



***Governance and
Leadership
2016-2017
Final
July 2016***

This document is a living document requiring frequent changes. If you notice or need to make a change, please let Connie know. If it is a quick, simple change, such as adding a name please just email Connie (conniegreen@tillamookbaycc.edu) but if it is a major change such as a complete new group or membership, please print the page and make the changes in writing and give to Connie. Thank you!

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Final July 2016

Tillamook Bay
Community College
Governance and Leadership

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INTRODUCTION AND PURPOSE

Tillamook Bay Community College is an organization that can be viewed through many frames: a family, a project team, a community of learners, a micro-enterprise and a jazz band. This ability to work in multiple ways creates innovation and can also create confusion. Our goal together is to create bridges to opportunity by providing quality education that serves the needs of our diverse community. Together we serve students better so they can meet their educational and training goals. Another goal is to work smarter together while assisting students. This includes pathways and schedules that ensure all students can complete a degree at TBCC in two years. To accomplish our mission our work needs to be thoughtful, nimble and team based. Since 2014/2015 this work has included the focus on small, personal and “lean systems” to assist students. As we enter the 2016/17 year, the hope is that students will take greater advantage of TBCC to reach their goals and hopes.

TBCC staff and faculty wear many hats and have many different types of relationships: colleague, friend, relative, mentor, coach, leader and learner. These relationships can be complimentary or at times conflicting. To improve communication and decision making it is important to build on the small and close relationships and at the same time modify and improve decision making as TBCC matures and reaches more first generation college goers. The official committees and teams at TBCC can create shared problem solving. It is essential for any decision making process to modify, adapt and improve as the issues, individuals and systems are changing.

The committees and teams at TBCC will reflect the “frames” that exist and are nurtured here:

- Family: You know each other’s strengths and quirks and they are valued. A sense of humor and understanding one another go hand in hand.
- Continuous Improvement lean teams: Focused on students and a commitment to streamline processes so more staff time can be relational to our students. The teams take each person’s passions, skills and energy and together create anything.
- Community of Learners: Learning, asking questions and going outside of one’s comfort zone is valued.
- Micro-enterprise: Nimble, responsive, empowered and it can happen with minimal resources.
- Jazz Band: Each person has a role and without it the band is not complete. Improvisation is critical to success.

TBCC Committees and Teams will share guiding principles. The teams and committees will be charged with overall oversight of an area as well as specific tasks for each year. The notes from the meetings will be shared with all staff. The teams and committees will work within a “gradient of consensus” model. If agreement cannot be reached within the Committee or Teams, the leadership team will make the decision.

COMMITTEE EXPECTATIONS

Committees and Teams at TBCC will continue to use the best practices in meeting effectiveness. Committees and Teams can expect:

1. The chair will have an agenda to the team/committee one week before the meeting.
2. Notes of key decisions, next steps and timing will be posted within two weeks of the meeting.
3. Committees/Teams will use the same guiding principles as outlined below.
4. Committees/Teams will use the Continuous Improvement process as the framing process for their work.
5. Committees/Teams will use gradients of consensus for decision making when agreement is not possible.
6. Committees/Teams will review their progress in the spring of each year and suggest the following year's work plan to the Leadership Team and College Council.
7. The work will be first and foremost guided by our students and for our students to create a small and personal learning environment.

GUIDING PRINCIPLES

1. Consider foremost what will be best for Tillamook Bay Community College students over the long term.
2. Listen with an open mind to understand an issue. All points of view are valued. Build respect and trust.
3. Speak your mind and be open-minded toward other's ideas.
4. Foster teamwork through communication and coordination.
5. Maintain an active focus on the future with a commitment to continuous improvement and a strong customer focus.
6. Show optimism, passion and commitment to the College's vision, mission and values.
7. Identify and clarify institutional issues.
8. Hold a high bar for productivity and energy.
9. Share accountability - assist each other and apply energy to other's ideas.
10. Commit to a careful gathering of data before deciding upon action.
11. Be pragmatic and solution oriented. Use Continuous Improvement principles.
12. Plan institutional direction and strategies for successful outcomes.
13. Communicate college activities and events.
14. Use consensus where possible and gradients of consensus when needed.
15. Share meeting notes with all staff and faculty.

