



# Board of Education Meeting Agenda

**Date:** Monday, December 4, 2023

**TBCC Board Meeting** Rooms 214/215 Hybrid 5:00pm –7:00pm

- | <u>Item</u> | <u>Description</u>   | <u>Resource</u>            |
|-------------|--|----------------------------|
| 1.          | <b>Call to Order • Acknowledge Guests</b> -----  | Chair Bell                 |
| 2.          | <b>Consent Agenda</b> -----  | (Action) Chair Bell        |
|             | a. Approval of Agenda  |                            |
|             | b. Approval of November 6, 2023, Meeting Minutes   |                            |
|             | c. Personnel Report.....   | Senior Manager Poklikuha   |
| 3.          | <b>Invitation for Public Comment</b> -----   | Chair Bell                 |
|             | <i>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 will call on people who indicate they want to provide public comment. They will have up to 3 minutes to speak. If a speaker has further comments, they can provide those in writing and the comments will be shared with all board members.</i> |                            |
| 4.          | <b>New Business and/or focused policy discussions</b>  |                            |
|             | a. Organizational, Legal, and Financial Designations.....  | (ACTION) CFO Montazeri     |
|             | b. Equity Lens workshop .....  | Director McCarley          |
|             | c. BP 7160 Professional Development (Second Reading)..   | (ACTION). President Tomlin |
|             | d. BP 3320 Public Relations and Information (First Reading) .....  | President Tomlin           |
|             | e. BP 7340 Catastrophic Leave Policy (First Reading) .....   | President Tomlin           |
|             | f. 24-25 Academic Calendar: (First Reading).....   | VP Jarrell                 |
|             | g. Authorization for Additional Check Signer .....   | (ACTION) CFO Montazeri     |
| 5.          | <b>Information-Only Items (Board members may request any item be placed on the discussion agenda)</b>  |                            |
|             | a. Strategic Plan project/SAO Sharing .....  | Director McCarley          |
|             | b. Mission fulfillment.....  | Director McCarley          |
|             | c. Equity Update .....   | Director McCarley          |
|             | d. OCCA Updates .....  | President Tomlin           |
|             | e. ASTBCC Report .....   | ASTBCC President           |
|             | f. Financial Report .....  | CFO Montazeri              |
|             | g. President’s Report .....  | President Tomlin           |
| 6.          | <b>Board Member Discussion Items</b> .....   | Chair Bell                 |
| 7.          | <b>Adjournment</b> .....   | (Action) Chair Bell        |
| 8.          | <b>Executive Session</b> .....   | (Action) Chair Bell        |
|             | 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, December 4, 2023 at 7:00pm.

*Per Oregon HB 2560 and HB 2459, all TBCC Board meetings are open for remote public participation via Zoom and are recorded for the purpose of transcribing minutes.*

## Call to Order

**RECOMMENDATION**

CALL THE BOARD MEETING TO ORDER & ACKNOWLEDGE GUESTS

**BACKGROUND INFORMATION**.....Chair Bell

## Approval of the Consent Agenda

### **RECOMMENDATION**

ACTION ITEM

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

Items for approval:

- a. Approval of Agenda for the September meeting
- b. Approval of November 6, 2023 Meeting Minutes
- c. Approval of the Personnel Report

# Approval of the Agenda

**RECOMMENDATION**

MOTION TO APPROVE THE AGENDA FOR THE DECEMBER MEETING

## Board of Education Meeting Agenda

Date: Monday, December 4, 2023

**TBCC Board Meeting** Rooms 214/215 Hybrid 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 Bell
2.	<b>Consent Agenda</b> .....	(Action) Chair Bell
	a. Approval of Agenda	
	b. Approval of November 6, 2023, Meeting Minutes	
	c. Personnel Report.....	Senior Manager Poklikuha
3.	<b>Invitation for Public Comment</b> .....	Chair Bell
	<i>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 will call on people who indicate they want to provide public comment. They will have up to 3 minutes to speak. If a speaker has further comments, they can provide those in writing and the comments will be shared with all board members.</i>	
4.	<b>New Business and/or focused policy discussions</b>	
	a. Organizational, Legal, and Financial Designations.....	(ACTION) CFO Montazeri
	b. Equity Lens workshop .....	Director McCarley
	c. BP 7160 Professional Development (Second Reading)..	(ACTION). President Tomlin
	d. BP 3320 Public Relations and Information (First Reading) .....	President Tomlin
	e. BP 7340 Catastrophic Leave Policy (First Reading) .....	President Tomlin
	f. 24-25 Academic Calendar: (First Reading).....	VP Jarrell
	g. Authorization for Additional Check Signer .....	(ACTION) CFO Montazeri
5.	<b>Information-Only Items (Board members may request any item be placed on the discussion agenda)</b>	
	a. Strategic Plan project/SAO Sharing .....	Director McCarley
	b. Mission fulfillment.....	Director McCarley
	c. Equity Update .....	Director McCarley
	d. OCCA Updates .....	President Tomlin
	e. ASTBCC Report .....	ASTBCC President
	f. Financial Report .....	CFO Montazeri
	g. President’s Report .....	President Tomlin
6.	<b>Board Member Discussion Items</b> .....	Chair Bell
7.	<b>Adjournment</b> .....	(Action) Chair Bell
8.	<b>Executive Session</b> .....	(Action) Chair Bell
	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, December 4, 2023 at 7:00pm.

# November 6, 2023, Board of Education Meeting Minutes

## Board of Education Meeting Agenda

**Date:** Monday, November 6, 2023

### Executive Session 4:40-5:00pm

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 6, 2023.

**TBCC Board Meeting** Hybrid/Rooms 214/215 5:00pm – 7:00pm

**Members in Attendance:** Mary Jones, Mary Faith Bell, Andrea Goss, Tamra Perman, Kathy Gervasi, Shannon Hoff, Betsy McMahon

**Members Not in Attendance:**

**TBCC Staff in Attendance:** President Ross Tomlin, VP Luquette, VP Jarrell, AVP Hanson, Director McCarley, Senior Manager Poklikuha, Director Neu, Michele DeGraffenreid, Britta Lawrence, JoAnn Critelli, CFO Shari Montazeri, Michael Weissenfluh,

Guests: Piper Poklikuhua, Lacy Upton, Alex Buchannon, Gary Bond, Selena Castro, Sherry Cook, Mark Stoller , Kieron Spellman

<u>Item</u>	<u>Description</u>	<u>Resource</u>
	<b>Call to Order • Acknowledge Guests</b> .....	<b>Chair Bell</b>

The meeting was called to order at 5:12 pm. Chair Bell recognized the student ASTBCC officers in the audience and had them introduce themselves.

