priorities	Parini	<ul style="list-style-type: none"> • The three-year institutional priorities include dialogue and investigation of enrollment strategies for 07-08 • Fixed for 07-08 are Values/Goals/Priorities • Need to determine in 07-08 (for accreditation purposes) what we must achieve in 07/08 and what we have the funding for • Recommendation: Future discussion on reviewing our values should not be lost! • The activities list is likely to be finalized by the first week in September - most are funded at this time and staff are working to find resources for those that aren't • Must comply with both state and accreditation benchmarks – we still need to add measurements and definition of target goals • Will begin discussions in late fall to establish strategic priorities for 08/09 so as to catch up and keep us in line for making budget decisions based on the priorities
Communication Plan	Donelson	<ul style="list-style-type: none"> • Attached matrix attached is the result of both the climate survey and accreditation • <u>Final</u> (not draft) BOE minutes will be linked to the FYI Today page – a short recap of each BOE meeting will be on FYI Today the day after the meeting • Will also consider a link to PC and EPC meeting notes • Approval to move forward with above efforts
Donna Acord's Departure	van der Bijl	<ul style="list-style-type: none"> • Acord has taken a position with the Oregon Business Council – last day is September 7 • Godfrey will meet with Acord's division staff to help determine next steps • Godfrey and Cyndi Andrews (retired) will help out in an administrative capacity until it is determined how the college will proceed in replacing Acord • A communication will go out to staff regarding the above roles and process

Electrical Shut Downs	Leach	<ul style="list-style-type: none"> • Rationale was given for updating the College's electrical infrastructure • Will need to de-energize the system(s) for four days (eight hours each day), conduct tests and assessments of the system and then re-energize the system • Discussions are taking place regarding budget to address the situation • Windows of time are available either over Labor Day Holiday or over Winter Break • Labor Day option offers very little time for front end planning and very little time for re-energization should there be problems – Winter Break offers more time in both respects • Intent is to use portable generator for data center in IT to keep everything there up and running • Additional feedback should be addressed to Bill Leach – a decision has not yet been made as to the time options outlined above
Headstart at FRC	van der Bijl	<ul style="list-style-type: none"> • They already pay to use a classroom in the FRC's Child Care wing for ½ day, two days a week - want to expand that arrangement to five ½ days a week plus office space if possible • This would offer positive FTE implications for parents who are able to attend CCC and additional income for the college
Beloit College's Mindset List® for the Class of 2011	Teetor	<ul style="list-style-type: none"> • Shared this annual list detailing date representing the mindset of students who will graduate from college in 2011
All		<ul style="list-style-type: none"> • Reminder of Neil Howe seminar on Thursday, September 13 • Inservice will involved lots of new activities!

UPCOMING MEETING DATES in 2007:

9/11, 9/25, 10/2, 10/9, 10/16 (expanded), 10/23, 10/30, 11/6, 11/13, 11/20 (expanded), 11/27, 12/4, 12/11, 12/18 (expanded), 1/8, 1/15 (expanded), 1/22, 1/29, 2/5, 2/12, 2/19 (expanded), 2/26, 3/4, 3/11, 3/18 (expanded), 3/25, 4/1, 4/8, 4/15 (expanded), 4/22, 4/29, 5/6, 5/13, 5/20 (expanded), 5/27...

FIND PRESIDENT'S COUNCIL NOTES at F:\1MINUTES\President's Council\2006-07 OR Intranet <http://intranet.clackamas.edu/bulletin> (Click on Committees, then select President's Council.)

NUMBER OF HANDOUTS TO BRING: President's Council – 20 copies; Expanded President's Council – 35 copies

PRESIDENTS COUNCIL MEMBERS: Joanne Truesdell, Baldwin van der Bijl, Courtney Wilton, Shelly Parini, Jan Godfrey, Dennis Chapman, Anne Donelson (Director of Public Affairs), (Current Chair of College Council), Kathleen Smith (Recorder), Mike Caudle (Clsfd Pres), Kate Gray (FTF Pres), Bill Leach (Exempt Pres), Rosemary Teetor (PTF Pres), Tim Lussier (ASG Pres)

EXPANDED COUNCIL MEMBERS: PC Members plus Donna Acord, Joe Austin, Bill Briare, Diane Drebin, Scott Giltz, Bill Leach, Karen Martini, Maureen Mitchell, Steffen Moller, Chris Robuck, Theresa Tuffli and Bill Zuelke



Recap of Revenue

- Current Year Recap:
- Higher State Support / Gain in Per FTE Support
- Enrollment Drop / Lower FTE (366)
- Slightly Higher Tuition -\$1 (though lower base)
- Technology Fee Now Recorded in General Fund
- Other Revenue is Flat
- What Does This Mean in Terms of Total Budget?