BOARD AND COMMITTEES

BOARD OF EDUCATION

PURPOSE:

The Board of Education of Tillamook Bay Community College is responsible to all the citizens of the District, regardless of political, social, fraternal, religious or other affiliation.

The Board of Education is primarily concerned with the creation, under existing law, of policies for the District, and for the evaluation of the effectiveness of those policies.

SCHEDULE:

The regular meeting of the Board of Education will be held at a time and place prescribed by the Board in regular session. The date of a regular meeting may be changed by action of the Board. Currently regular meetings are the first Monday of each month at 6:00 p.m. at the Third Street Campus. The Board will review meeting at North and South Campuses on a yearly basis.

MEMBERSHIP

Chair	-----	Billy Schreiber (2017)
Vice Chair	-----	Kathy Gervasi (2019)
Member	-----	Danell Boggs (2019)
Member	-----	Craig Wakefield (2017)
Member	-----	Mary Faith Bell (2019)
Member	-----	Bob Weitman (2019)
Member	-----	Debbie Lincoln (2017)
TBCC President	-----	Connie Green
Board Support	-----	Sayde Moser

BUDGET COMMITTEE

PURPOSE:

To review and revise when necessary the proposed College budget, ensuring that the needs of the community are represented.

SCHEDULE:

Minimally one meeting and up to two meetings per year per budget calendar. Meetings are during May and June of each year as needed.

MEMBERSHIP

Board Member	-----	Mary Faith Bell, Zone 1 (2019)
Board Member	-----	Craig Wakefield, Zone 2 (2017)
Board Member	-----	Kathy Gervasi, Zone 3 (2019)
Board Member	-----	Billy Schreiber Zone 4 (2017)
Board Member	-----	Danell Boggs, Zone 5 (2019)
Board Member	-----	Deborah Lincoln, Zone 6 (2017)
Board Member	-----	Bob Weitman, Zone 7 (2019)
Community Representative	-----	Christi Clark Zone 1 (2019)
Community Representative	-----	Van Moe, Zone 2 (2016)
Community Representative	-----	Justin Aufdermuer, Zone 3 (2019)
Community Representative	-----	Steve Vanderhoef, Zone 4 (2017)
Community Representative	-----	Chris Weber, Zone 5 (2017)
Community Representative	-----	Marie Heimburg, Zone 6 (2019)
Community Representative	-----	Angie Warren , Zone 7 (2016)

The Board will reappoint new Budget Committee Members in Fall of 2016.

FOUNDATION BOARD

PURPOSE:

To increase awareness and the level of financial resources available to Tillamook Bay Community College; to provide quality education and bridges of opportunity in serving students and the diverse educational needs of the College and community.

CHARGE:

- Increase the college connection to the community.
- Increase the number and value of scholarships.
- Lead and have a successful capital campaign.
- Increase the number of individuals involved with and giving to the foundation.
- Increase the overall value of financial resources available to support the needs of the college.

SCHEDULE:

Every other month with an Annual meeting in March, June, September and December.

MEMBERSHIP UPDATE FOR TUESDAY MEETING

President	-----	Chris Weber (2017)
Vice President	-----	Tim Dolan (2017)
Secretary	-----	Kathy Shaw (2017)
Treasurer	-----	Michael Weissenfluh (2019)
Member	-----	
Member	-----	Kathy Gervasi
Member	-----	Van Moe (2017)
Member	-----	Neal Lemery (2017)
Member	-----	Jeanette Hagerty (2017)
Member	-----	
Member	-----	Paul Betlinski (2018)
Member	-----	Omar Hernandez (2018)
Member	-----	Marilyn Phegley (2018)
Member	-----	Ron Gienger (2019)
Member	-----	Judson Randall (2019)
Director of Development	-----	Heidi Luquette
TBCC President (Ex Officio)	-----	Connie Green
Chief Finance Officer (Ex Officio)	-----	Kyra Williams

CAMPUS WIDE COMMITTEES

COLLEGE COUNCIL

PURPOSE:

The purpose of College Council is to serve as a college-wide organization with representatives from all the major campus constituencies and committees. The primary purpose is to be a forum that facilitates dialogue on college-wide issues. The Council will oversee the strategic framework, enrollment management, support accreditation, serve as the Continuous Improvement team sounding board, and be active in all college evaluation and improvement efforts. The Council is to advise the President on issues that affect the entire college. The College Council meetings are open to all and at times the President will extend the College Council time for all campus conversations.

