



## Board of Education Meeting Agenda

**Date:** Monday, November 2, 2020

**TBCC Board Meeting** Zoom – 5:00pm – 7:00pm

<b><u>Item</u></b>	<b><u>Description</u></b>	<b><u>Resource</u></b>
1.	<b>Call to Order • Acknowledge Guests</b> -----	Chair Gervasi
2.	<b>Consent Agenda:</b> -----	(Action) Chair Gervasi
	a. Approval of Agenda	
	b. Approval of October 5, 2020 Meeting Minutes	
	c. Personnel Report.....	Director Ryan
3.	<b>Invitation for Public Comment</b> -----	Chair Gervasi
	Available at the beginning of the meeting is an opportunity for the public to comment on any issue within the jurisdiction of the Tillamook Bay Community College Board of Education. The Board Chair may determine reasonable time, space and manner limitations. At the conclusion of public comment, individual members of the Board may respond to comments made by those who have addressed the Board, may ask staff to review a matter, or may ask that a matter be put on a future agenda.	
4.	<b>New Business and/or focused policy discussions</b>	
	a. Telecommuting Policy: Second Reading.....	(Action) Director McCarley
	b. Board Policy 102 Revision: Second Reading.....	(Action) President Tomlin
	c. Review Draft of Board Self-Evaluation Goals/Priorities...	(Action) President Tomlin
	d. Mission Fulfillment Report.....	(Action) Director McCarley
5.	<b>Information-Only Items (Board members may request any item be placed on the discussion agenda)</b>	
	a. Accreditation Prep: "To What Degree Are You Involved in College Planning?"	.....President Tomlin
	b. Program Review: Institutional Effectiveness.....	Director McCarley
	c. LT Check-In: Marketing .....	Executive Director Luquette
	d. Financial Report.....	VP Finance Williams
	e. President's Report.....	President Tomlin
6.	<b>Board Member Discussion Items</b> -----	Chair Gervasi
7.	<b>Adjournment</b> -----	(Action) Chair Gervasi

8. **Executive Session** ----- (Action) Chair Gervasi  
Move to the Executive Session of the Meeting.

Pursuant to O.R.S. § 192.660 (2)(i) legal notice is hereby given to the members of the Tillamook Bay Community College Board of Education (Board) and to the general public that the Board has elected to go into Executive Session for the purpose of discussing personnel related issues on Monday, November 2, 2020 at 7:00pm in a virtual format.

# Call to Order

**RECOMMENDATION**

CALL THE BOARD MEETING TO ORDER & ACKNOWLEDGE GUESTS

**BACKGROUND INFORMATION**.....Chair Gervasi

## Approval of the Consent Agenda

### **RECOMMENDATION**

ACTION

**BACKGROUND INFORMATION** ----- (Action) Chair Gervasi  
MOTION TO APPROVE THE CONSENT AGENDA FOR THE NOVEMBER MEETING.

Items for approval:

- a. Approval of Agenda
- b. Approval of October 5, 2020 Meeting Minutes
- c. Approval of the Personnel Report

## Approval of the Agenda

### RECOMMENDATION

MOTION TO APPROVE THE AGENDA FOR THE NOVEMBER MEETING

## Board of Education Meeting Agenda

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## October 5, 2020 Board of Education Meeting Minutes

**Date:** Monday, October 5, 2020

**TBCC Board Meeting - Zoom** – 4:00pm – 4:55pm

**Members in Attendance:** Kathy Gervasi, Mary Faith Bell, Mary Jones, Pam Zweifel, Betsy McMahon, Jennifer Purcell, and Tamra Gammon

**Members Not in Attendance:** All in Attendance

**TBCC Staff in Attendance:** President Ross Tomlin, Director Pat Ryan, VP Rhoda Hanson, Director Erin McCarley, VP Kyra Williams, Executive Director Heidi Luquette, Director Sheryl Neu, Director Arlene Soto, VP Teresa Rivenes, Faculty Member Michael Weissenfluh and Executive Assistant Candi Merrill

**Guests in Attendance:** There were no guests

### Description

### Resource

**Call to Order • Acknowledge Guests (agenda item 1)**-----Chair Gervasi  
Chair Gervasi called the meeting to order at 4:00pm.

**Consent Agenda (agenda items 2, 2.a, 2.b, 2.c)**----- (Action) Chair Gervasi  
No changes were requested to the September 14, 2020 Board Meeting Minutes or to the October 5, 2020 Board Meeting Agenda. Director Ryan gave a personnel report. The position of part-time CDL Instructor remains open until filled. Pam Zweifel made a motion to approve the consent agenda. Tamra Gammon seconded the motion. **The motion carried.**

**Invitation for Public Comment (agenda item 3)** ----- Chair Gervasi  
There were no public comments.

### **New Business and/or focused policy discussions (agenda item 4)**

**Telecommuting Policy: First Reading (agenda item 4a)**.....Director McCarley  
Director McCarley first clarified that TBCC has had some experience in Spring 2020 with staff telecommuting but that was an emergency situation due to Covid-19. This policy is not intended to cover emergency situations. The policy, associated Administrative Rule and Telecommuting Agreement will formalize and provide standard procedures for telecommuting for those staff members who choose to telecommute and for whom it is a good fit. The policy states that a TBCC staff member may not telecommute for more than 40% of the work week. The associated Administrative Rule clarifies that telecommuting can be done upon agreement between the employee, the employee's supervisor, and the College president. Telecommuting is not an

employee's right or privilege. Some positions lend themselves to working from home, while other positions perform work that must be done on campus. It is important to have a policy so that the rules are applied fairly and consistently. Tamra Gammon and Mary Faith Bell expressed their support and commented that the policy is entirely appropriate to the way the world works now and will have a positive impact on recruitment. Directly McCarley will bring this back to the Board at the November 2 meeting and will continue working with College Council for their approval of the Administrative Rule.

**Board Policy 102: First Reading (agenda item 4b) .....President Tomlin**

An update to Board Policy 102 was overlooked year before last when the Board discussed the need to change the schedule for the review of Policies. At that time, the board decided policies do not need to be reviewed every other year and the schedule was changed to every 3 years. This past June the Board decided not to review all policies this coming year even though it had been three years since the previous review, and it was clarified then that our intention was to schedule Policy review on a rotating basis with Administrative Rules every 3 years, meaning that TBCC will alternate between reviewing Policies and AR's. In effect, that would mean we review Policies every 6 years. The Board was in agreement with this but we neglected to change the policy that provides that interval for general policy review. This revision to Policy 102 includes the corrected language. As always, new Policies and/or needed revisions to Policies will be brought to the board as they come up.

**Budget Guidelines and Schedule (agenda item 4c) .....(Action) VP Williams**

This was a second reading. VP Williams stated the budget development guidelines and calendar for budget development had not changed since the first reading at the September 14, 2020 Board meeting. Mary Faith Bell made a motion to approve the budget development guidelines and schedule. Tamra Gammon seconded the motion. **The motion carried.**

**Purchase of Industrial Technology Building (agenda item 4d)..(Action) President Tomlin**

An informal agreement to purchase the Mechtronics building was approved a few weeks ago. President Tomlin gave a status report on the purchase. An offer was made and accepted with a purchase price of \$520K. Currently, a sales agreement is with TBCC's Real Estate attorney. The seller is suggesting a closing date of October 30, 2020. The Board's approval is needed for President Tomlin to sign the sales agreement once it is approved by the attorney. Once TBCC owns the building, we will apply for an EDA grant that will cover 80% of the cost of needed building improvements. The chances of getting that grant is good and there is not a strict application deadline.

In addition to the EDA grant, Executive Director Luquette is looking into other funding possibilities that would go toward the purchase price of the building, include funds from a private donor. As soon as the purchase agreement is signed, TBCC will do a big PR splash.

Betsy McMahon made a motion to approve President Tomlin signing the purchase agreement for the (Mechtronics) Industrial Technology building when it is available. Mary Faith Bell seconded the motion. **The motion carried.**



**Information-Only Items (Board members may request any item be placed on the discussion agenda) (agenda item 5)**

**Program Review: Office of Instruction (agenda item 5a) .....VP Rivenes**

VP Rivenes gave an overview of the Office of Instruction Program Review. Highlights include: TBCC offers 330 academic classes, 12 non-credit training certificates and 21 degree programs in addition to non-credit classes and dual-credit classes. Office of Instruction makes sure all classes have learning outcomes and appropriate staffing and instruction. Office of Instruction also includes the Library and Tutoring. There are 128 employees in the Office of Instruction alone, including 20 full-time employees, 64 adjunct instructors, 27 dual credit teachers, and 6 tutors. The department's budget is \$2.7M, which is about half the budget of the entire College. The majority of TBCC classes fall into the category of General Ed and classes for transfer.