**Consent Agenda**.....**(Agenda Item2) (Action) Chair Bell**

### Approval of Agenda (Agenda Item 2.a):

There were no changes to the agenda for the November 6, 2023 meeting.

### Approval of October 2, 2023 Meeting Minutes (Agenda Item2.b)

There were no corrections to the minutes from the October 2, 2023 meeting minutes.

### Personnel Report (Agenda Item 2.c).....**HR Manager Poklikuha**

The Personnel report is included in the packet. HR Manager Poklikuha shared updates since the personnel report was submitted in the packet. There have been 12 applications so far for the President position, Shari Montazeri was hired as the CFO and started today. SBDC Support Specialist, Rudel Larria, has been onboarded. The Development Coordinator for the foundation, Kesiah Kennedy, will start on Wednesday. The Facility Coordinator position has been filled by Josh Henderson and he will start in the position on Wednesday. Tiffany Slover has been hired as the Dean of Nursing and Allied Health Program. The faculty Nursing Instructor position has been filled by Alex Tripp.

**Additional Agenda Items** ..... **Chair Bell**

Kathy Gervasi motioned to approve the Consent Agenda. Shannon Hoff seconded the motion. **The motion carried.**

**Invitation for Public Comment (Agenda Item 3) ..... Chair Bell**

No public comment was made.

**New Business and/or focused policy discussions (Agenda Item 4)**

**Presidential Search Process (ACTION (Agenda 4.a) .....President Tomlin**

President Tomlin began with updating the board on the Presidential search process by letting them know that there has been a good response to the search. The first review date will occur in one week and applications will continue to be received. The list of Presidential Search Committee candidates was shared with Board members prior to the regular board meeting in Executive Session and a list was decided on. The approved members of the search committee will meet for the first time next week to discuss the process. President Tomlin is requesting the board approve the search committee list this evening. The candidates chosen for the search committee are from staff: Beth McBride, JoAnn Critelli, Jason Lawrence, Lorie Lund, and Britta Lawrence. There are two members of leadership on the committee: Rhoda Hanson and Erin McCarley. Other members on the committee are ASTBCC president Mackenzie Mitchell and community member Doug Olsen. Board Chair Mary Faith Bell and Vice Chair Andrea Goss are also on the committee.

Motion to approve was made by Andrea Goss and Tamra Perman seconded the motion. **The motion carried.**

**Healthcare Education Building Design Update (Agenda Item 4.b) .....President Tomlin**

President Tomlin shared that there are updates on the Healthcare Building Project and that Jason Lawrence, Director of Facilities and Safety would share the updates. This is not an action item but President Tomlin is requesting consensus from the board on the exterior option they like best and if they are okay with him sharing the exterior views of the new building with the community. Jason then introduced himself and shared that Mark Stoller and Kieron Spellman were also in attendance this evening. He shared slides of the Healthcare Education building while describing the updates that have occurred to the building designs since the last board update. The board reviewed the design options. President Tomlin then asked the board to select between the two exterior view options to move forward. It was a consensus that they preferred Option 1. He also shared that the rain garden has been eliminated due to the FEMA project. This will allow a continuous “commons area” between the two buildings and enhance the sense of campus with that space being created. Jason also shared that the Fairgrounds board has approved the college to utilize their grounds to create a 2<sup>nd</sup> entrance to the college during the FEMA project work. The board also approved to go forward with the college taking the project visuals out to the community at this point.

**CIT Building Report (ACTION), (Agenda Item 4.c) ..... VP Jarrell**

Included in the packet is VP Jarrell’s report which the board had asked him to bring back with hard numbers on the CIT building remodel or building a Regional Skills Center in South County at the end of last month’s board discussion on the CIT building. As he shared his report he walked the board through the remodel costs for the CIT building that is owned by the college and what would actually be available to the college in South County. He reminded the board that the college does have a \$1.1M EDA grant to remodel the current CIT building that is not available for the Regional Skills Center in South County. He discussed how in the future it would be a great opportunity for the college and the community to have a Regional Skills Center with community partners in South County, but at this time the most reasonable direction for the college is to continue with the remodel plans of the CIT building across the street from the main campus in Tillamook.

Betsy moved to approve the decision to continue the remodel plans for the CIT building across the street and Andrea Goss seconded the motion. **The motion carried.**

**BP 3440 Animals on Campus (Second Reading) (ACTION) (Agenda Item 4.d)..President Tomlin**  
BP 3440 Animals on Campus was brought back to the board for a final reading and vote to approve. There was a change made that allowed for animals to be on campus for scientific and educational purposes written into the policy. Mary Jones asked for clarification on what the term, "Management" meant in the policy. After discussion it was decided that the term management should be changed to the president or designee.

Kathy Gervasi motioned the policy be approved with the term change and Andrea Goss seconded the motion. **The motion carried.**

**BP 7160 Professional Development (First Reading) (Agenda Item 4.e)..... President Tomlin**  
Included in the packet is BP 7160 Professional Development policy. President Tomlin shared that there was not a policy in the past but there was a form with some guidelines on it. It was decided that a policy needed to be created. The associated AR was taken to College Council. In the AR policy, staff and faculty dollar amounts were more aligned to be the same. The board asked if the college has any standing Professional Development requirements. VP Luquette explained what was required and how it was completed by staff and faculty. There were no other questions on this first reading.

**Board Goals 2023-2024 (ACTION) (Agenda Item 4.f) .....President Tomlin**  
The board goals were included in the packet and President Tomlin asked the board if they approve the goals that were decided on in the October board retreat and are reflected in this document. He noted that it would be good to bring the goals back to the board every couple of months for review and an assessment would be made in June by the board to see if they met their goals. Tamra Perman pointed out the board goals document had years 2022-2023 inaccurately and should be 2023- 2024.  
Tamra Perman made a motion to approve the board goals with the correction of the years to reflect 2023-2024 accurately on the document and Kathy Gervasi seconded motion. **The motion carried.**

**US Bank Treasury Management Signer (ACTION) (Agenda 4.g) ..... VP Luquette**  
VP Luquette explained about this document and the action change being requested. It gives the authority to the board chair and president to open a bank account or make a large change to the existing account. This new document would remove Kathy Gervasi as the board chair. This action is to update the document that already exists to reflect the board chair change only.  
Tamra Perman motioned to update the document to reflect the chair changes and Shannon Hoff seconded the motion. **The motion carried.**

**Information – Only Items (Agenda Item 5)**

**Strategic Plan project/SAO Sharing (Agenda 5.a) ..... Director Neu**  
Director Neu shared IT's strategic plan projects with a PowerPoint slide show. She shared that the goal this year is cybersecurity. Director Neu stressed that email security is currently a big issue. She introduced a Multi Factor Authentication process to the board and its benefits to security. Director Neu advised the board that there is a need to get this implemented right away and she shared the roll out plan. The plan is to roll it out in phases that won't hinder students. She stressed that cybersecurity needs to become a culture. It is necessary to adapt and be vigilant. Director Neu is reviewing what our processes will be in 2024 for any security breaches. The plan is reviewed and updated yearly based on requirements. She assured the board there is a formal plan.