CHARGE:

- Provide input, guidance and advice on the College’s strategic framework.
- Recommend the framework/plans to the College Board.
- Understand the college data, its implications and suggest changes to improve student persistence and completion.
- Review and approve administrative rules for TBCC.
- Review, monitor and offer advice on college indicators.
- Oversee the College Accreditation process and provide on-going monitoring, implementation and continuous improvement of the self-evaluation process
- Review and discuss college-wide recommendations from the college’s standing committees:
 - Curriculum and Assessment
 - Safety
 - Other as needed
 - Function as clear communicators and advocates for the direction of the College

SCHEDULE:

Monthly, as needed. Day of the month to be set each year but will usually be after the Board meetings. Time is 3:00 to 4:30 or as called by the President. Each of the college’s committee chairs will assist the President in developing the agenda. Leadership Team is invited to provide support and background to the conversations.

MEMBERSHIP

President	-----	Connie Green (Chair)
Representative from Student Services	-----	David Darnall
Representative from Business Services	-----	Holly Kraus
Representative from Academic Services	-----	Amy Alday-Murray
Representative from SBDC/College Advancement/Foundation	-----	TBD
Representative from the Library/Learning resource Team	-----	Masyn Phoenix

Representative from Facilities,
Safety, Human Resource and
Information Technology
Career and Technical Education
Coordinator/Partners
Faculty Representative/s

ASTBCC Representative

Marlen Davis

Tami Schild
Michael Weissenfluh and John
Sandusky
Recommended by by
ASTBCC

CURRICULUM AND ASSESSMENT COMMITTEE TO BE UPDATED

PURPOSE:

The purpose of the Curriculum and Assessment Committee is to ensure a relevant, rigorous and quality college curriculum that reflects the needs of and builds upon the economic needs of the community, with attention to transfer opportunities and student educational goals. The Curriculum and Assessment Committee reviews course and program curriculum and recommends and approves changes as needed to maintain relevancy, rigor and consistency across all delivery and instructional modes. Members of the committee maintain awareness of changing industry and workplace trends within their fields, and assist in adapting college curriculum to reflect these changes. To further ensure instructional quality and integrity, the Curriculum and Assessment Committee coordinates the development of, provides oversight for and evaluates results from student learning outcomes assessment activities and serves as a forum to facilitate dialog on assessment issues.

The Curriculum and Assessment Committee may include special project task forces and work groups to facilitate close collaboration among faculty groups and communicate regularly with the larger committee as a whole.

CHARGE:

- Review and recommend substantive changes (additions, deletions, amendments) to Tillamook Bay Community College courses and programs.
- Review instructional and assessment data, analyze its implications and recommend changes to programming and instruction to improve student persistence and completion.
- Review and recommend changes to academic regulations and procedures.
- Monitor progress toward the achievement of the Instructional Operations Plan.
- Coordinate the ongoing design and implementation of the TBCC Student Learning Assessment Plan, ensuring that assessments are measurable and consistent across all delivery modes and instructors for each course.
- Investigate and recommend technology applications to store and track curriculum changes and to document assessment results, evaluation, and strategic response to those results.

SCHEDULE:

Once a month and more often as called by the Chief Academic Officer or requested by faculty.