Recap of Revenue

- Budget vs. Latest Estimate:

- **7/8 Adopted Budget:**

■ State Support	20,043,091
■ Property Taxes	12,052,741
■ Tuition	8,424,000
■ All Other	<u>2,525,100</u>
■ Total	43,044,932

- **Current Estimate of All Revenue:**

■ Base	660,000
■ Variable (\$4,294*7,386)	31,856,757
■ Tuition	7,932,600
■ All Other	<u>2,261,100</u>
■ Total	42,710,457
■ Shortfall	\$(334,475)



Recap of Revenue

- Why is Estimated Revenue Lower Than Budget – Given Higher State Support?
 - Enrollment Drop / State Distribution Formula Change Accelerating Impact of Enrollment Drop – i.e. no one year lag.
 - Over-budgeted Tuition / Other Revenue



Recap of Revenue

- Future Revenue Growth Forecasted to be Flat
 - Virtually no \$ per FTE increase in 8/9 since increase front loaded
 - Flat Enrollment Assumed – No Growth or Declines
 - Funded Enrollment Declines Because of Three Year Phase in of Last Year's Drop
 - Minor Tuition Increases - \$1 Per Year
 - Equalization – Minimizes Next Biennium's Increase
 - Interest Revenue Will Likely Drop



Recap of Revenue

<u>Year</u>	<u>Total Revenue</u>	<u>\$ Change</u>	<u>% Change</u>
■ 5/6	37.2m		
■ 6/7	38.7m	+1.5m	+4.0%
■ 7/8	42.7m	+4.0m	+10.3%
■ 8/9	42.6m	-0.1m	-0.3%
■ 0/10	44.1m	+1.5m	+3.6%
■ 10/11	44.2M	+0.1m	+0.02%

- Note- growth in next three fiscal years averages only about 1% per year – well below estimated growth in expenses.



Recap of Revenue

- **How Does This Compare to Previous Forecast?**

■ Previous Forecast (May 2007)	<u>All Revenue</u>
■ 7/8	44,281,486
■ 8/9	44,505,252
■ 9/10	46,979,620
■ 10/11	<u>47,201,362</u>
■ Total	182,967,720
■ Updated Forecast (August 2007)	
■ 7/8	42,710,457
■ 8/9	42,580,573
■ 9/10	44,114,445
■ 10/11	<u>44,174,259</u>
■ Total	173,579,734

- **Difference** **(9,387,986)**

- **In other words, forecasted revenue is \$9.4m less than previously estimated.**



Recap of Expenditures

- Estimated Expenditures
 - 7/8 \$42.3m +7.8%
 - 8/9 \$44.3m +4.8%
 - 9/10 \$46.4m +4.7%
 - 10/11 \$47.9m +3.2%
- Add in collective bargaining agreement adjustments, and inflation.
- No new staff assumed
- Debt service on \$20m COP deferred until 12/13



Revenue Growth vs. Expenditure Growth

■ <u>Year</u>	<u>Revenue Growth</u>	<u>Exp Growth</u>
■ 7/8	+10.3%	+7.8%
■ 8/9	-0.3%	+4.8%
■ 9/10	+3.6%	+4.7%
■ 10/11	+0.02%	+3.2%

■ Note for the next three years expenditure growth is forecasted to exceed revenue growth.



Revenue Growth vs. Expenditure Growth

- Combination of flat revenue growth and increasing expenditures causes deficits / large reserve draws

■ <u>Year</u>	<u>+/-</u>	<u>Total</u>	<u>Reserve</u>
■ 7/8	surplus	+412k	\$8.3m
■ 8/9	deficit	-1.8m	\$6.5m
■ 9/10	deficit	-2.3m	\$4.2m
■ 10/11	deficit	-3.7m	\$0.5m