Career-Technical Education (CTE) is one of our faster growing areas. Dual-Credit is a big part of what TBCC does. Non-credit includes Truck driving and Phlebotomy, but it also includes fun classes for the community. Office of Instruction current projects include Developmental Ed redesign and Guided Pathways. We measure outcomes achievement for every single class every time it is taught and use the data to improve our programs and classes. The Office of Instruction is also concerned with partnerships such as with Community Corrections, which helps to support our ABE/GED program. Retention and funding are also concerns that we place close attention to.

The Board had no comments or suggestions and thanked VP Rivenes for her report.

**Foundation Report (agenda item 5b) .....Exec Director Luquette**

Executive Director Luquette started her report by stating she was pleased that the Foundation Board wants to prioritize fundraising for the Facilities Master Plan. Her report covered fundraising activities that took place last year (2019-2020). TBCC received a "planned gift" endowment that left undesignated funds which are earmarked for Career-to-Career scholarships. Britta Lawrence was hired as Director of Development; her time is largely devoted to smaller fundraising projects. This type of fundraiser helps to introduce TBCC to the community, which enables the bigger fundraisers to ask for larger amounts at a later date.

Currently, Britta is working on the "Buy A Credit" program. The public is encouraged to buy 1 TBCC credit for \$102. Funds will go to support students in the Career-to-Career program. Britta is also implementing a TBCC Alumni Association and is the Scholarship coordinator for the College. This is the third year that TBCC has had the ability for students to apply for scholarships online. The process has revealed some roadblocks that students face in the application process. With that information, TBCC can remove or develop workarounds for those roadblocks. In this way, the online scholarship application process continues to improve. Last year, 42 of 129 applicants got scholarships.

Recently, Stimson-Miller/Stimson Lumber granted \$25K for the purchase of a CNC machine for the Industrial Technology program. The Foundation Office is also involved with CARES Act funding and small grants from private donors to make sure that students who need assistance get it with emergency funds.

A fund-raiser, the “North Coast Throw Down,” had to be canceled due to Covid-19, but the materials are on hand, so when the pandemic is over, we will be able to do it. These funds, too, were to be designated for Career-to-Career students. The goal is to eliminate the pressure from the General Fund. The more money that can be raised, the more pressure is reduced from the General Fund which can then be used to support other programs.

The Foundation office is in year two of its 2019-2021 Strategic Plan, which has a 1-year Action Plan, 5 active committees and a Review group. The Board had no questions or comments for Executive Director Luquette, but offered their thanks for her presentation.

**LT Check-in: State & Federal Funds Distribution to Students (agenda item 5c) .....**

.....VP Hanson  
VP of Student Services, Rhoda Hanson, gave a short summary of the expenditure of CARES Act and other emergency funds. Before the term started this fall, TBCC had already had 12 requests for Emergency Funds. There is \$7-\$8K left for the term; the remainder has been dispersed. Asked about the increase in requests for these funds, VP Hanson explained that the process for applying for emergency funds is easier this year with just 6 questions in an online application, and the need for funds is much greater in the community this year due to Covid-19 and unemployment.

The College received \$23K in GEER (Governor’s Educational Emergency Relief) Funds. This was put into a pool for additional emergency funds for students. It can be used to cover the costs of healthcare, childcare, technology, or to supplement living expenses.

Also, a Student Success Grant was received from the state. TBCC will use these funds to pay for students to take Pre-College math or writing or a College Success and Survival class and for them to have additional mentoring in the hopes of setting students up for success from the beginning. The Student Success grant also provides some funds for stipends for faculty who develop open educational resources.

There were no additional questions from the board.

**Financial Report (agenda item 5d) .....VP Williams**

The Beginning fund balances are still not final. The number came down by \$100K from last month’s report; they are getting more stable and will be finalized soon. TBCC expects the state revenue stream to be steady for this year. The beginning fund balance is a healthy \$1.748M and should not change much at this point. The general fund is looking good for this year. The board had no questions.

**President’s Report (agenda item 5e) .....President Tomlin**

The President began his report by highlighting upcoming events that may be of interest to Board members, including the Equity and Inclusion Community Planning Event on Oct 7 at 7:00pm, the OCCA Board Training on October 20 at 10:00am and TBCC’s Extended Staff Meeting at 8:00am on October 16. Extended Staff Meetings will be held twice each quarter and last for 2 hours.

TBCC's FTE is up this fall. We are cautiously optimistic about that. At the outset it seems like good news, but many factors contribute to FTE and things can and do happen before the final count is in. Many neighboring community colleges have reduced FTE this fall.

The Fall In-Service went well. Staff and faculty are back and excited about the start of the new year. The meeting with the Governor went well; we talked about the community college's response to the recent wildfires, pandemic issues at the colleges and the innovative things that colleges are doing to deal with these stressful circumstances. TBCC is looking into offering a graduation ceremony for graduates who did not get a ceremony in the Spring and students who will graduate at the end of Fall term. VP Hanson is surveying students to gauge their interest and we are exploring ideas for a graduation ceremony given the limitations.

The Board had no questions on the President's report.

**Board Member Discussion Items (agenda item 6)** ----- Chair Gervasi  
There were no Board Member Discussion items.

**Adjournment (agenda item 7)** ----- (Action) Chair Gervasi  
Tamra Gammon made a motion to adjourn the Board Meeting. Mary Faith Bell seconded the motion. **The motion carried.** The Board meeting ended at 4:55pm.

## Personnel

### **RECOMMENDATION**

CONSENT AGENDA

**BACKGROUND INFORMATION**----- Director Ryan

Position Title	Application Review Begins	Start Date	Comment	Screening Committee Chair	
Part-time CDL Instructor		TBD	Open until filled	JoAnn Critelli	

## Invitation of Public Comment

### **RECOMMENDATION**

AVAILABLE AT BOTH THE BEGINNING AND END OF THE MEETING IS AN OPPORTUNITY FOR THE PUBLIC TO COMMENT ON ANY ISSUE WITHIN THE JURISDICTION OF THE TILLAMOOK BAY COMMUNITY COLLEGE BOARD OF EDUCATION. THE BOARD CHAIR MAY DETERMINE REASONABLE TIME, SPACE AND MANNER LIMITATIONS. AT THE CONCLUSION OF PUBLIC COMMENT, INDIVIDUAL MEMBERS OF THE BOARD MAY RESPOND TO COMMENTS MADE BY THOSE WHO HAVE ADDRESSED THE BOARD, MAY ASK STAFF TO REVIEW A MATTER, OR MAY ASK THAT A MATTER BE PUT ON A FUTURE AGENDA.

**BACKGROUND INFORMATION**----- Chair Gervasi

## NEW BUSINESS AND/OR FOCUSED POLICY DISCUSSIONS

### RECOMMENDATION

BACKGROUND INFORMATION ----- Chair Gervasi

## Telecommuting Policy: Second Reading

### RECOMMENDATION

#### ACTION ITEM

BACKGROUND INFORMATION .....Director McCarley  
Policy Statement

Telecommuting may pose advantages for both the College and its employees, including increased productivity and performance, enhanced employee recruitment and retention, relief of on-campus space constraints, cost reduction, environmental sustainability, crisis response, and greater work-life balance.

Telecommuting is defined as working from home making use of the internet, email and telephone for less than 40% of a typical work week (and less than 25% during July and August).

Telecommuting is not an entitlement or College-wide benefit. Although some positions may require telecommuting, it is typically a voluntary work arrangement determined by employees' supervisors in which eligible employees fulfill their job responsibilities at a site other than their onsite work location during regularly scheduled work hours for an indefinite or finite period. The scope of this policy covers voluntary telecommuting.

The College considers telecommuting to be a viable alternative work arrangement in cases where the individual employee, the job, and the supervisor are well suited to such an arrangement. Not all employees and positions are suitable for telecommuting. Suitability for telecommuting is based upon the individual employee as well as the employee's position and is to be determined by the employee's supervisor and approved per this policy. Informal telecommuting arrangements, such working on the road during business travel, do not require the completion of College's Telecommuting Work Agreement. Formal telecommuting arrangements, which are long-term, short term and/or reoccurring, require the completion of the College's **Telecommuting Agreement**.

1. Employees are expected to work their normal work schedule, unless they receive their supervisor's prior approval to adjust their schedule. Employees need to remain productive and responsive during their scheduled work hours.