MEMBERSHIP:

Chief Academic Officer (Chair)	Ann Hovey
Faculty Representative	Tom Atchison
Faculty Representative	Sydney Elliott
Faculty Representative	Geza Laszlo
Faculty Representative	John Sandusky
Faculty Representative	Bob Pietruszka
Faculty Representative Weissenfluh	Michael
Adjunct Faculty Representative Bannan	Suzanne
Adjunct Faculty Representative	TBD
Library Services	Masyn Phoenix

Officio Members:

CTE Coordinator	Tami Schild
Director of Human Resources	Pat Ryan
Student Services	Rhoda Hanson

Curriculum and Assessment Committee task forces and special work groups will meet on an as needed basis and report on progress in scheduled Curriculum and Assessment committee meetings or digitally as appropriate. Current task force members or special work groups include:

Technology Advisory Group:

Chief Academic Officer	Ann Hovey
Title III Grant Director	Ray Hoyt
Title III Professional Development and Online Academic Specialist	Heather Brown
Faculty Representative	Michael Weissenfluh
Faculty Representative	John Sandusky
CTE Program Representative	Darryl Spitzer
Technical Services Representative	Sheryl Neu
Student Services Representative	John Sousa
Director of Library Services	Masyn Phoenix

FACULTY SENATE

PURPOSE:

To ensure quality educational endeavors and high academic standards by establishing a structured procedure for faculty to provide input to the college administration and to the Board of Education.

SCHEDULE:

The third Friday of the month, or as needed.

MEMBERSHIP

Co-Chairs TBA

All individuals who have a current instructional contract with TBCC are considered members of the Faculty Senate. All individuals who have received a NOTA at TBCC during the current academic year or during the previous academic year are considered members of the Senate.

LEADERSHIP TEAM

PURPOSE:

To provide a forum for college leadership to discuss complex issues, options and directions. The team will be the oversight to grants, the college information system and continuous improvement team check in as needed.

1. **Why do we exist?** To make our community better, we provide opportunities and bridges for citizens to be educated.
2. **How do we behave?** We are a team that fosters a culture of students first. We behave with integrity, respect and purposefulness when engaging our students, our community and each other.
3. **What do we do?** We promote and provide a welcoming learning environment for classes and support services that assist members of our community to meet their individual career educational goals. These goals can include degrees, certificates, job skill attainment, small business development, health and wellness and a balance of personal enrichment opportunity.
4. **How will we succeed?** We are strategic in creating a small personal learning environment that can be sustained for the future of our students and our community. We will differentiate ourselves by being relevant, intentional, flexible, transparent and committed to reach our goals.

CHARGE:

- Provide shared leadership and oversight to the college.
- Ensure the viability of the college.
- Coordinate college issues, committee directions and resources.
- Review and recommend budget priorities.
- Collaborate on data needs for better decision making.
- Understand the college data, its implications and suggest changes to improve student persistence and completion.
- Listen to staff issues and identify college level issues that may need to be addressed.
- Invite stakeholders to meetings as needed for clarity.
- Ensure the strategic direction of the college.

SCHEDULE:

Meet twice a month as scheduled.

MEMBERSHIP

President	-----	Connie Green (Chair)
Chief Academic Officer	-----	Ann Hovey
Director of Advancement	-----	Heidi Luquette
Director of Title III	-----	Ray Hoyt
Faculty Representative	-----	Michael Weissenfluh
Director of Student Services	-----	Rhoda Hanson
Chief Finance Officer	-----	Kyra Williams
Director of Information Technology	-----	Sheryl Neu
Director of Facilities, Safety and Human Resources	-----	Pat Ryan

SAFETY COMMITTEE

PURPOSE:

Responsible for helping ensure a safe, healthy, work and educational environment for all staff, students and patrons of Tillamook Bay Community College. This includes oversight of all Federal and State title programs.

CHARGE:

- Assure compliance with state and federal requirements, in part by conducting quarterly inspections, trainings and updates.
- Assure compliance with federal safety requirements, including the Clery Act.
- Offer staff training and development as appropriate or required by law.
- Provide routine and/or immediate information related to safety issues and concerns.
- Understand the college data, its implications and suggest changes to improve student persistence and completion
- Assess safety procedures, practices and products, conduct accident investigations and recommend improvements where appropriate

SCHEDULE:

Monthly meeting (generally held the 3rd Friday).

MEMBERSHIP

Facilities Maintenance Specialist	-----	George Hastings (Chair)
Director of Facilities, Safety and Human Resources	-----	Pat Ryan
Student Services	-----	Sally Jackson
Instructional Representative	-----	John Sandusky
Instructional Representative	-----	Bob Pietruszka
Business Services	-----	Sheryl Vanselow
Information Technology	-----	Marlen Davis

SCHOLARSHIP COMMITTEE

PURPOSE:

Evaluate applications and award scholarships.