**Staff Recognition: JoAnn Critelli (Agenda 5.b) ..... VP Jarrell**  
VP Jarrell recognized JoAnn Critelli, CTE Coordinator who has been with the college for 5 years this January. VP Jarrell shared all the achievements and benefits that JoAnn has brought to the college since she has been here. She has expanded the programs we have and the student numbers. The college is very fortunate to have someone like JoAnn on staff. She was congratulated on her excellent contributions and performance to the college.

**ASTBCC Report (Agenda Item 5.c)..... ASTBCC President Mitchell**

President Mitchell shared that ASTBCC had their first meeting and it went well. During the meeting they went over positions and roles. They also brainstormed ideas and went over their constitution. ASTBCC is looking forward to a great year.

**Financial Report (Agenda Item 5.d)..... VP Luquette**

VP Luquette started her financial report by going over what has been challenging in the Business Office over the course of the last couple of years. She brought the board up to date about the action plans to bring processes up to date and correct any procedure deficiencies. She is optimistic that CFO Montazeri is the right person to bring things back in line. VP Luquette acknowledged HR Manager Poklikuha for bringing on board consultants to work with our system, Jenzabar. Also, she shared that by increasing capacity in this way there will be successful changes in the near future. Our interim contract CFO who has been working with us has assured leadership that we are in good shape and it's just a matter of time until there will be financial reports brought back to the board.

**President's Report (Agenda Item 5.e)..... President Tomlin**

President Tomlin's report was included in the packet and he began his report by reminding the board that the next board meeting will be December 4, 2023 in rooms 214/215 at 5:00pm. He briefly touched on the NWCCU conference that will begin in Seattle on Wednesday and several of our leadership team will be attending. He shared that our mid cycle visit will be October 7-8, 2024.

He updated the board on the OCCA conference that was held last week. Board member Shannon Hoff attended and shared that she was impressed by the AI presentation she saw at the conference. He finished his report by sharing that the Mildred Davy Scholarship event was a great success.

**Board Member Discussion Items (Agenda Item 6) ..... Chair Bell**

**Adjournment (Agenda Item 7) ..... (Action) Chair Bell**

Tamra Perman made a motion to adjourn the meeting and Shannon Hoff seconded the motion. **The meeting was adjourned at 7:00pm**



# Personnel Report

**RECOMMENDATION**

CONSENT AGENDA

**BACKGROUND INFORMATION**-----Senior Manager Poklikuha

Position Title	Application Review Begins	Start Date	Comment	Screening Committee Chair
College President	11/13/2023	TBD	Application packets being reviewed by search committee	Chair Bell
Instructional Support Specialist	12/04/2023	TBD		VP Jarrell

## Invitation of Public Comment

### **RECOMMENDATION**

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 WILL CALL ON PEOPLE WHO INDICATE THEY WANT TO PROVIDE PUBLIC COMMENT. THEY WILL HAVE UP TO 3 MINUTES TO SPEAK. IF A SPEAKER HAS FURTHER COMMENTS, THEY CAN PROVIDE THOSE IN WRITING AND THE COMMENTS WILL BE SHARED WITH ALL BOARD MEMBERS.

**BACKGROUND INFORMATION**.....Chair Bell

# NEW BUSINESS AND/OR FOCUSED POLICY DISCUSSIONS

**RECOMMENDATION**

**BACKGROUND INFORMATION**----- Chair Bell

## 2023-24 Organizational, Finance, and Legal Designations

### **RECOMMENDATION**

AUTHORIZE CHANGES TO THE ORGANIZATIONAL, LEGAL, AND FINANCIAL DESIGNATIONS FOR FY 2023-2024 – ACTION ITEM

### **BACKGROUND INFORMATION** ..... CFO Montazeri

Changes from the 2023-2024 designations are primarily for the fiscal year and to clarify the deputy clerks for the college.

The only other changes requested:

- Remove an authorized credit card
- Add two new credit cards
- Increase AP credit limit

## 2023-2024 Organization, Finance, and Legal Designations

### 1. Designate Clerk, Deputy Clerk, Secretary

Move that the President be designated Clerk, Vice President of Instruction and Student Services and the ~~Vice President of Administration and College Relations CFO~~ be designated Deputy Clerks, and Executive Assistant to President and Board be designated Board Secretary for the 2023-2024 Fiscal Year. (ORS 332.515)

### 2. Authorize Insuring of District Employees

Move that insurance for the 2023-2024 Fiscal Year be purchased, which includes broad crime coverage for all employees, non-compensated officers, and directors.

### 3. Designate Depositories for TBCC Funds

Move that the Tillamook branches of the U.S. National Bank, Wells Fargo Bank, and Umpqua Bank be authorized for depositories for any and all funds received and/or invested on behalf of TBCC during 2023-2024; and that the State of Oregon investment pool is authorized as a depository for District funds during the 2023-2024 Fiscal Year. (ORS 328.441 and 294.805 to 294.895)

### 4. Authorize Investment of TBCC Funds

Move that the President/Clerk as governed by TBCC Policy, and in the manner specified in Oregon Law, be authorized to invest funds on behalf of Tillamook Bay Community College during the 2023-2024 Fiscal Year. The Clerk may delegate this authority in writing to the ~~Associate Vice President of Finance~~ Chief Finance Officer (CFO), at such times and to such extent as the Clerk determine to be necessary or desirable.

### 5. Authorize General Fund Borrowing

Move that the President/Clerk be authorized to borrow an amount not to exceed \$250,000 from the General Fund to meet cash flow needs of the Special Fund and Enterprise Fund.