2. Employees are expected to maintain a presence with their department while telecommuting. Presence may be maintained by using appropriate technology including but not limited to a computer, email, messaging application, video conferencing, instant messaging, Google sheets, and/or text messaging. The employee is expected to maintain the same response times as if they were at their regular College location and will make themselves available to attend scheduled work meetings as required and/or requested.
3. Employee roles that require extensive student contact must be responsive to student contacts, and have the required tools to make and receive phone calls from students.
4. Employees need to have a working telephone or cellphone at their remote location.
5. Employees are expected to have high-speed internet at their remote location.
6. Employees are expected to arrange for child/dependent care as necessary for the hours in which the employee works from home. Personal tasks and errands should only be performed during the employee's scheduled breaks and lunches.
7. The College is not responsible for operating costs of any personal equipment (including, but not limited to, computers, personal devices, cellular or standard telephones), home maintenance of personal equipment, or any other incidental costs (utility provider costs, telephone costs or for any supply costs used in the home) associated with the use of an employee's alternative work arrangement.



## Telecommuting

Article Number: 324

Not Approved Yet:

Reference: AR C003

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### Policy Statement

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**Telecommuting**

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# Board Policy 102 Revision: Second Reading

**RECOMMENDATION**

ACTION ITEM

**BACKGROUND INFORMATION**.....President Tomlin

There have been no changes to this policy since the first reading. The revisions clarify that the TBCC Board Policies and Administrative Rules will be reviewed as a whole every six years, alternating each group every three years. The policy revisions can be viewed on the following page. We are asking the Board to approve the policy revisions.

## BOARD POLICIES

Page 1/1

Article No.: 102

Approved: April 7, 2008, October 13, 2014, November 6, 2017

Reference:

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### 102.1 - BOARD POLICIES

- A. The policies adopted by the College Board of Education have been written to be consistent with the provisions of law, but do not encompass all laws relating to the College's activities. All employees will be expected to know and will be held responsible for observing all provisions of law pertinent to their activities as College employees.
- B. Any policy needing immediate action may be enacted by a unanimous vote of the entire Board. The vote will be entered in the minutes of the meeting.
- C. Additions, changes and/or deletions of policies governing the College shall be considered by the Board at a minimum of two (2) separate meetings before final action is taken. Amendment will be made by the repeal of the existing policy and, if required, the enactment of a new policy.
- D. The President will furnish a copy of the policies and a copy of any amendment thereof to each employee and to any interested person. In lieu of the distribution of the complete manual, the President may prepare a special edition for any specific group of employees; provided, however, that a copy of the complete policies is made readily accessible to all employees and to members of the public. Copies of the policies and procedures will be on file in the office of the President.
- E. Administrative rules. The College has a number of procedures and operational rules that are implemented operationally on a daily basis. These procedures are policy driven and are approved by the College Council as "Administrative Rules." The College Council has approved an Administrative Rule with procedures for additions, deletions, and modifications to Administrative Rules. A complete review of the Administrative Rules will take place every other six years, in alternating three year intervals with the Board Policy reviews.
- F. Board Policy. The Board policies will be reviewed by the Board Policy Review Committee every two six years (alternating on three year intervals with the Administrative Rules review), with changes approved by the Board.

# Review of Draft Board Self-Evaluation Goals/Priorities

**RECOMMENDATION**

ACTION ITEM

**BACKGROUND INFORMATION** .....President Tomlin

Chair Gervasi and Board member Gammon met to develop the wording, timelines, and milestones for achievement of the Board goals/priorities to be used in the Board self-evaluation process this year. There were seven goals/priorities generated by the Board at the October retreat. This information will be sent out separately from the Board packet. We are asking the Board to approve the goals/priorities that will then be used in the Board self-evaluation process that will be done this coming spring. The Board should also discuss how they plan to accomplish each goal/priority and how they want to measure success in the self-evaluation.

## Mission Fulfillment Report

### **RECOMMENDATION**

ACTION ITEM

**BACKGROUND INFORMATION** ..... Director McCarley

The full TBCC Mission Fulfillment report for 2019-20 can be found in tab 4a of the October Retreat notebook, so it is not included in this packet. Please refer to the full report for more detail on results.

Overall, TBCC exceeded the green or yellow threshold in 76% of the 29 measures and in two of three Core Themes. Our achievement rate for the Economic Success Core Theme decreased from 83% to 67%, due to the drop in FTE and the capacity limitations in building customized training. We are reconsidering the customized training measure, but we expect that FTE will grow in the coming year.

This year was a challenging one. The upheaval caused by the pandemic was felt by everyone. College employees rose to the challenge, shifting procedures and plans, learning new skills and approaches, and excelling in new ways. We are succeeding in this 'new-normal' because we are keeping students at the center of our responses, and we always act in ways that put student needs first.

The College has experienced success this year. We exceeded our goal of doubling the number of graduates and we were able to maintain FTE and student enrollment, despite the move to online classes. A driver in our success is our commitment to using quality improvement processes in our department-level work. In 2018-2019, we established SAO's and assessment in each team, so the structure was there to evaluate our efforts and to use data to assess our progress. Our goal for the coming year is to increase retention and we are collaborating across the College to identify the ways that each of us impacts retention. These individual and collective efforts will certainly have impact. We will use data to monitor our progress at every all-staff meeting so we keep this goal front and center.

As we move into the academic year and prepare our seven-year study, we recognize that we need a deeper understanding of our equity gaps. Our analyses demonstrate that students of color (LatinX) typically outperform white students academically, earning certificates and degrees at a higher rate. To better identify students at risk of dropping out, we need to understand our student demographic data at a deeper level.

Characteristics like gender, income and first-generation status may be better predictors of academic performance. We are in the midst of these analyses, and our findings will shape the conversations we have at the College about how to support all students to succeed.

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## Information Only Items

### **RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION** ----- Chair Gervasi



## Accreditation Prep: “To What Degree Are You Involved in College Planning?”

### **RECOMMENDATION**

INFORMATION ONLY

### **BACKGROUND INFORMATION** .....President Tomlin

As part of preparing the Board members for the upcoming TBCC accreditation visit, we will bring a different question to the Board each month from the list that was shared with the Board at the October retreat. We will have a conversation on ways the board can answer each question, which then may identify some resources that the Board needs to review before the visit. We do now have dates for the accreditation visit. It will be October 4-6, 2021.

The question to be reviewed at this meeting will be “To What Degree Are You Involved in College Planning?”. We will discuss ways the Board has been involved in the college planning process in recent years, and also see if Board members have any additional ways they want to be involved over the coming year.

An initial list of ways that can then be expanded on at the meeting include:

- Board approved the changes to the Strategic Framework that then became the TBCC Strategic Plan 2017-21.
- Board approves the Mission Fulfillment Report every fall.
- Board approved the changes to the Strategic Plan measures each year.
- Board received presentations about the Strategic Plan at least 2-3 times each year. These included talking about the College WIG (Wildly Important Goal), operational planning components, including Service Area Outcomes and Project Lists.
- Board hears presentations on every Program Review each year (includes one each board meeting).
- Board received presentations on the strategic plan measure narratives.

## Program Review: Institutional Effectiveness

### **RECOMMENDATION**

INFORMATION ONLY

### **BACKGROUND INFORMATION** .....Director McCarley

Under the direction of the President, the Office of Institutional Effectiveness provides leadership and strategic decision-making as a part of the College's Leadership Team. The Office provides decision-support for institutional planning, policy development, accreditation, and quality improvement, through the creation and management of reliable data systems. The Office coordinates the development of the college's strategic plan, including designing and tracking planning metrics, and communicating these with the campus community.

In 2020-2021, TBCC will be preparing our seven-year accreditation self-study, in preparation for our evaluation visit in the fall of 2021. The new standards place greater emphasis on using data to identify equity gaps in student achievement, which raises three areas of need for the Office:

- While we have created and shared a variety of reports and dashboards to promote understanding, we haven't published these on our website. It is absolutely necessary that we are transparent to the community about our effectiveness and our continuous improvement efforts.
- We spent a good deal of 2018-2019 collaborating with the Data Team to design measures of student success that are valid for our unique student populations. But we must also be able to compare our performance with similar regional and national peers. We need to select key indicators for TBCC, identify peer comparators and create data visualizations that help all stakeholders understand our impact. We have developed a set of student success indicators and shared those with staff and faculty, but we need better disaggregation of

data.

- Our Student Success Dashboard displays our important indicators and is used by staff and faculty to monitor our progress. But this tool relies on outdated technology and doesn't allow users to manipulate the data to understand inequities. The dashboard is time-intensive and requires a great deal of capacity to build and maintain. Given the increasing demands of the standards, our preparation for the seven-year visit and the limited capacity of the Office, clearly better data visualization tools and processes are needed.

It is clear that 20-21 will be a busy year for the Office, with accreditation preparation being the primary focus. But the requirements of the new standards provide an opportunity and a framework for our efforts. The Office will focus on improved data reporting which identifies our equity gaps and we will share those broadly and transparently on our website. Our focus this academic year will also include benchmarking and developing a process for meaningful comparison to similar institutions. The Data Team, Leadership and the Office will initiate a process for selecting key indicators to benchmark, selecting peer comparators and engaging staff and faculty in these discussions. Lastly, the Office will begin a process of identifying our needs around technology and infrastructure, in collaboration with IT. In the spring we hope to identify solutions and begin to seek funding.