CHARGE

Review applications and make scholarship awards on a timely basis.

SCHEDULE:

On an "as-needed" basis, no regular schedule. Meet primarily in the Spring.

MEMBERSHIP

Director of Development and College Advancement	-----	Heidi Luquette (Chair)
Business Services	-----	TBD
Instructor	-----	John Sandusky
Student Services	-----	Rhoda Hanson

STUDENT ORGANIZATIONS

ASSOCIATED STUDENTS OF TILLAMOOK BAY COMMUNITY COLLEGE

PURPOSE:

To provide leadership opportunities for Tillamook Bay Community College students.

SCHEDULE:

As needed
Update

MEMBERSHIP

ASTBCC Advisor	-----	John Sandusky
ASTBCC President	-----	
Vice President	-----	
Office Manager	-----	
Financial Manager	-----	
Public Relations Officer	-----	

PHI THETA KAPPA –

PURPOSE:

- To recognize academic achievement.
- To foster scholarship, fellowship, leadership and service.

SCHEDULE:

Meet two or three times per month and other events as scheduled.
Update

MEMBERSHIP

Phi Theta Kappa Advisor	-----	Sheryl Vanselow
President	-----	TBD
Vice President	-----	Tommie Huffman (tentative)
Secretary	-----	Judith Lobato
Treasurer	-----	Brenda Velazquez
Public Relations	-----	

PROGRAM ADVISORY COMMITTEES-

A CTE Program Advisory Committee is a group of individuals whose experience and abilities represent a cross section of a particular occupational area. The primary purpose of the CTE Program Advisory Committee is to assist educators in establishing, operating, and evaluating the CTE programs - which serve the needs of the students, the community, and the business/industry partners – and to provide expertise and insight about current and future industry and technological changes.

Advisory Committees of high-quality programs take an active role in assisting and advising the college and its faculty in the following areas:

- Curriculum modifications
- Ensuring job and career readiness
- Updates to facilities/budgets/student competencies
- Purchase of new instructional materials and equipment
- Adoption of policies
- Adoption of Industry-Recognized Certifications
- Evaluation of student skills using Technical Skill Assessments
- Helping arrange meaningful structured learning experiences for students in the program
- Identification of local, state and national certifications
- Identification of industry trends
- Connecting and networking the industry and its connection to training
- Building improved relationships between CTE educators, business/industry partners, and the community
- Promoting CTE programs by talking to legislators, speaking for career and technical education at board meetings, writing articles for local newspapers, or obtaining media coverage for special events

Local high schools and TBCC have limited general funds to use in building our CTE programs. With local employer guidance and direction, students can be successful in the career. Also, there are a variety of grant opportunities in Oregon for additional CTE/STEM funding.

AGRICULTURE/NATURAL RESOURCES

PURPOSE:

- To advise.
- To assist.
- To support and advocate for animal science, agriculture, and related courses and programs.

SCHEDULE:

Quarterly, as needed.

MEMBERSHIP

President	-----	Connie Green
Chief Academic Office	-----	Ann Hovey
Faculty/OSU Open Campus	-----	
USDA Forest Service-Hebo	-----	John Casteel
OSU Extension Service/Faculty	-----	Troy Downing
NKN High School	-----	Heidi Buckmaster
Tillamook School District	-----	Bruce Rhodes
Tillamook High School	-----	Clair Thomas
Tillamook Estuaries Project	-----	Claudine Rehn and Lisa Phipps
Department of Forestry	-----	Kate Skinner
Tillamook County	-----	David McCall
Tillamook Bay Watershed Council	-----	Denise Lofman
Stimson Lumber	-----	Jon Wehage
Farm Bureau	-----	Vacant
Port of Garibaldi	-----	VACANT
Tillamook Cheese	-----	Mark Wustenberg
Tillamook High School	-----	Brooklyn Bush
OSU Sea Grant Advisory Committee	-----	Merrit Tuttle
South County	-----	Paul Carlson
OSU Forest	-----	
Ecosystems/Society Dept	-----	
ODFW	-----	Rick Klumph
BLM	-----	Karen Shank
Nestucca High School	-----	Ron Smith

BUSINESS ADMINISTRATION

PURPOSE:

- To advise.
- To assist.
- To support and advocate for the Business, Accounting and Management and related certificates.