### 6. Authorize Payrolls

Move that approval be granted for payment of District Payroll Accounts when due as governed by fiscal policies for the 2023-2024 Fiscal Year.

**7. Authorize Accounts Payable**

Move that approval be granted for payment of District Accounts Payable when due as governed by fiscal policies for the 2023-2024 Fiscal Year.

**8. Name the Budget Officer**

Move that the ~~CFO~~Associate Vice President of Finance/ Deputy Clerk be named Budget Officer for Budget Year 2023-2024. (ORS 294.331)

**9. Grant Authority to Sign and Administer Federal and State Grant Funds**

Move that the President/Clerk be authorized to sign Federal and State project forms and administer the programs on behalf of the District for projects authorized by the Board for the 2023-2024 Fiscal Year. The President/Clerk may delegate this authority at such time or times and to such extent as the President/Clerk determines the delegation necessary or desirable.

**10. Establish Public Contract Review Board**

Move that the Board of Directors act as the Contract Review Board for the District for the 2023-2024 Fiscal Year, approve the Local Contract Review Board Rules, and delegate this authority to the President/Clerk for contracts not exceeding \$150,000. (ORS 279A.055)

**11. Establish Reimbursement Rate for Personal Car Mileage While Conducting College Business**

Move that the reimbursement rate for authorized personal car mileage conform to the Internal Revenue Service rate.

**12. Establish Reimbursement Rates for Meals and Lodging**

Move that the reimbursement rate for lodging be established at actual cost and not a distributed per diem. Move that the reimbursement rate for meals and lodging be established at the General Services Administration rates per the GSA.gov website.

Receipts are required for all meal and lodging reimbursements.

**13. Authorize Write-off of Accounts Receivables**

Move that the ~~Associate Vice President of Finance~~CFO be authorized to write-off individual accounts receivable determined uncollectible after all reasonable collection efforts have been exhausted in amounts not to exceed \$1,000.

#### 14. Establish Petty Cash Accounts

Move that a Petty Cash account in the amount shown for the 2023-2024 Fiscal Year be established for the purpose of reimbursement of individuals or for small, immediate purchases. An initial amount as designated below shall be maintained upon receipt verification as needed.

Business Office	\$ <del>400.00</del> <u>200.00</u>
Custodian	<u>Associate Vice President of Finance</u>
<u>Receivable Specialist</u>	<u>Account</u>

#### 15. Authorize Acquisition of Federal Surplus Property

Move that the President/Clerk and Associate Vice President of Finance CFO/Deputy Clerk be authorized as representatives of Tillamook Bay Community College to acquire Federal surplus property from the Oregon State Agency for surplus property.

#### 16. Authorize Check Signatures

Authorize the President/Clerk; Vice President of Instruction and Student Services; Vice President of Administration and College Relations CFO or Associate Vice President of Student Services be authorized to sign checks of less than \$5,000; and for checks of \$5,000 and over, two signatures of the following six individuals: the President/Clerk; Director of Human ResourcesHuman Resources Senior Manager; Director of Facilities and Safety; Vice President of Instruction and Student Services; Vice President of Administration and College Relations; or Vice President of Student Services or CFO, be authorized/required.

#### 17. Designation of Auditor

Move to approve continuing contract of Kenneth Kuhns & Co. as auditor for 2022-2023 Fiscal Year audit performed during 2023-2024.

#### 18. Designation of Legal Counsel

Move to approve working with Oregon Community College Association as part of our annual membership dues and obtain specialized legal services as needed.

#### 19. Designation of Insurance Agent of Record

Move to approve Tony Veltri Insurance Services as insurance agent of record.

## 20. Credit Cards Authorization

Move to approve use of credit cards for authorized purchases and travel expenses (unauthorized use will require reimbursement to college) for the following:

<u>TitleName</u>	<b>Credit Limit</b>
President	<del>\$</del> \$5,000
Vice President of Instruction and Student Services	<del>\$</del> 5,000
<del>Vice President of Administration and College Relations</del>	<del>\$</del> 5,000
Associate Vice President of Student Services	\$ 5,000
<del>Associate Vice President of Finance</del> CFO	<del>\$</del> 103,000
<del>Human Resources Senior Manager</del>	<del>3,000</del>
Business Office Generalist (A/P, Purchasing)	<del>\$</del> 230,000
Small Business Development Center Director	\$ 5,000
<del>Marketing Coordinator</del>	<del>\$</del> 2,500



# Equity Lens Workshop

**RECOMMENDATION**

INFORMATION ONLY

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

In response to the Board’s goal to bring the Equity Lens into its process for decision-making, a workshop is being designed to introduce the TBCC Equity Lens and provide an opportunity to build skills. The workshop will include an overview of the lens, with a discussion of the O’Bear Identity Cards, and a review of the lens process. Two examples of past lens applications will be discussed to illustrate how inequities were identified and how these can be mitigated. The primary focus of the time will be in working through real examples of board policies and decisions to provide the opportunities for Board members to engage in deep learning.

## EQUITY LENS TOOL

What is the issue, policy, or process being examined?

Who is conducting this analysis -- who is at the table for this discussion?

---

### INQUIRY

1. Who is affected by content and current framing of this policy, program, practice, or decision? What are the potential impacts? (Use the lists on the back of this page to help you get started.)
2. How does this policy, program, practice, decision-making process, or decision *increase* access, equity, and inclusion? How does it *produce or worsen* any disparities?
3. Who is being impacted by this decision-making process? How have stakeholders been intentionally invited to and empowered to participate in the decision-making process or practice?
4. What are the barriers to more equitable outcomes around this policy, program, practice, decision making-process or decision?
5. How will members of the college community identify, address, and mitigate negative impacts and the barriers identified above? How will you support this work?
6. How can we, as members of the college community, create an environment and culture that fosters healing and reconciliation to transform our structures, environments, and selves?

---

What is the decision or action that will be taken in relation to the issue, policy, or process?

### PERSPECTIVE

Use these lists as a starting point to help identify specific groups or individuals who will be affected by a decision or process. This is not an exhaustive list - use your experience and knowledge about the issue in question to fill out your inquiry.

Remember that the Equity Lens is a means of inquiry, and should never be used as a justification for a predetermined outcome. Be mindful and transparent when

assigning weight to the needs of *any* single group, especially as any single group over any other.