## **Office of Institutional Effectiveness Service Area Review 2019-2020**

- I. Program/Service Area Description – provide an overview of the work of your department, including how your work supports the mission of the college.
  - a. Under the direction of the President, the Office of Institutional Effectiveness provides leadership and strategic decision-making as a part of the College's Leadership Team. The Office provides decision-support for institutional planning, policy development, accreditation, and quality improvement, through the creation and management of reliable data systems. The Office coordinates the development of the college's strategic plan, including designing and tracking planning metrics, and communicating these with the campus community. Work through this office supports all three core themes.
- II. Program/Service Area Details
  - a. Staff (Individual and FTE) – The Office of Institutional Effectiveness has 1 full time employee: the Director.
  - b. Duties and Responsibilities
    - i. Leadership: The Director provides leadership to build a data-informed culture and implement leadership priorities and leads faculty and staff in using data to explore enrollment, student demographics, retention, and student outcomes. The Director builds the College's capacity for effective, high-quality, and impactful longitudinal assessment of progress toward institutional goals and works collaboratively with Leadership Team and college personnel to clearly communicate research findings through dashboards, data visualizations, interactive charts, graphs and other tools to diverse audiences.
    - ii. Strategic Planning and Accreditation: The Director works with Leadership Team to develop and implement success indicators as part of the strategic planning process. She builds processes and tools to support tracking progress toward meeting strategic plan core themes, objectives and measures and produces the mission fulfillment report and other reports needed for accreditation work. The Director supports accreditation efforts both at the academic program level and at the campus level.

- iii. Institutional Analysis and Research: The Director plans, organize, interprets and disseminates findings (quantitative and qualitative) of student and staff/faculty surveys as well as conducting statistical research studies focusing on student recruitment, enrollment, retention, and student success. She designs and develops information analytics, graphic/data visualization applications to assist in institutional decision-making that are accessible, engaging, innovative, and relevant to diverse groups. She shares these visualizations and dashboards with staff and faculty quarterly.
  - iv. Data Management and Reporting: The Director builds and maintains a data warehouse to support reliable data analyses that exercises best practices in data storage and respects the confidentiality of private information. She represents the college at federal, state, and local level meetings or conferences as appropriate and at professional organizations related to institutional research within the state and submits all institutional, state, and federal data reports.
- III. Service Needs – In 2020-2021, TBCC will be preparing our seven-year self-study, in preparation for our evaluation visit in the fall of 2021. NWCCU established new accreditation standards in 2020 and gave colleges and universities the opportunity to be evaluated under the existing standards or the new standards. College leadership decided to move to the new standards, as many schools are doing. The new standards place greater emphasis on using data to identify equity gaps in student achievement. Specifically, Standard 1.D.3 states:

“The institution’s disaggregated indicators of student achievement should be widely published and available on the institution’s website. Such disaggregated indicators should be aligned with meaningful, institutionally identified indicators benchmarked against indicators for peer institutions at the regional and national levels and be used for continuous improvement to inform planning, decisions making and allocation of resources.”

This substandard calls out three areas of need for TBCC.

- a. While we have created and shared a variety of reports and dashboards to promote understanding, we haven’t published these on our website. It is absolutely necessary that we are transparent to the community about our

effectiveness and our continuous improvement efforts.

- b. We spent a good deal of 2018-2019 collaborating with the Data Team to design measures of student success that are valid for our unique student populations. But we must also be able to compare our performance with similar regional and national peers. We need to select key indicators for TBCC, identify peer comparators and create data visualizations that help all stakeholders understand our impact. We have developed a set of student success indicators and shared those with staff and faculty, but we need better disaggregation of data. The Office of Institutional Effectiveness is doing a deeper dive into the student characteristics that predict success, to better identify and understand which students will struggle to complete a certificate or degree. While we know that Latinx students tend to outperform other students, we don't know what other demographic variables correlate with performance. Specifically we are accessing FAFSA data on income and first generation status to determine if these are reliable predictors of degree completion. These analyses will help us to address the NWCCU standards requirement of a clear identification of 'equity gaps'.
- c. Our Student Success Dashboard displays our important indicators and is used by staff and faculty to monitor our progress. But this tool relies on outdated technology and doesn't allow users to manipulate the data to understand inequities. The dashboard is time-intensive and requires a great deal of capacity to build and maintain. Given the increasing demands of the standards, our preparation for the seven-year visit and the limited capacity of the Office, clearly better data visualization tools and processes are needed.

#### IV. Service Area Outcomes – 2017-2018, 2018-2019, and 2019-2020

Intended Outcome 1: Staff and faculty will be able to access and understand student success data.						
Assessment Method:	Measurement Threshold:	2017-2018 Results (baseline):	2018-2019 Activities:	2018-2019 Results:	2019-2020 Activities:	2019-2020 Results:
Level of agreement with annual Staff/Faculty Survey item “TBCC uses data to examine and improve student success.”	<ul style="list-style-type: none"> <li>Green: <math>\geq 80\%</math></li> <li>Yellow: 70% to 80%</li> <li>Red: <math>&lt; 70\%</math></li> </ul>	<p>88% Agreement</p> <p>Analysis: Green</p> <p>Continue to monitor and work on increasing the accessibility of data.</p>	<ul style="list-style-type: none"> <li>Created and distributed the annual student snapshot to provide clear and consistent information about our students</li> <li>Collaborated with Data team to update and refine strategic plan measures</li> <li>Discussed data with staff at 4 all-staff meetings during the year.</li> </ul>	<p>76% Agreement</p> <p>Analysis: Yellow</p> <p>Need to increase communications with staff and faculty.</p>	<ul style="list-style-type: none"> <li>Created and distributed the annual student snapshot to provide clear and consistent information about our students</li> <li>Created Student Success Dashboard to track leading and lagging measures</li> <li>Led staff and faculty in conversations about data measures at 4 all-staff meetings.</li> </ul>	<p>91% Agreement</p> <p>Analysis: Green</p>

Analysis: The drop in 2018-2019 ratings may have been a reflection of the data definition conversations help with staff – which may have been too technical and ‘in the weeds’ for some. Work in 2019-2020 focused much more on collaborative conversations about how the work of each team impacted student success and our leading and lagging measures. Ratings may have increased as a result.

Intended Outcome 2: TBCC will implement an effective strategic plan that leads the college to show mission fulfillment each year.					
Assessment Method:	2017-2018 Results:	2018-2019 Activities:	2018-2019 Results:	2019-2020 Activities:	2019-2020 Results:
<p>Completion of:</p> <ul style="list-style-type: none"> <li>Annual Mission Fulfillment Report</li> <li>Performance Measure narratives</li> <li>Service Area Outcomes monitoring</li> </ul>	<p>Analyzed baseline data for strategic plan measures, and produced mission fulfillment report for 2017-2018 academic year</p>	<ul style="list-style-type: none"> <li>Create templates and manual for strategic planning process</li> <li>Create and update documents to track 'closing the loop' and plan changes from year to year</li> <li>Revise measures in strategic plan with guidance of Data Team, College Council, etc.</li> <li>Collaborate with leadership to identify/create all evidence for Standard 2 and load into Policy Tech</li> </ul>	<ul style="list-style-type: none"> <li>Updated Strategic Planning Process Diagram</li> <li>Strategic Plan Measures.xlsx tracks all strategic plan measures for 3 year, and documents how measures have changed/improved.</li> <li>SP Threshold Rationale.xlsx describes the foundation for the thresholds chosen for each measure.</li> </ul>	<ul style="list-style-type: none"> <li>Created a Strategic Planning Activity Log.docx is a narrative log college-wide work on the strategic plan and accreditation activities, which includes links to all presentation materials used in employee trainings.</li> <li>Identified and tracked all Standard 2 evidence in Policy Tech</li> <li>Created the 'Placemat' – a readable version of the results of every mission fulfillment measure.</li> </ul>	<ul style="list-style-type: none"> <li>TBCC has a clear consistent and reliable system for documenting mission fulfillment through the annual report, service and program area reviews, and service area objectives.</li> </ul>

Analysis: The Office of Institutional Effectiveness plays an essential role in strategic planning and mission fulfillment activities at the College, but this SAO doesn't reflect that value. All reports will be completed annually, but this doesn't reflect or assess the depth of the work. An improved SAO is needed (strategic project 2020-2021).