SCHEDULE:

Quarterly.

MEMBERSHIP

TBCC Instructor	-----	Tom Atchison
TBCC Instructor	-----	Michael Weissenfluh
Neah-Kah-Nie High School	-----	TBD
Tillamook High School	-----	Will Duncan
Oregon Employment Department	-----	Stephanie Hurliman
Tillamook Country Smoker	-----	Doug Lee
Wells Fargo Bank	-----	TBD
First American Title	-----	TBD
TLC Federal Credit Union	-----	TBD
The Creamery	-----	Gail Muller
Safeway	-----	Jodi Drader
CTE Coordinator	-----	Tami Schild

CRIMINAL JUSTICE AND PUBLIC SAFETY

PURPOSE:

The Criminal Justice program is in a period of review and consideration of transition to a broader Law Enforcement degree with emphases areas and certificates in occupational areas. As such the advisory committee is in a period of construction, with members to be added as the direction of the program becomes clear. The purpose of the advisory committee is to:

Offer professional expertise and advice to the college in the areas of

- program design,
- program content and curriculum,
- course content and delivery,

with the goal of ensuring an academically and professionally relevant program which contributes to the success of its students and meets the needs of the community.

SCHEDULE:

Quarterly

MEMBERSHIP (to be further developed)

Chief Academic Officer

Tillamook County Justice Court and Adjunct Faculty

Tillamook County Sheriff's Office and Adjunct Faculty

Oregon Youth Authority and Adjunct Faculty

Tillamook County Sheriff's Office

Tillamook Police Department

Tillamook Regional Medical Center

Tillamook High School

EMS Representative

EMS Representative

Ann Hovey

Judge Joel Stevens

Paul Fournier

William Barnett

Andy Long

TBD

Caroline Tone

Anna Kleeman

TBD

TBD

EMERGENCY SERVICES (Sub-committee of Criminal Justice Advisory Committee)

PURPOSE:

To provide guidance and information regarding local community practices and needs. (OAR 581-049-0020 (21)(b) Is in the process of merging this advisory committee into a broader health, criminal justice degree.

SCHEDULE:

Annually with two floating representatives attending quarterly Criminal Justice Advisory Committee meetings. (OAR 581-049-0020 (21)(b)

MEMBERSHIP

Chief Academic Officer	-----	Ann Hovey
TBCC EMT Instructor	-----	TBD
911 Director	-----	Doug Kettner
Office of Emergency Management	-----	Gordon McGraw
Tillamook Regional Medical Center	-----	Dr. Mark Bowman
Tillamook Regional Medical Center	-----	Eric Swanson
Tillamook Regional Medical Center Ambulance	-----	Charles Saxon
Tillamook County	-----	Paul Levesque
Tillamook County Fire Defense Board	-----	Tim Carpenter
Netarts-Oceanside Training Officer	-----	Jim Dickerson
Nestucca Valley Training Officer	-----	Jim Oeter

Manufacturing and Industrial TECHNOLOGY CONSORTIUM

PURPOSE:

- To advise.
- To assist.
- To support and advocate for the Industrial Maintenance Technology (IMT) and related programs.

SCHEDULE:

Quarterly.

MEMBERSHIP

TBCC	-----	Connie Green, Ann Hovey, Darryl Spitzer
Hampton Affiliates	-----	Mark Elston, Rick Baldwin, Mark Farrier
Stimson Lumber	-----	Wes Colter,
Tillamook County Creamery Association	-----	Jack Mulder, David Damiano
Tillamook School District #9	-----	Randy Schild, Greg English, Nathan Radcliffe

SMALL BUSINESS DEVELOPMENT CENTER

PURPOSE:

- Fulfill a SBA contractual requirement.
- Provide a group to advise on policy matters.
- Provide essential input to the center from a cross section of public and private interests.

SCHEDULE:

Twice annually.