### **STUDENT POPULATIONS**

- ESL Students
- Online Students
- Students with housing or food insecurity
- Part-Time Students
- Adult Basic Skills Students
- International Students
- Potential Students (from where?)
- Low Income Students
- Hispanic or Latinx Students
- Undocumented Students
- Black Students
- Asian Students
- Native Students
- Students of Color, generally
- Working Students
- Transgender or Gender Non-Conforming
- LGBTQ2SIA+ Students
- Student Parents
- Students with Physical Disabilities
- Students with Learning Disabilities
- Continuing Ed Students
- Transfer/AAOT Students
- Career Tech Students
- Veteran Students
- Non-Traditional Students
- First-Gen College Students
- Student Government Representatives
- Students w/o Access to Health Care

- Students with Mental Health Needs
- Formerly Incarcerated Students
- Student Athletes
- Survivors of Assault

### **EMPLOYEES**

- Contracted Classified Employees
- Time-Sheet Classified Employees
- Permanent Faculty
- Adjunct Faculty
- Managers
- Hispanic or Latinx Employees
- Asian Employees
- Black Employees
- Native Employees
- Employees of Color, generally
- LGBTQ2SIA+ Employees
- Transgender or Gender Non-Conforming
- Employees with Disabilities
- Married Employees
- Unmarried Employees
- Veterans
- Employees in a specific department
- New Employees
- Younger Employees
- Older Employees
- Position and Level in Hierarchy
- Work Style (Extro/Introvert, Results or Process Oriented, etc.)
- Religion/Spirituality
- Language Proficiency/Use of English

### **COMMUNITY**

*This is a placeholder to consider relationships, alliances, and social capital that might be affected by the decision, policy, or process being considered. Some possibilities:*

- Community Partnerships

- Legal or Policy-Based Requirements
- Funding Sources

## **VALUES**

*Values won't be represented as groups or individuals in your analysis, but if the decision-making body has agreed-upon values, it's a good idea to make them explicit and name them at the beginning of the Equity Lens analysis. Some possibilities:*

- TBCC Mission and Vision
- TBCC Equity Policy
- TBCC Strategic Priorities
- College Council Values

## BP 7160 Professional Development

### **RECOMMENDATION**

SECOND READING- ACTION ITEM

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

A new policy has been developed on the professional development process we use at TBCC. In working on updating all our policies and administrative rules, we realized that TBCC does not have a policy on professional development. It is only partially mentioned in a faculty AR. So we have developed a policy and AR that covers both faculty and staff professional development. We also updated the professional development form and changed the amount that can be requested by staff to match the amount for faculty. Those details are in the AR that went to College Council for approval.

There have been no changes to this policy since this first reading.

## **BP 7160 Professional Development**

### **References:**

Previous BP 417  
NWCCU 2020 Standard 2.F.2  
TBCC AR 7160

It is the intent of Tillamook Bay Community College to maximize professional development opportunities for its employees. The College shall provide professional development opportunities, consistent with its mission and goals, to encourage employee growth and development to maintain or enhance program and/or institutional performance.. All eligible employees shall be afforded opportunities and encouraged to continue their development through active participation in professional development and professional growth activities.

TBCC will provide funds, as budget allows, for employee professional development on an annual basis. The term professional development may be used in reference to a wide variety of specialized training, formal education, or advanced professional learning intended to help faculty, staff, and administrators improve their professional knowledge, competence, skill, and effectiveness. Professional development should be tied to an annual professional development plan, and be realistic, evidence based, and aligned to institutional and/or personal goals that help further increased student success. Employees wishing to access professional development funding should first complete a professional development plan with their supervisor.

The College systematically evaluates professional development programs and uses the results of these evaluations as the basis for improvement.

Details defining qualifying activities and processes for requesting funds are outlined in TBCC AR 7160.

**Approved:**

## BP 3320 Public Relations and Information

### **RECOMMENDATION**

FIRST READING

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

A new policy has been developed to provide direction on the rules and processes for handling public relations, requests for information from the media or the public, and how the college presents information to the public. There will then be separate ARs that will go into more detail on each of the specific public relations categories which College Council will approve.

The new policy can be found on the next page. This is a first reading.

## **BP 3320 Public Relations and Information Sharing**

### **References:**

Previous BP 205, 206, 207  
Previous AR B001, B002, B003, B009  
AR 3321, 3322, 3323, 3324

The College will establish procedures and processes on how we interact with the public and the media, as well as how we present information internally and externally.

A public information officer will be identified in the staff and will be responsible for coordinating and overseeing all public relations and external information sharing for the college. They will keep the president and the Leadership Team apprised of requests for information from the public or media and work with them on official responses.

The associated administrative rules will include more specific information about public information and the processes for approving any information to be shared with the public, which would include:

- Public posters and notices on campus
- Publications, including by and for students
- Social Media management
- Interacting with local, regional, or national Media
- Website management
- Faculty or staff speaking in public and representing TBCC

### **Adopted:**



## BP 7340 Leave

### **RECOMMENDATION**

FIRST READING

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

We currently have most of our leave policy and AR information spread out across three board policies and two ARs. We started by revising the Catastrophic Leave policy into an AR which will be going to College Council. Going with the theme of making the policies more overarching with all the specific guidelines and information in the ARs, this new policy is called "Leave" and will have 6 different ARs under it (Vacation Leave, Sick Leave, Holidays, Other Leave, Catastrophic Leave, and Sabbatical Leave). These will be developed over the coming weeks and will go to College Council for approval. This is a first reading for this new policy.

## BP 7340 Leave

### References:

ORS 653.601 to 653.661  
ORS 659A.040 to 659A.049  
ORS 659A.150 to 659A.186  
ORS 659A.190 to 659A.198  
ORS 659A.082 to 659A.086  
ORS 659A.270 to 659A.285  
ORS 659A.312  
Previous BP 312, 313  
AR 7341, 7342, 7343, 7344, 7345

The Leadership Team and College Council shall establish procedures for employee leave as authorized by law. Such leaves shall include, but are not limited to:

- Paid Vacation
- Holidays
- Paid Sick Leave
- Unpaid Sick Leave
- Catastrophic Leave
- Special Paid Leave (Personal Days)
- Bereavement Leave
- Court and Jury Duty
- Military Leave
- Unpaid Leave
- Curtailed Operations

Accrued leave will begin the first day of employment.

In addition to these policies, the Board of Education or designee retains the power to grant leave with or without pay for other purposes or for other periods of time.