Clackamas Community College

Overall Forecast

	05/06 Actual	06/07 Estimated	07/08 Estimated	08/09 Estimated	09/10 Estimated	10/11 Estimated
REVENUES:						
Reimbursable FTE	7,759	7,690	7,419	7,324	7,214	7,214
\$ per FTE	\$ 3,480	\$ 3,687	\$ 4,294	\$ 4,313	\$ 4,572	\$ 4,561
Subtotal	27,002,782	28,354,837	31,856,757	31,587,705	32,982,408	32,903,054
Base Funding	660,000	660,000	660,000	660,000	660,000	660,000
Subtotal - total public resources	27,662,782	29,014,837	32,516,757	32,247,705	33,642,408	33,563,054
Tuition	8,087,248	7,750,000	7,932,600	8,071,768	8,210,937	8,350,105
All Other Revenue:	1,391,087	1,912,378	2,261,100	2,261,100	2,261,100	2,261,100
Subtotal - ongoing revenue	37,141,117	38,677,215	42,710,457	42,580,573	44,114,445	44,174,259
Revenue \$ Growth		1,536,098	4,033,242	(129,884)	1,533,872	59,814
Revenue % Growth		4.1%	10.4%	-0.3%	3.6%	0.1%
EXPENDITURES:						
Salaries	21,745,282	23,488,442	24,757,917	26,041,225	27,318,372	28,719,397
Benefits - Fixed %	5,577,399	5,796,102	6,461,816	6,796,760	7,130,095	7,495,763
Benefits - Medical	1,850,247	2,235,234	2,391,700	2,487,368	2,586,863	2,690,338
Subtotal	29,172,928	31,519,778	33,611,434	35,325,353	37,035,330	38,905,497
		8.0%	6.6%	5.1%	4.8%	5.0%
Materials and Services						
Ongoing	4,737,230	5,267,073	5,272,857	5,504,740	5,749,477	6,007,922
Decision Packages	-	-	1,099,500	1,132,485	1,166,460	1,201,453
Subtotal	4,737,230	5,267,073	6,372,357	6,637,225	6,915,936	7,209,376
		11.2%	21.0%	4.2%	4.2%	4.2%
Fund Transfers	1,238,055	2,456,500	2,314,000	2,384,700	2,458,935	1,796,882
		98.4%	-5.8%	3.1%	3.1%	-26.9%
Total Expenditures	35,148,213	39,243,351	42,297,791	44,347,279	46,410,201	47,911,754
Expenditure \$ Growth		4,095,138	3,054,439	2,049,488	2,062,923	1,501,553
Expenditure % Growth		11.7%	7.8%	4.8%	4.7%	3.2%
SURPLUS / DEFICIT						
BEGINNING FUND BALANCE	6,478,861	8,471,765	7,905,628	8,318,294	6,551,589	4,255,832
ENDING FUND BALANCE	8,471,765	7,905,628	8,318,294	6,551,589	4,255,832	518,337

Clackamas Community College

Revenue Recap	05/06 Actual	06/07 Actual	07/08 Forecast	08/09 Forecast	09/10 Forecast	10/11 Forecast
Funding Formula Revenue						
Enrollment - FTE						
Actual FTE	7,580.1	7,214.0	7,214.0	7,214.0	7,214.0	7,214.0
Formula FTE	7,759.4	7,690.5	7,418.9	7,323.8	7,214.0	7,214.0
Reimbursable FTE	7,759.4	7,690.5	7,418.9	7,323.8	7,214.0	7,214.0
Per FTE Reimbursement Rate	\$ 3,480	\$ 3,687	\$ 4,294	\$ 4,313	\$ 4,572	\$ 4,561
	\$ 207	\$ 607	\$ 19	\$ 259	\$ (11)	
Subtotal - Per FTE Funding Formula	27,002,782	28,354,837	31,856,757	31,587,705	32,982,408	32,903,054
Supplemental Base Funding	660,000	660,000	660,000	660,000	660,000	660,000
Property Tax Timing Differences / Retro Adj.	(271,703)					
Total Public Resources	27,391,079	29,014,837	32,516,757	32,247,705	33,642,408	33,563,054
	73.7%	75.0%	76.1%	75.7%	76.3%	76.0%
All Other Revenue:						
Tuition	8,087,248	7,750,000	7,932,600	8,071,768	8,210,937	8,350,105
Student Technology Fee			457,500	457,500	457,500	457,500
Fees	283,259	280,000	280,000	280,000	280,000	280,000
Investment Earnings / Interest	643,292	930,258	800,000	800,000	800,000	800,000
Utility Training Alliance	443,560	459,838	473,600	473,600	473,600	473,600
Other	225,385	242,282	250,000	250,000	250,000	250,000
Misc. Transfers In (fund close out)	67,294					
	9,750,038	9,662,378	10,193,700	10,332,868	10,472,037	10,611,205
	26.3%	25.0%	23.9%	24.3%	23.7%	24.0%
Total Ongoing Revenue	37,141,117	38,677,215	42,710,457	42,580,573	44,114,445	44,174,259
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
On going Revenue Growth - \$		1,536,098	4,033,242	(129,884)	1,533,872	59,814
On going Revenue Growth - %		4.1%	10.4%	-0.3%	3.6%	0.1%

Assumptions:

Revenue:

Per FTE \$ support from CC office. Will be updated in October.
 FTE # from CC office - adjusted for 6/7 enrollment drop of 366. Will be updated in October.
 State funding increases 10% in 9/11 from 500m to 550m
 Assume flat enrollment in 8/9, 9/10 and 10/11. Funded FTE decreases because of 6/7 enrollment drop and three year phase in.
 No additional fte for Harmony. Any additional fte generated in 8/9 would not be funded / received until 9/10 - and then only partially (40%)
 Tuition increases of \$1 per year
 Tech fee (457k) recorded in general fund starting 7/8. No further increases forecasted.
 Other revenue flat. Interest revenue will decline if fund balance is drawn down or if rates fall - a likelihood.