Update

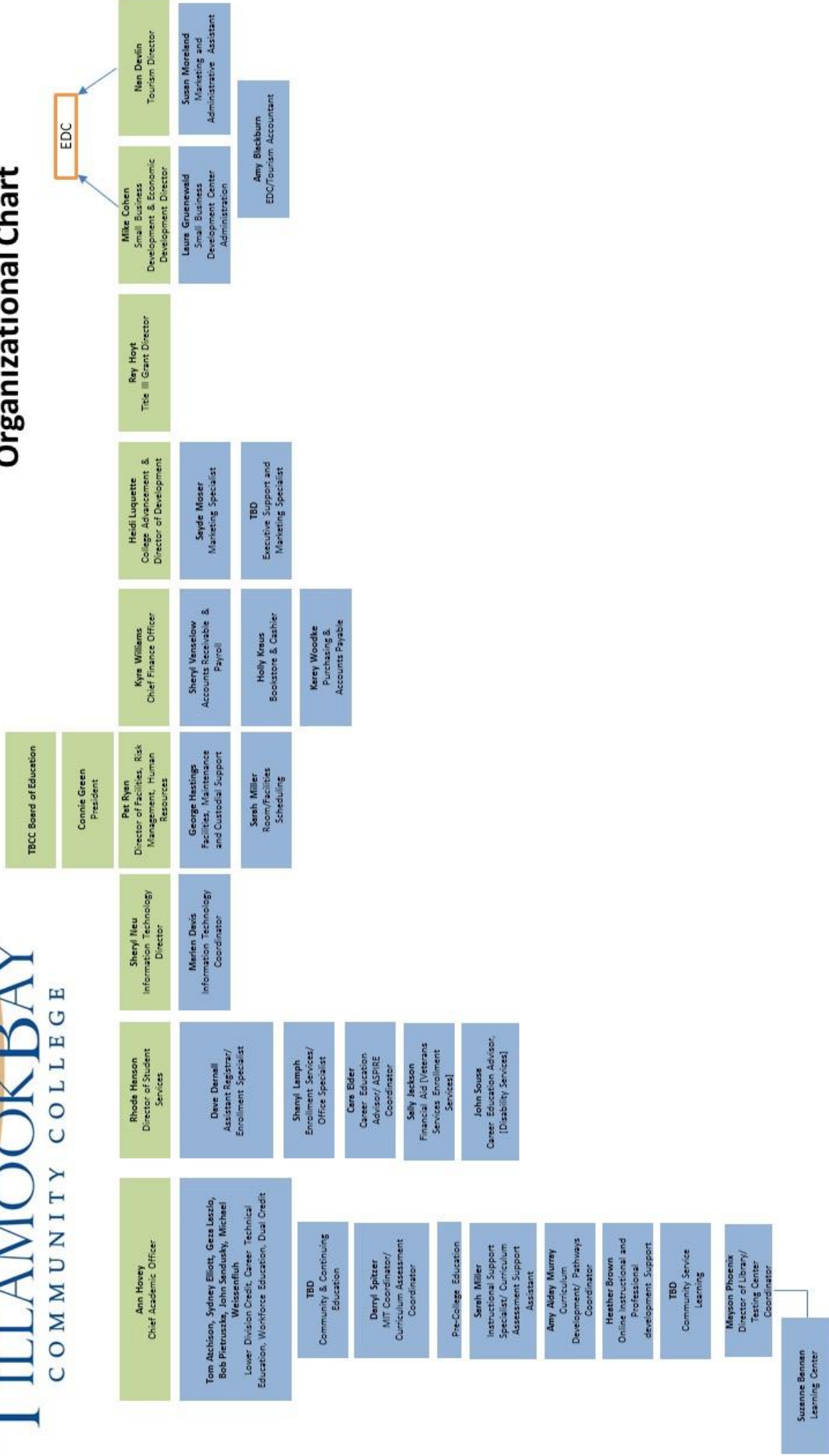
MEMBERSHIP

TBCC President	-----	Connie Green
TBCC Board Representative		Deborah Lincoln
Director of Economic Development and SBDC	-----	Mike Cohen
Attorney	-----	John Putman
Near Space Corp. Contractor	-----	Kris Lachenmeir Paul Daniels
Spring Lake Realty	-----	Betty Baumgart
Windemere Realty	-----	David Yamamoto Jim Carson