### Adopted:

Revised 11/19

## 24-25 Academic Calendar: First Reading

**RECOMMENDATION**

FIRST READING

**BACKGROUND INFORMATION** ..... VP Jarrell

The 2024-2025 and 2025-2026 Academic Calendars are presented as a first reading for review. Any questions or concerns will be addressed prior to second reading.

# 2024-2025 (Draft)

## Yearly Academic Calendar

### Tillamook Bay Community College

Registration Opens	5/20/2024
Holiday - Juneteenth	6/19/2024
Grades Due - Sp term	6/18/2024
Last Day to Register	6/23/2024
Summer Term Begins	6/24/2024
Last Day to Drop/ Payment Due	6/28/2024
Holiday - Independence	7/4/2024
College Closed	7/5, 7/12, 7/19, 7/26, 8/2, 8/9, 8/16, 8/23, 8/30
Fall Reg Opens	5/20/2024
10 Week Su Finals	8/26-8/29/24
Summer Term End Date	8/31/2024
Holiday - Labor	9/2/2024
Summer Grades Due	9/3/2024
Inservice Week	9/16-9/20/24
Last Day to Register	9/22/2024
Fall Term Begins	9/23/2024
Last Day to Drop/ Payment Due	9/27/2024
Holiday - Veteran's	11/11/2024
Last Day to Withdraw - Fall	11/15/2024
Winter Reg Opens	11/18/2024
Holiday - Thanksgiving	11/28-11/29/24
Finals Week	12/2-12/6/24
Fall Term Ends	12/7/2024
Fall Grades Due	12/9/2024
College Closed	12/20/2024
College Closed	12/23-12/26/24
College Closed	1/1/2025
Last Day to Register	1/5/2025
Winter Term Begins	1/6/2025
Last Day to Drop/ Payment Due	1/10/2025
Holiday - MLK	1/20/2025
Last Day to Withdraw - W	2/28/2025
Spring Reg Opens	3/3/2025
Finals Week	3/17-3/21/25
Winter Term Ends	3/22/2025
Winter Grades Due	3/24/2025
Spring Break	3/24-3/28/25
Last Day to Register	3/30/2025
Spring Term Begins	3/31/2025
Last Day to Drop/ Payment Due	4/4/2025
Summer Reg Opens	5/19/2025
Last Day to Withdraw - Sp	5/23/2025
Holiday - Memorial	5/26/2025
Finals Week	6/9-6/13/25
Commencement	6/13/2025
Spring Term Ends	6/15/2025
Spring Grades Due	6/15/2025
student action	staff/faculty action
holidays	non contract days

June '24						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

July '24						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August '24						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

September '24						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October '24						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November '24						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December '24						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January '25						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February '25						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March '25						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April '25						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May '25						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

# 2025-2026 (Draft)

## Yearly Academic Calendar

### Tillamook Bay Community College

Registration Opens	5/19/25
Holiday - Juneteenth	6/19/25
Grades Due - Sp term	6/16/25
Last Day to Register	6/22/25
Summer Term Begins	6/23/25

Last Day to Drop/ Payment Due	6/27/25
Holiday - Independence	7/4/25
College Closed - 7/3, 7/11, 7/18, 7/25, 8/1, 8/8, 8/15, 8/22, 8/29	

Fall Reg Opens	5/19/25
10 Week Su Finals	8/25-8/30/25
Summer Term End Date	8/30/25
Holiday - Labor	9/1/25
Summer Grades Due	9/2/25
Inservice Week	9/15-9/19/25

Last Day to Register	9/21/25
Fall Term Begins	9/22/25

Last Day to Drop/ Payment Due	9/26/25
Holiday - Veteran's	11/11/25
Last Day to Withdraw - Fall	11/14/25
Winter Reg Opens	11/17/25
Holiday - Thanksgiving	11/27-11/28/25
Finals Week	12/1-12/5/25
Fall Term Ends	12/6/25

Fall Grades Due	12/8/25
College Closed	12/22-12/26/25

College Closed	1/1/26
Last Day to Register	1/4/26
Winter Term Begins	1/5/26
Last Day to Drop/ Payment Due	1/9/26
Holiday - MLK	1/19/26
Last Day to Withdraw - W	2/27/26

Spring Reg Opens	3/2/26
Finals Week	3/16-3/20/26

Winter Term Ends	3/21/26
Winter Grades Due	3/23/26

Spring Break	3/23-3/27/26
Last Day to Register	3/29/26

Spring Term Begins	3/30/26
Last Day to Drop/ Payment Due	4/3/26

Summer Reg Opens	5/18/26
Last Day to Withdraw - Sp	5/22/26

Holiday - Memorial	5/25/26
Finals Week	6/8-6/12/26

Commencement	6/12/26
Spring Term Ends	6/13/26
Spring Grades Due	6/15/26

student action	staff/faculty action
holidays	off contract days

June '25						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July '25						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

August '25						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September '25						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October '25						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November '25						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December '25						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

January '26						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February '26						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March '26						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April '26						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May '26						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## Authorization for Additional Check Signer

### **RECOMMENDATION**

AUTHORIZE BOARD CHAIR TO SIGN TO APPROVE ADDITIONAL/ REMOVAL OF CHECK SIGNER –ACTION ITEM

**BACKGROUND INFORMATION** ..... CFO Montazeri

- 1) Upon executing and returning the attached US Bank form, Kylie Pokliuha, Sr. Human Resources Manager, will be added as authorized signer for checks issued by TBCC.
  
- 2) Upon executing and returning the attached US Bank form Appendix A-1, Heidi Luquette who will no longer be employed by TBCC will be removed as an authorized signer for checks issued by TBCC.

## Information Only Items

**RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION** ----- Chair Bell

**Strategic Plan Project/SAO Sharing**

**RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION** .....DIRECTOR MCCARLEY

As TBCC enters year two of our strategic plan, we will invite service areas/departments to report on the work they are doing to achieve their Service Area Outcomes (SAOs). This month, we will hear from Success Coach Beutel on the work being done by the Student Services team to strengthen student onboarding.



# Mission Fulfillment Report

**RECOMMENDATION**

INFORMATION ONLY

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

As a part of the College's annual demonstration of mission fulfillment and to meet accreditation standards, the mission fulfillment report for 2022-2023 is presented for the Board's review. We achieved mission fulfillment with seven of eight measures (87.5%) in the achieved or minimally achieved range.