**V. Project list for current year (2019-2020)**

<b>Project</b>	<b>Description (Activities)</b>	<b>Intended Outcome</b>	<b>Year</b>	<b>Budget Requirements</b>	<b>Progress</b>
Build staff and faculty capacity to use data to improve student success	<ul style="list-style-type: none"> <li>• Create Data Portfolio</li> <li>• Sponsor data engagement events</li> <li>• Lead the Data Team to support and guide data activities</li> </ul>	Staff and faculty will be able to access and understand student success data.	2019-2020		<ul style="list-style-type: none"> <li>• Produced regular and ad hoc reports to address staff/faculty questions and concerns around the student experience.</li> <li>• Quarterly data discussions reviewed and discussed both leading and lagging measures, set the WIG with LT, and challenged staff to connect their own work with their team's SAO's and strategic measures and projects.</li> <li>• All data discussions and products were informed by the perspectives of the Data Team.</li> </ul>

<b>Project</b>	<b>Description (Activities)</b>	<b>Intended Outcome</b>	<b>Year</b>	<b>Budget Requirements</b>	<b>Progress</b>
Strategic Enrollment Management Plan –	<ul style="list-style-type: none"> <li>• Create a SEM/Guided Pathways dashboard of leading and lagging measures to track implementation and improvement</li> </ul>	Leadership has the data needed to develop the SEM and to assess its effectiveness	2019-2020		<ul style="list-style-type: none"> <li>• Build dashboard of key student success measures through collaboration with the Data Team, Leadership Team and staff and faculty.</li> <li>• SEM specific measures have been discussed, but the addition of these will carry over to 2021.</li> </ul>
Accreditation and Mission Fulfillment	<ul style="list-style-type: none"> <li>• Create templates and manual for strategic planning process</li> <li>• Create and update documents to track ‘closing the loop’ and plan changes from year to year</li> </ul>	TBCC will implement an effective strategic plan that leads the college to show mission fulfillment each year.	2019-2020		<ul style="list-style-type: none"> <li>• Created a series of documents to assist Leadership to track strategic planning activities and SAO's.</li> <li>• All standard 2 evidence uploaded to Policy Tech</li> </ul>

**VI. Issues & Challenges** - Using all the information you've gathered and described above:

- a. The Office will focus efforts on preparing for our accreditation visit in fall 2021, which requires addressing standard 1.D.3. While performance on SAO's has been strong, and progress has been made to produce useful data reports, the focus of the Office now is to meet changing accreditation standards with limited capacity.
- b. The primary challenges are capacity and infrastructure/tools. As a one-person team, capacity will always be an issue, but given the increased demands of the coming year, the office will be significantly challenged. The limited tools currently available to clean, analyze and visualize data increase this time burden.
- c. The Office supports all other departments, both in ad hoc reporting as well as planned analyses, including reporting required for the seven-year study and annual program reviews.
- d. The Office produces the student success dashboard, which supports the college in evaluating progress toward meeting our WIG of increased graduation and transfer rates.

**VII. Project list for next year (2020-2021)**

It is clear that 20-21 will be a busy year for the Office, with accreditation preparation being the primary focus. But the requirements of the new standards provide an opportunity and a framework for our efforts. Standard 1.D.3 clearly frames the work that we need to do. The Office will focus on improved data reporting which identifies our equity gaps and we will share those broadly and transparently on our website.

In 2019-2020 staff and faculty participated in a series of valuable discussions of the ways data can inform and guide our efforts to improve, and these will continue. But our focus this academic year will also include benchmarking and developing a process for meaningful comparison to similar institutions. The Data Team, Leadership and the Office will initiate a process for selecting key indicators to benchmark, selecting peer comparators and engaging staff and faculty in these discussions.

Lastly, the Office will begin a process of identifying our needs around technology and infrastructure, in collaboration with IT. In the spring we hope to identify solutions and begin to seek funding.

**Projects for 2020-2021:**

Core Theme Objective: Educational Excellence				
Project	Description (Activities)	Intended Outcome	Year	Budget Requirements
Build staff and faculty capacity to use data to improve student success	<ul style="list-style-type: none"> <li>• Sponsor data engagement events</li> <li>• Lead the Data Team to support and guide data activities</li> <li>• Continue to build/improve the Sharepoint site to share data</li> <li>• Analyze data visualization needs and identify possible solutions and funding opportunities</li> </ul>	Staff and faculty will be able to access and understand student success data.	2020-2021	

Student Success Measures Dashboard	<ul style="list-style-type: none"> <li>• Maintain a dashboard of leading and lagging measures to track implementation of important student success interventions</li> <li>• Use existing measures and demographics for undergraduates to conduct an equity analysis, identifying student sub-populations who are not succeeding</li> </ul>	Leadership has the data needed to evaluate the effectiveness of various interventions	2020-2021	
Strategic Planning and Accreditation	<ul style="list-style-type: none"> <li>• Maintain documents to track 'closing the loop' and plan changes from year to year</li> <li>• Prepare accreditation materials</li> <li>• Co-write 7 year study</li> <li>• Collaborate with the web redesign project to create an Office of IE web presence that meets accreditation standards</li> </ul>	TBCC will implement an effective strategic plan that leads the college to show mission fulfillment each year.	2020-2021	

# LT Check In: Marketing

**RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION** .....Executive Director Luquette

Executive Director Luquette will provide an update on the TBCC logo redesign project and share information about an upcoming website redesign.

# Financial Report

**RECOMMENDATION**  
INFORMATION ONLY

**BACKGROUND INFORMATION** .....VP Williams

The report for the month of September 2020 is available for your review.



Tillamook Bay Community College  
 Unaudited Summary Financial Information  
 General Fund  
 Fiscal Year-to-Date Ended September 2020  
 25.00% of fiscal year elapsed

	FY 2019-2020			FY 2020-2021		
	Annual Budget	09/30/19 Actual	Percentage of Budget	Annual Budget	09/30/20 Actual	Percentage of Budget
<b>Resources</b>						
Beginning Fund Balance	\$ 1,592,675	\$ 1,625,803.23	102.08%	\$ 1,600,000	\$ 1,748,183.02	109.26%
State	\$ 1,979,868	\$ 531,631.11	26.85%	\$ 2,419,566	\$ 606,016.46	25.05%
Property Taxes	\$ 1,336,834	\$ 5,303.03	0.40%	\$ 1,402,498	\$ 4,850.18	0.35%
Local Contracts	\$ 74,000	\$ -	0.00%	\$ 74,000	\$ 9,600.00	12.97%
Tuition	\$ 973,507	\$ 375,185.00	38.54%	\$ 942,100	\$ 419,456.11	44.52%
Fees	\$ 191,406	\$ 79,975.20	41.78%	\$ 231,377	\$ 109,821.00	47.46%
Sale of Goods	\$ 4,500	\$ 1,074.01	23.87%	\$ 4,500	\$ 1,521.56	33.81%
Interest	\$ 100,000	\$ 30,407.96	30.41%	\$ 115,000	\$ 14,252.74	12.39%
Rental	\$ 18,000	\$ 2,735.00	15.19%	\$ 18,000	\$ 2,000.00	11.11%
Miscellaneous	\$ 10,000	\$ 9,084.37	90.84%	\$ 30,000	\$ 8,644.64	28.82%
Transfers	\$ 423,175	\$ 6,326.25	1.49%	\$ 412,816	\$ 4,635.42	1.12%
Total resources	\$ 6,703,965	\$ 2,667,525.16	39.79%	\$ 7,249,857	\$ 2,928,981.13	40.40%
<b>Expenditures</b>						
Instruction	\$ 1,939,492	\$ 293,994.10	15.16%	\$ 2,092,856	\$ 387,364.71	18.51%
Instructional Support	\$ 542,330	\$ 125,205.62	23.09%	\$ 679,872	\$ 146,650.21	21.57%
Student Services	\$ 544,135	\$ 112,258.77	20.63%	\$ 608,847	\$ 133,595.33	21.94%
College Support	\$ 1,685,232	\$ 418,546.46	24.84%	\$ 1,824,031	\$ 447,253.73	24.52%
Plant Operation	\$ 396,855	\$ 99,385.15	25.04%	\$ 383,607	\$ 86,561.10	22.57%
Transfers	\$ 288,000	\$ 37,249.99	12.93%	\$ 293,000	\$ 38,780.34	13.24%
Contingency	\$ 107,921	\$ -	0.00%	\$ 167,644	\$ -	0.00%
Total expenditures	\$ 5,503,965	\$ 1,086,640.09	19.74%	\$ 6,049,857	\$ 1,240,205.42	20.50%
Ending fund balance	\$ 1,200,000	\$ 1,580,885.07	131.74%	\$ 1,200,000	\$ 1,688,775.71	140.73%

Agenda Item 5.D. Attachment #2  
Tillamook Bay Community College  
Unaudited Summary Financial Information (Modified Accrual Basis)  
Fiscal Year-to-Date Ended September 2020