ORGANIZATIONAL CHART



Organizational Chart



APPENDIX A

DECISION MAKING PROCESS

Gradients of Agreement

ENDORSEMENT	“I like it”
ENDORSEMENT WITH MINOR POINT OF CONTENTION	“Basically, I like it”
AGREEMENT WITH RESERVATION	“I can live with it”
ABSTAIN	“I have no opinion”
STAND ASIDE	“I don’t like this but I don’t want to hold up the group”
FORMAL DISAGREEMENT: MAJORITY	“I disagree with it but I will go with the majority”
FORMAL DISAGREEMENT: ABSOLUTION	“I disagree strongly and want to be absolved of responsibility for implementation”
OPPOSE	“I would veto this proposal if I could

APPENDIX B

LEAN CHARTER: FORM, FUNCTION AND USE

PURPOSE OF THE TBCC LEAN CHARTER:

- A. Serve as a required agreement document for the President and key stakeholders to sign-off on AFTER the project has been thought through and BEFORE the project begins and resources are committed.
- B. Serves as project management tool.
- C. Serves as a communication tool to check in with sponsors and key stakeholders.

FORM:

- Use “TBCC Lean Charter Form”

FUNCTION:

1. Initializes an event.
2. License: Teams are given a license to commit resources (time) to proceed once a Charter is signed by the President *and Co-Signed by the affected department(s)*
3. Improves Project Planning and Implementation.
4. Insures stakeholders are part of the process.
 - Value streams impacted
 - The name or title of the process to be improved
 - Methods Used for Improvement Process (i.e., current state, future state map, Process Improvement Plan, Gemba Walk, research/best practices, targeted conversations/observations of stakeholders, etc.)
 - Background:
 - Includes
 - Why is this project a priority?
 - Cost of the current condition
 - Identify current, perceived “wastes”.
 - Impact on students
 - Impact on stakeholders (upstream/downstream process partners)
- Measures:
 - Determine what measures to use to quantify waste (often this is time associated with motion, re-work, etc.)
 - Project a Return on Investment: That is, based on meeting time, IT involvement, etc....compared to the cost of wastes saved, is this project of value?
- Challenges
- Projected outcomes (benefits)
- Data Source(s)
- Boundaries (what boundaries does the team anticipate to be a challenge (time, available resources, people, etc.)
- Anticipated Project steps (big chunks)
- Identify the team
- Identify the facilitator
- Identify the Stakeholders
- Identify the Sponsor/Co-Sponsor(s)

USE:

- Required: When a process improvement team (Kaizen Team) is comprised of members from a variety of departments and not led by the department manager.
- Optional, but recommended: In all cases where the project is large, impacts people throughout the organization
- Optional: When a process is reviewed (current or new) within a department and is led by the department manager.

ROLE OF THE LEAN TEAM FACILITATOR:

- Identify/confirm the team.
- Call meetings.
- Develop the Lean Charter
- Present Charter to the Sponsor (and Co-Sponsors, if needed)
- Use Lean tools and other facilitation methods leading to fulfilling Lean Charter expectations.

- Seek assistance from other lean facilitators, if needed.
- Maintain project status on the Lean Charter Tracking Board in Room 105.
- Provide measures associated with wastes (before and after process changes).
- Invite stakeholders to team meetings at various check-in points to insure good communication and seek stakeholder insight and understanding.
- Celebrate successes and benchmark attainment.

ROLE OF THE SPONSOR AND KEY STAKEHOLDER(S):

- Review, discuss the project with the project facilitator and/or team.
- When there's agreement about project scope, impact, and value (ROI), sign the Charter.
- After the Charter is signed:
 - Meet with the facilitator and determine when the key stakeholder(s) and the team are likely to meet based on the project plan in the Charter.
 - As the project progresses, support the efforts of the team, provide insight and knowledge when needed, connect team with networks they may not be associated with, provide the "bigger picture", when needed, respond promptly to questions from the facilitator/team.
 - Promote/celebrate team successes and benefits to students and TBCC!