## MISSION FULFILLMENT 2023

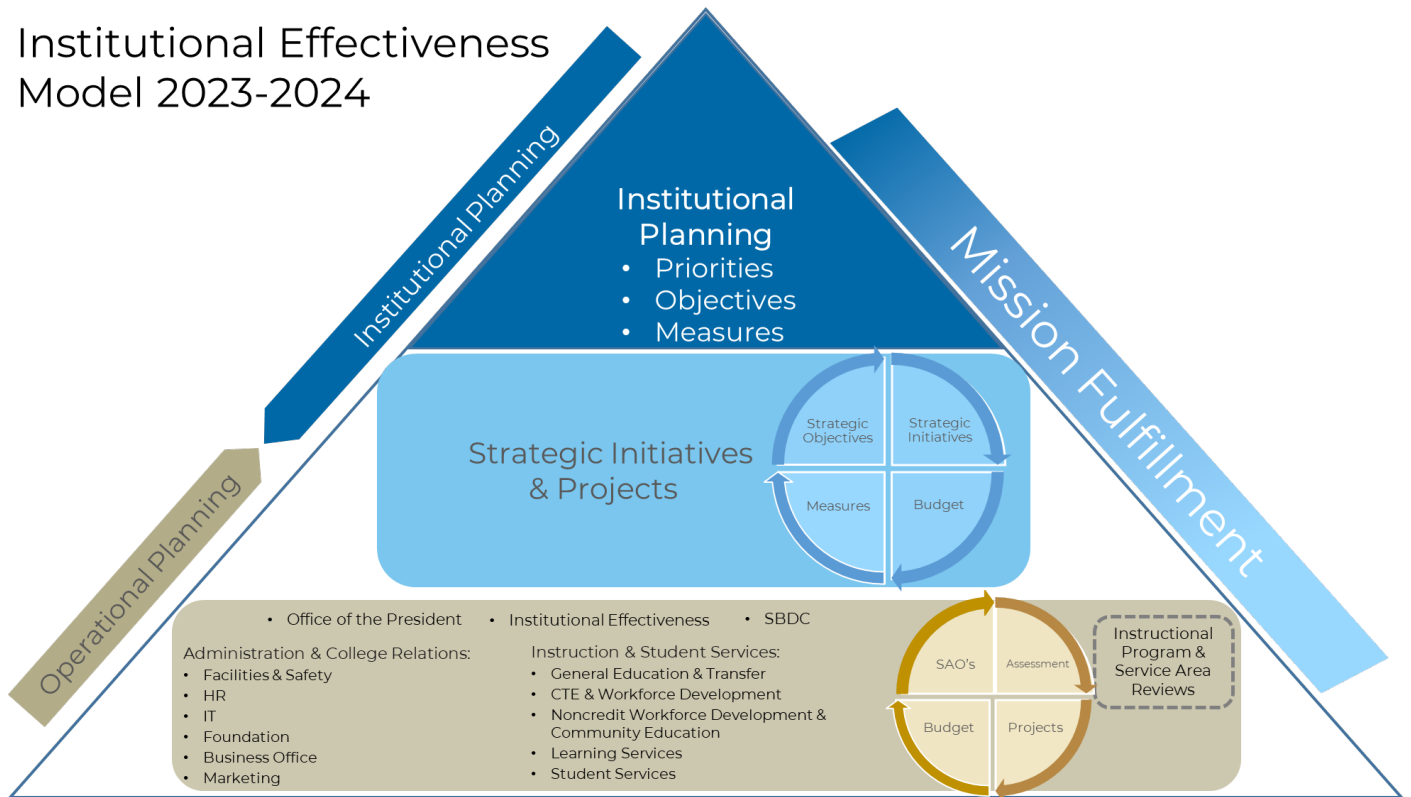
### Introduction

Tillamook Bay Community College (TBCC) emerged from the strategic plan development process with a clear direction for the college, having heard directly from our community and being guided by their vision. The 2022-2023 academic year was the first year TBCC was working under our new [strategic plan](#) and our focus was on implementation and building processes and structures to support the plan. The Leadership Team worked at the beginning of the academic year to identify the projects that aligned with the priorities in the strategic plan. Employees across the College participated in moving this work forward throughout the year and this work cuts across teams and functions. As a part of our annual climate survey, 73% of employees reported participating in strategic projects and Service Area Outcome project during the year.

One strength of the new plan is the ability to explicitly align initiatives with the objectives and priorities in the plan, so that we can ensure that our work is directed toward moving the needle on our strategic measures. The previous plan didn't align initiatives and projects with priorities, which sometimes made it difficult to prioritize interventions and improvement projects in the face of competing great ideas. We implemented Weave as well, which is an online project planning tool that supports action planning for each project in the strategic plan. Weave allows us to see all of the projects aligned with a particular priority and objective and the progress on those projects. It supports budgeting as well, as resource requirements can be identified within the action plan for a project. We have built a plan in Weave for each Priority in the strategic plan and are monitoring progress at quarterly intervals. It was a learning process so implementation was bumpy. But we've already rolled into year 2 and have created projects and are building action plans for year 2 projects.

TBCC's institutional effectiveness model includes continuous quality improvement both at the college-wide level through strategic plan initiatives, and also at the division and team level with service area outcomes (SAO's). Each service area or team at the college revisited or revised its SAO's this year and aligned their SAO's and projects with the new strategic plan. As our IE model below illustrates, improvement is happening at multiple levels of the organization, and planning is aligned with our strategic priorities. As each team set SAO's, they identify assessment methods to monitor progress in meeting their SAO. Annually each team reviews their progress, and whether they've met the benchmark. Planning begins for the coming year, setting projects and action plans to move the metric. SAO's began to be built into Weave in the spring of 2023, and this will be fully implemented in the fall of 2023-2024.

## Institutional Effectiveness Model 2023-2024



As a part of the institutional effectiveness model, we moved from a three-year to a five-year cycle of program reviews of instructional programs and service areas. These reviews evaluate efficiency, quality and impact of programs and services, and support goal setting and continuous improvement. We moved to a longer review cycle because the reviews require a good deal of resources to complete and the shorter cycle simply didn't provide enough time for recommendations to be implemented and to have impact. We continue to share the results of these reviews with our College Council which evaluates them using assessment rubrics and provides feedback. The reviews are shared with the college community and are presented to our Board of Education as well. The Instructional Program and Service Area Review Schedule is included in the appendix. In 2022-2023 three instructional programs were reviewed, including the [MIT/Welding](#), [Criminal Justice](#) and [High School Connections](#). In 2022-2023, a workgroup was formed to develop the metrics to assess the success of achieving the strategic plan measures. This team included the Director of Institutional Effectiveness, two Faculty members, and the Director of Title III, and met throughout the year. The workgroup identified at least one metric for each strategic priority, and aligned with metrics which we commonly track. In 2021-2022, TBCC began a Title III grant which is geared toward improving outcomes for students through redesigning student services, providing career exploration supports, launching a nursing program and improving student retention. We are assessing these goals through tracking new students to the

College over the next five years on the metrics: persistence, retention, credit momentum, gateway momentum and award completion. As a part of accreditation and to assess student success in mission fulfillment, we are moving toward using metrics that allow us to compare our performance with that of our peers. Specifically, we are using narrower, specific cohorts used by either VFA or IPEDS so that we can benchmark against regional and national peers using these frameworks.