	Fund No.	Beginning Fund Balance	2020-2021 Revenue	2020-2021 Expenditures	Ending Fund Balance	2020-2021 Spendable Budget	2019-2020 Prior Year Expenditures 9/30/2019
Nursing Program Agreement	2010	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -
Tillamook Works	2030	\$ 14,611.42	\$ -	\$ 19,984.52	\$ (5,373.10)	\$ 80,342	\$ -
Dollar General Grant	2150	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 1,423.66
Pathways Grant	2250	\$ -	\$ 8,935.30	\$ 8,935.30	\$ -	\$ 29,707	\$ 4,548.74
Industrial Maintenance Tech	2260	\$ 32,305.73	\$ 6,250.00	\$ 13,415.86	\$ 25,139.87	\$ 34,904	\$ 150.00
SBDC Federal Grant	2300	\$ -	\$ -	\$ 7,116.38	\$ (7,116.38)	\$ 33,000	\$ 8,600.16
SBDC State Grant	2310	\$ -	\$ -	\$ 7,961.95	\$ (7,961.95)	\$ 72,000	\$ 18,394.63
SBDC Program Income	2320	\$ 98,346.67	\$ 16,565.00	\$ 3,107.84	\$ 111,803.83	\$ 70,337	\$ 12,009.80
SBDC Rural Outreach Grant	2330	\$ 30,302.65	\$ -	\$ 400.00	\$ 29,902.65	\$ 10,000	\$ -
SBDC CARES Act	2331	\$ -	\$ -	\$ 8,501.49	\$ (8,501.49)	\$ -	\$ -
EDC Contract	2350	\$ -	\$ 24,517.18	\$ 36,773.48	\$ (12,256.30)	\$ 155,055	\$ 28,295.93
Visit Tillamook Coast Contract	2370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,759.53
TEC Vocational Education Grant	2400	\$ -	\$ -	\$ -	\$ -	\$ 52,078	\$ 2,683.68
Food Pantry	2480	\$ 1,233.69	\$ -	\$ 281.03	\$ 952.66	\$ -	\$ -
Connect2Complete	2530	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,576.60
ASPIRE Program	2540	\$ 3,444.32	\$ -	\$ -	\$ 3,444.32	\$ -	\$ -
Student Success Grant	2560	\$ -	\$ 41,696.40	\$ 15,120.68	\$ 26,575.72	\$ 70,000	\$ 22,026.63
STEP Grant	2580	\$ 16,703.56	\$ -	\$ 9,480.50	\$ 7,223.06	\$ 42,176	\$ 7,309.20
Pathways to Opportunity	2590	\$ 9,126.35	\$ -	\$ 5,946.50	\$ 3,179.85	\$ 18,750	\$ 1,041.20
Guided Pathways Implementation	2610	\$ 20,810.45	\$ -	\$ -	\$ 20,810.45	\$ 18,000	\$ -
Partners for Rural Innovation Operations	2890	\$ 15,123.52	\$ 1,800.00	\$ 12,478.27	\$ 4,445.25	\$ 39,900	\$ 12,023.57
Capital Depreciation & Maintenance Fund	2900	\$ 875,802.68	\$ 2,309.48	\$ -	\$ 878,112.16	\$ 35,000	\$ -
Timber Tax Reserve Fund	2910	\$ 3,616,304.28	\$ -	\$ -	\$ 3,616,304.28	\$ 480,200	\$ -
PRI Capital Maintenance Fund	2920	\$ 40,861.59	\$ 107.75	\$ -	\$ 40,969.34	\$ 20,000	\$ -
Strategic Investment Fund	2950	\$ 1,336,565.22	\$ 3,524.51	\$ -	\$ 1,340,089.73	\$ 353,054	\$ -
<b>Total Special Fund</b>		<b>\$ 6,111,542.13</b>	<b>\$ 105,705.62</b>	<b>\$ 149,503.80</b>	<b>\$ 6,067,743.95</b>	<b>\$ 1,664,503</b>	<b>\$ 192,843.33</b>
Schedule of Special Fund borrowing from General Fund		Ending Fund Balance	Less Accounts Receivable	Add Liabilities	Ending Cash Balance 9/30/2020		
Total of Grants that borrow from the General Fund		\$ 1,289.59	\$ 8,935.30	\$ -	\$ (7,645.71)		
Total of Grants & Reserves that are not borrowing from the General Fund		\$ 6,066,454.36	\$ 22,368.55	\$ -	\$ 6,044,085.81		
Total Special Fund		\$ 6,067,743.95	\$ 31,303.85	\$ -	\$ 6,036,440.10		
	Fund No.	Beginning Fund Balance	2020-2021 Revenue	2020-2021 Expenditures	Ending Fund Balance	2020-2021 Spendable Budget	2019-2020 Prior Year Expenditures
Community Education	3100	13,219.72	1,424.00	2,295.62	\$ 12,348.10	21,402	2,991.54
Driver Education Program	3110	5,790.45	-	-	\$ 5,790.45	5,790	3,048.50
Summer Term Fund	3120	-	-	-	\$ -	-	-
TBCC Store	3200	8,860.06	134.70	103.45	\$ 8,891.31	4,550	406.01
Customized Training Projects	3300	12,771.29	600.00	300.00	\$ 13,071.29	32,595	2,810.64
Truck Driving Program	3310	(14,412.06)	36,700.00	15,565.09	\$ 6,722.85	223,875	20,204.30
Truck Driving Simulator	3320	(3,965.21)	-	16,838.96	\$ (20,804.17)	29,177	116,014.96
TBCC Vending	3400	3,560.40	190.25	38.07	\$ 3,712.58	8,500	286.13
<b>Total Enterprise Fund</b>		<b>\$ 25,824.65</b>	<b>\$ 39,048.95</b>	<b>\$ 35,141.19</b>	<b>\$ 29,732.41</b>	<b>325,889</b>	<b>\$ 145,762.08</b>
PERS Pension Bond Fund	4100	19,189.21	38,247.54	1,600.00	\$ 55,836.75	161,190	1,600.00
General Obligation Bond Fund	4200	112,905.07	2,980.61	-	\$ 115,885.68	742,524	-
<b>Total Debt Service Fund</b>		<b>\$ 132,094.28</b>	<b>\$ 41,228.15</b>	<b>\$ 1,600.00</b>	<b>\$ 171,722.43</b>	<b>\$ 903,714</b>	<b>\$ 1,600.00</b>
Local Match Fund	5250	230,332.03	607.39	-	\$ 230,939.42	60,791	50,000.00
Grant Construction Fund	5550	(225,008.57)	-	-	\$ (225,008.57)	-	-
<b>Total Capital Projects Fund</b>		<b>\$ 5,323.46</b>	<b>\$ 607.39</b>	<b>\$ -</b>	<b>\$ 5,930.85</b>	<b>\$ 60,791</b>	<b>\$ 50,000.00</b>
Associated Students of TBCC	7100	3,949.13	535.20	166.10	\$ 4,318.23	9,000	198.13
Phi Theta Kappa Honorary Society Fund	7200	1,954.09	85.00	248.84	\$ 1,790.25	3,800	448.55
<b>Total Agency Fund</b>		<b>\$ 5,903.22</b>	<b>\$ 620.20</b>	<b>\$ 414.94</b>	<b>\$ 6,108.48</b>	<b>\$ 12,800</b>	<b>\$ 646.68</b>
PELL Grant	8010	-	63,459.00	64,908.00	\$ (1,449.00)	751,150	61,850.00
Supplemental Education Opportunity Grant	8020	-	1,050.00	1,050.00	\$ -	16,875	1,680.00
CARES Act for Students	8090	-	28,539.00	28,539.00	\$ -	-	-
Direct Loans	8100	-	10,888.00	10,888.00	\$ -	350,000	26,749.00
Federal Work Study	8190	-	1,339.99	1,339.99	\$ -	16,944	-
Oregon Opportunity Grant	8210	-	96,400.00	-	\$ 96,400.00	250,000	-
Chafee Grant	8220	-	-	-	\$ -	15,000	-
Oregon Promise Grant	8230	-	29,100.00	-	\$ 29,100.00	90,000	-
Tuition Waivers	8310	4,405.39	-	561.00	\$ 3,844.39	10,000	3,600.00
Board Scholarships	8320	88,679.81	-	21,012.00	\$ 67,667.81	170,000	37,823.10
Institutional Work Study	8330	42,929.16	-	-	\$ 42,929.16	10,072	-
Foundation Scholarships	8340	-	4,374.11	5,083.11	\$ (709.00)	85,000	29,678.41
Student Employees	8350	-	-	-	\$ -	-	-
Non-Institutional Scholarships	8400	261.88	21,593.50	1,524.00	\$ 20,331.38	53,328	7,790.74
<b>Total Financial Aid Fund</b>		<b>\$ 136,276.24</b>	<b>\$ 256,743.60</b>	<b>\$ 134,905.10</b>	<b>\$ 258,114.74</b>	<b>\$ 1,818,369</b>	<b>\$ 169,171.25</b>