Expenditures:

Personal Services:

Salary increases per collective bargaining agreements:

	<u>7/8</u>	<u>8/9</u>	<u>9/10</u>	<u>10/11</u>
Medical Increase	7.0	4.0	4.0	4.0
Medical increase will be updated in October based on open enrollment / plan selection				
PERS / FICA / Disability %	26.1	26.1	26.1	26.1

No additional fte in 8/9, 9/10 and 10/11
 No additional fte for Harmony Campus Expansion

Materials and Service

General inflation of 3.4% per year
 Utilities rate increases of 8% per year
 Tech fee expenses (457k) recorded in general fund starting in 7/8

Transfers

Inflationary adjustments to early retirement / leave payments and maintenance
 ELC transfer for four years at 500k
 Old COP transfer declines as debt is paid off
 No debt service on \$20m COP. This will fall to general fund budget in 12/13 if not assumed by future bond.

Communication Matrix

News Source	Communication Objective	Channel(s)	Audience
		<i>*Note: channels in italic represent new ideas</i>	
8/16/07			
Board of Ed	<p>Agenda Decisions & long-range plans Archival, legal</p> <p>Staff/Board communication</p>	<p>Press release of meeting FYI recap of each meeting Minutes <i>Link to <u>approved minutes on FYI Today</u></i> <i>Publicity for minutes on FYI Today</i> <i>Minutes posted on CCC website Board page</i> <i>Prior to one board meeting each term 4-5 p.m.</i> <i>“open house” for board and staff to mingle, talk</i></p>	<p>External Internal</p> <p>External Internal</p>
President	<p>Familiarity, transparency</p> <p>Community Relations</p>	<p><i>Once per term “Fireside chat” (open forum in the fireside lounge)</i> <i>Once per term all-staff e-mail update on issues</i> <i>Inservice “State of the College”</i> <i>Annual “State of the College” at chambers</i> <i>“State of the college” speech posted on website</i> <i>Media visits</i></p>	<p>Internal</p> <p>External</p>
Executive Council	Decision-making, transparency	<i>Add brief report to President’s Council; shows up in minutes; minutes posted as below</i>	Internal
Presidents Council	Decision-making, long-range plans	Minutes posted, <i>linked from FYI Today</i> News of importance featured in FYI Today	Internal
Joint Deans Meeting	Decision-making		Internal
College Council	Transparency	<i>Minutes linked from FYI Today</i>	Internal

News Source	Communication Objective	Channel(s)	Audience
Emergency/ Crisis	Inform staff and public of emergency (Options at right: Which used depends on nature of emergency)	Record ext. 5555 All-staff audix All staff e-mail Use “runners” as necessary Message on website scroll Record info on main college phone system (if appropriate) Alert media as to PIO Press releases, interviews Send updated information authorized by IC	Internal External
Events	Promotion; attendance	All-staff Audix Press Releases Paid Advertising Web stories, schedule features	Internal External
Staff	Buy-in; good ideas	<i>Form “C.H.A.T.” – (Communication Helps All Things) a cross-campus task force that discusses the effectiveness of internal communication and offers suggestions for more Periodic “SmartCards” of helpful tips Establish employee blog</i>	Internal
Staff Announcements	Alert staff to breaking news (traffic emergencies, campus safety issues, etc.)	(In order of urgency) All-staff Audix All-staff e-mail FYI Today	Internal
Staff Recognition	Morale, promotion	FYI Monthly FYI Today Smart staff web stories Schedule marketing pages	Internal External

News Source	Communication Objective	Channel(s)	Audience
Class offerings	Marketing the college	Catalog 5 schedules Website Paid ads	External
CCC Outcomes	Accreditation, legislative compliance	<i>New Outcomes (from enrollment services) published in schedule each term</i> CCC SmartBook also has new outcomes <i>Website features outcomes</i>	External
Legislative	Informational, promotional, compliance	<i>Smart book for legislators (handout – simple, memorable facts, outcomes)</i> <i>Invitations to use campus facilities</i>	External
Federal	Appropriations, goodwill	<i>Smart book (above)</i> <i>Invitations to use campus facilities</i>	External