Agenda Item 5.D. - Attachment #3

Tillamook Bay Community College

Summary Financial Information - Cash Status

Preliminary for Fiscal Year-to-Date Ended September 2020

25.00% of Budget Period Expended

	General Fund			Special Fund			Enterprise Fund			Debt Service Funds		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Beginning Cash Balance		\$ 1,916,450			\$ 5,848,921			\$ 18,132			\$ 123,588	
Beginning Fund Balance	\$ 1,600,000	\$ 1,748,183	109.26%	\$ 6,035,908	\$ 6,111,542	101.25%	\$ 57,491	\$ 25,825	44.92%	\$ 50,900	\$ 132,094	0.00%
Resources												
State Aid	\$ 2,419,566	\$ 606,016	25.05%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Grants and Contracts	\$ 74,000	\$ 9,600	0.00%	\$ 598,108	\$ 81,399	13.61%	\$ 26,500	\$ -	0.00%	\$ -	\$ -	0.00%
Tuition and Fees	\$ 1,173,477	\$ 529,277	45.10%	\$ 40,150	\$ 16,565	41.26%	\$ 229,000	\$ 38,724	16.91%	\$ -	\$ -	0.00%
Local Taxes	\$ 1,402,498	\$ 4,850	0.35%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ 695,724	\$ 2,682	0.39%
Timber	\$ -	\$ -	0.00%	\$ 612,438	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Sale of Goods	\$ 4,500	\$ 1,522	33.82%	\$ -	\$ -	0.00%	\$ 6,000	\$ 325	5.42%	\$ -	\$ -	0.00%
Interest	\$ 115,000	\$ 14,253	12.39%	\$ 53,550	\$ 5,942	11.10%	\$ -	\$ -	0.00%	\$ 13,000	\$ 305	2.35%
Rental	\$ 18,000	\$ 2,000	11.11%	\$ 22,000	\$ 1,800	8.18%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Miscellaneous	\$ 30,000	\$ 8,645	28.82%	\$ 85,700	\$ -	0.00%	\$ 52,000	\$ -	0.00%	\$ -	\$ -	0.00%
Transfers	\$ 412,816	\$ 4,636	1.12%	\$ 60,791	\$ -	0.00%	\$ -	\$ -	0.00%	\$ 155,000	\$ 38,241	24.67%
Total Revenues	\$ 5,649,857	\$ 1,180,799	20.90%	\$ 1,472,737	\$ 105,706	7.18%	\$ 313,500	\$ 39,049	12.46%	\$ 863,724	\$ 41,228	4.77%
Expenditures												
Salaries and Wages	\$ 4,509,600	\$ 921,302	20.43%	\$ 423,430	\$ 91,862	21.69%	\$ 164,969	\$ 12,129	7.35%	\$ -	\$ -	0.00%
Operating Expenditures	\$ 1,049,613	\$ 280,124	26.69%	\$ 321,520	\$ 46,849	14.57%	\$ 105,957	\$ 22,733	21.46%	\$ 1,600	\$ 1,600	100.00%
Capital Outlay	\$ 30,000	\$ -	0.00%	\$ 15,000	\$ 6,670	44.47%	\$ 35,000	\$ -	0.00%	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ 902,114	\$ -	0.00%
Transfers	\$ 293,000	\$ 38,780	13.24%	\$ 397,553	\$ 4,123	1.04%	\$ 12,763	\$ 279	2.19%	\$ -	\$ -	0.00%
Other budgetary accounts (Note 1)	\$ 167,644	\$ -	0.00%	\$ 6,248,935	\$ -	0.00%	\$ 7,200	\$ -	0.00%	\$ -	\$ -	0.00%
Total expenditures	\$ 6,049,857	\$ 1,240,206	20.50%	\$ 7,406,438	\$ 149,504	2.02%	\$ 325,889	\$ 35,141	10.78%	\$ 903,714	\$ 1,600	0.18%
Ending Fund Balance	\$ 1,200,000	\$ 1,688,776		\$ 102,207	\$ 6,067,744		\$ 45,102	\$ 29,733		\$ 10,910	\$ 171,722	
Adjustments to bring Ending Fund Balance to Ending Cash Balance												
Assets												
Receivables		\$ 614,466			\$ 31,304			\$ 43,471			\$ 38,368	
Inventories		\$ 895			\$ -			\$ 932			\$ -	
NET EFFECT ON CASH		\$ (615,361)			\$ (31,304)			\$ (44,403)			\$ (38,368)	
Liabilities												
Accounts Payable		\$ 44,496			\$ -			\$ -			\$ -	
Unearned Revenue (Note 2)		\$ 67,638			\$ -			\$ -			\$ 38,368	
Payroll		\$ 150,316			\$ -			\$ -			\$ -	
NET EFFECT ON CASH		\$ 262,450			\$ -			\$ -			\$ 38,368	
NET ADJUSTMENTS		\$ (352,911)			\$ (31,304)			\$ (44,403)			\$ -	
ENDING CASH BALANCE		\$ 1,335,865			\$ 6,036,440			\$ (14,670)			\$ 171,722	

Agenda Item 5.D. - Attachment #3

Tillamook Bay Community College

Summary Financial Information - Cash Status

Preliminary for Fiscal Year-to-Date Ended September 202

25.00% of Budget Period Expended

	Capital Projects Funds			Agency Fund			Financial Aid Fund		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Beginning Cash Balance		\$ 5,323			\$ 5,903			\$ 138,031	
Beginning Fund Balance	\$ 5,791	\$ 5,323	91.92%	\$ 2,800	\$ 5,903	210.82%	\$ 125,828	\$ 136,276	108.30%
Resources									
State Aid	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Grants and Contracts	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ 1,483,150	\$ 230,772	15.56%
Tuition and Fees	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Local Taxes	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Timber	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Sale of Goods	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Interest	\$ 5,000	\$ 607	12.14%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Rental	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Miscellaneous	\$ 50,000	\$ -	0.00%	\$ 3,000	\$ 85	2.83%	\$ 135,000	\$ 25,968	19.24%
Transfers	\$ -	\$ -	0.00%	\$ 8,000	\$ 535	6.69%	\$ 130,000	\$ 4	0.00%
Total Revenues	\$ 55,000	\$ 607	1.10%	\$ 11,000	\$ 620	5.64%	\$ 1,748,150	\$ 256,744	14.69%
Expenditures									
Salaries and Wages	\$ -	\$ -	0.00%	\$ 6,185	\$ -	0.00%	\$ 26,341	\$ 1,276	4.84%
Operating Expenditures	\$ -	\$ -	0.00%	\$ 6,615	\$ 415	6.27%	\$ 1,789,528	\$ 133,396	7.45%
Capital Outlay	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Transfers	\$ 60,791	\$ -	0.00%	\$ -	\$ -	0.00%	\$ 2,500	\$ 234	0.00%
Other budgetary accounts (Note 1)	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Total expenditures	\$ 60,791	\$ -	0.00%	\$ 12,800	\$ 415	3.24%	\$ 1,818,369	\$ 134,906	7.42%
Ending Fund Balance	\$ -	\$ 5,930		\$ 1,000	\$ 6,108		\$ 55,609	\$ 258,114	
Adjustments to bring Ending Fund Balance to Ending Cash Balance									
Assets									
Receivables		\$ -			\$ -			\$ -	
Inventories		\$ -			\$ -			\$ -	
NET EFFECT ON CASH		\$ -			\$ -			\$ -	
Liabilities									
Accounts Payable		\$ -			\$ -			\$ -	
Unearned Revenue (Note 2)		\$ -			\$ -			\$ -	
Payroll		\$ -			\$ -			\$ -	
NET EFFECT ON CASH		\$ -			\$ -			\$ -	
NET ADJUSTMENTS		\$ -			\$ -			\$ -	
ENDING CASH BALANCE		\$ 5,930			\$ 6,108			\$ 258,114	

\$ -
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Cell: A33

Comment: Note 1. Contingency in the General Fund and Enterprise Fund and Reserves in Special Fund.

Cell: A47

Comment: Note 2. Assessed but unreceived property taxes and deferred tuition and fees when applicable.

# President's Report

## **RECOMMENDATION**

INFORMATION ONLY

## **BACKGROUND INFORMATION** .....PRESIDENT TOMLIN

### Upcoming Dates:

- The next Board meeting is scheduled for Monday, December 7 at 5pm on Zoom
- OCCA Conference is virtual this year and will be November 4-6
- The next extended staff meeting is Friday, November 13 from 8-10am. We will send everyone the Zoom link
- The next OCCA Board meeting is scheduled for Friday, December 4 at 9am

### Updates:

- TBCC Graduation Ceremony for 2020 graduates scheduled for Saturday, December 12 at 11am and 2pm!
- EMSI report on TBCC economic impact on Tillamook County
- Current status of the Mechtronics building purchase
- New OSHA temporary regulations for COVID and changes to the TBCC COVID Response Plan
- OCCA Board Training Session on Oct 20



# The Economic Value of Tillamook Bay Community College **FACT SHEET**

**T**ILLAMOOK Bay Community College (TBCC) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits received by each of these groups. Results of the analysis reflect fiscal year (FY) 2018-19.



## Economic impact analysis

In FY 2018-19, TBCC added **\$24.3 million** in income to the Tillamook County economy, a value approximately equal to **2.3%** of the county's total gross regional product (GRP). Expressed in terms of jobs, TBCC's impact supported **437 jobs**. For perspective, the activities of TBCC and its students support **one out of every 33 jobs** in Tillamook County.

### OPERATIONS SPENDING IMPACT

- TBCC employed 88 full-time and part-time faculty and staff. Payroll amounted to \$3.9 million, much of which was spent in the county for groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another \$1.5 million on day-to-day expenses related to facilities, supplies, and professional services.
- The net impact of the college's operations spending added **\$4.1 million** in income to the county economy in FY 2018-19.

### STUDENT SPENDING IMPACT

- Some in-county students, referred to as retained students, would have left Tillamook County for other educational opportunities if not for TBCC. These retained students spent money on groceries, mortgage and rent payments, and other living expenses at county businesses.
- The expenditures of retained students in FY 2018-19 added **\$233.5 thousand** in income to the Tillamook County economy.

IMPACTS CREATED  
BY TBCC IN FY 2018-19



**\$4.1 million**

Operations Spending Impact



**\$233.5 thousand**

Student Spending Impact



**\$20.0 million**

Alumni Impact



**\$24.3 million**

**TOTAL IMPACT**

- OR -

**437**

**JOBS SUPPORTED**



## ALUMNI IMPACT

- Over the years, students have studied at TBCC and entered or re-entered the workforce with newly-acquired knowledge and skills. Today, thousands of these former students are employed in Tillamook County.
- The net impact of TBCC's former students currently employed in the county workforce amounted to **\$20 million** in added income in FY 2018-19.



## Investment analysis

### STUDENT PERSPECTIVE

- TBCC's FY 2018-19 students paid a present value of **\$651.9 thousand** to cover the cost of tuition, fees, supplies, and interest on student loans. They also forwent **\$1.7 million** in money that they would have earned had they been working instead of attending college.
- In return for their investment, students will receive **\$10.7 million** in increased earnings over their working lives. This translates to a return of **\$4.60** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **19.8%**.

### TAXPAYER PERSPECTIVE

- Taxpayers provided TBCC with **\$4.7 million** of funding in FY 2018-19. In return, they will benefit from added tax revenue, stemming from students' higher lifetime earnings and increased business output, amounting to **\$3.9 million**. A reduced demand for government-funded services in Oregon will add another **\$447.6 thousand** in benefits to taxpayers. Total benefits to Oregon taxpayers amount to **\$4.4 million**.

### SOCIAL PERSPECTIVE

- In FY 2018-19, Oregon invested **\$7.3 million** to support TBCC. In turn, the Oregon economy will grow by **\$41.9 million**, over the course of students' working lives. Society will also benefit from **\$1.2 million** of public and private sector savings.
- For every dollar invested in TBCC in FY 2018-19, people in Oregon will receive **\$5.90** in return, for as long as TBCC's FY 2018-19 students remain active in the state workforce.

### STUDENTS SEE A HIGH RATE OF RETURN FOR THEIR INVESTMENT IN TBCC



**19.8%**

Average annual return for TBCC students



**9.9%**

Stock market 30-year average annual return



**0.8%**

Interest earned on savings account (National Rate Cap)

Source: Forbes' S&P 500, 1989-2018. FDIC.gov, 6-2019.



### FOR EVERY \$1...



**Students** gain

**\$4.60**

in lifetime earnings



**Society** gains

**\$5.90**

in added income and social savings



**Taxpayers** gain

**\$4.4 million**

in added tax revenues and public sector savings







# The Economic Value of Tillamook Bay Community College

REFLECTS FISCAL YEAR 2018-19



## ECONOMIC IMPACT ANALYSIS

1 person icon = 25 jobs

1 out of every 33

jobs in Tillamook County is supported by the activities of TBCC and its students



### Alumni impact

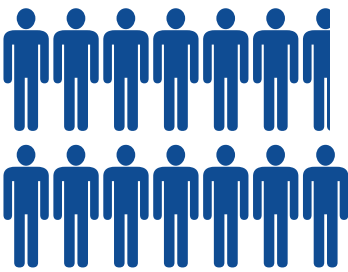
Impact of the increased earnings of TBCC alumni and the businesses they work for

\$20 million

Added income

an economic boost similar to hosting the World Series  
3x

343 Jobs supported



TBCC TOTAL ANNUAL IMPACT

\$24.3 million

Added income

- OR -

437

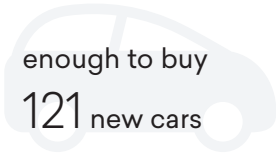
Jobs supported



### Operations spending impact

Impact of annual payroll and other spending

enough to buy 121 new cars



\$4.1 million

Added income

- OR -

89 Jobs supported



### Student spending impact

Impact of the daily spending of TBCC students retained in the county

6 Jobs supported

- OR -

\$233.5 thousand

Added income

enough to buy 19 families\* a year's worth of groceries



\* family of four

### About TBCC



715 Credit students

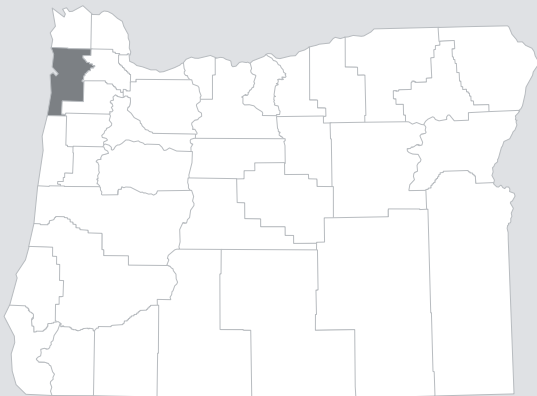


1,570 Non-credit students



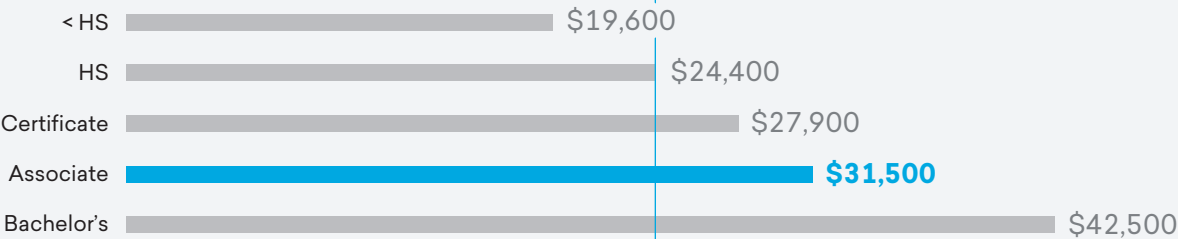
88 Employees

### Tillamook County, OR

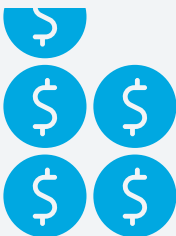


## INVESTMENT ANALYSIS

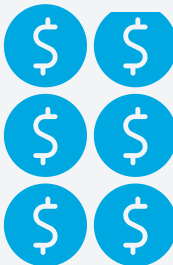
The average associate degree graduate from TBCC will see an increase in earnings of **\$7,100** each year compared to someone with a high school diploma working in Oregon.



For every \$1...



Students gain \$4.60 in lifetime earnings



Society gains \$5.90 in added state revenue and social savings



Taxpayers gain \$4.4 million in present value savings

## Board Member Discussion Items

**RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION**----- Chair Gervasi

## Adjournment

### **RECOMMENDATION**

ACTION ITEM

### **BACKGROUND INFORMATION**

MOTION TO ADJOURN THE MEETING

-----(Action)Chair Gervasi

## Executive Session

### **RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION**----- (Action) Chair Gervasi  
MOVE TO THE EXECUTIVE SESSION OF THE MEETING.

Pursuant to O.R.S. § 192.660 (2)(i) legal notice is hereby given to the members of the Tillamook Bay Community College Board of Education (Board) and to the general public that the Board has elected to go into Executive Session for the purpose of discussing personnel related issues on Monday, November 2, 2020 at 7:00pm in a virtual format.