## Mission Fulfillment Measures

Tillamook Bay Community College (TBCC) has defined mission fulfillment as attaining 70% of all measures within the achieved or minimally achieved range. The achievement of each indicator is determined by comparing the current statistic with the threshold levels for each measure. These levels are:

 Green – Achieved     
  Yellow – Minimally Achieved     
  Red – Not Achieved.

For 2022-2023, we have developed eight measures of student and college performance, at least one in each strategic priority area. **TBCC achieved mission fulfillment with seven of eight (87.5%) in the achieved or minimally achieved range.**

### Exceptional Student Experience:

	2022-2023	(2021-2022)	Threshold
Exceptional Student Experience	 Conversion Rate 56.0%	57.0%	>=65%: Green, 55% - 65%: Yellow, < 55%: Red
	 Student Belonging 53.0%		>60%: Green, 60% - 46%: Yellow, < 46%: Red

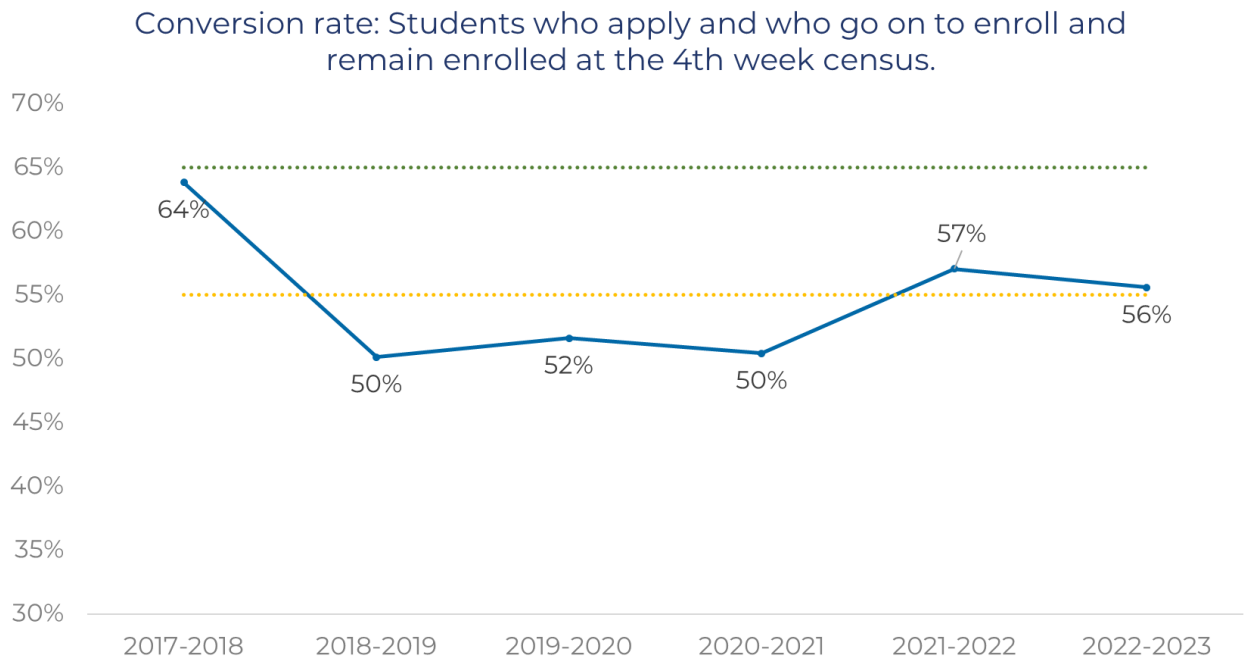
TBCC completed the second year of its Title III RESHAPE grant which includes redesigning student services, systematic career exploration, learning communities, expanding the healthcare pathway and building capacity within the TBCC Foundation. Many of the projects underway this year, both at the strategic level and within teams to drive SAO's are aligned with the goals of Title III.

The strategic work of the College in this area focuses on engaging and supporting students, particularly those students who encounter barriers to success at the College. Projects in 2022-2023 have included an examination of student services processes and the addition of an enrollment navigator to support students from application through registration to engagement in their courses. This work is supported by Title III and is designed to increase the Conversion Rate, the percentage of students who apply and are enrolled and attending at the 4<sup>th</sup> week.

**Conversion rate** - In 2017-2018, the conversion rate was 64%, but has dropped notably since then.

Thresholds were set based on this past performance, with the goal that increased capacity and

streamlined services will result in an improved rate. Work in the coming year will bring new methods of communicating with students, so we are better able to identify and reach students who haven't registered or returned for classes.



Many interventions of the grant are geared toward building students' sense of engagement and belonging at the College, including orientation activities and learning communities which are discussed under the next priority. Our Student Services team began developing programs to support first generation students and those from other under-represented populations. Initial work began in 2022-2023, but funding has been secured for 2023-2024, and the programs will be launched and staffed in the coming academic year. These programs are designed to reflect the needs of these students, resulting in increased engagement, enrollment and retention.

**Student Belonging** – A strong focus of the interventions in the Title III grant is in increasing student sense of affiliation and identification with the college, their feeling that they fit at TBCC. This 'sense of belonging' is believed to prevent stop-out and increase graduation rates. As a part of the grant, we are collecting the Student Belonging Scale from first year students during the fall term and again in spring to assess an increased sense of belonging. The measure includes the subscales Peer Support, Classroom Comfort, Isolation and Faculty Support as key domains of belonging. In 2022-2023 we found that 53% of new students demonstrated an increase in belonging during their first year at TBCC. We set thresholds based on one standard deviation above and below this figure. We hope to increase both the number of students completing both the pre-post surveys and the improvement percentage next year.

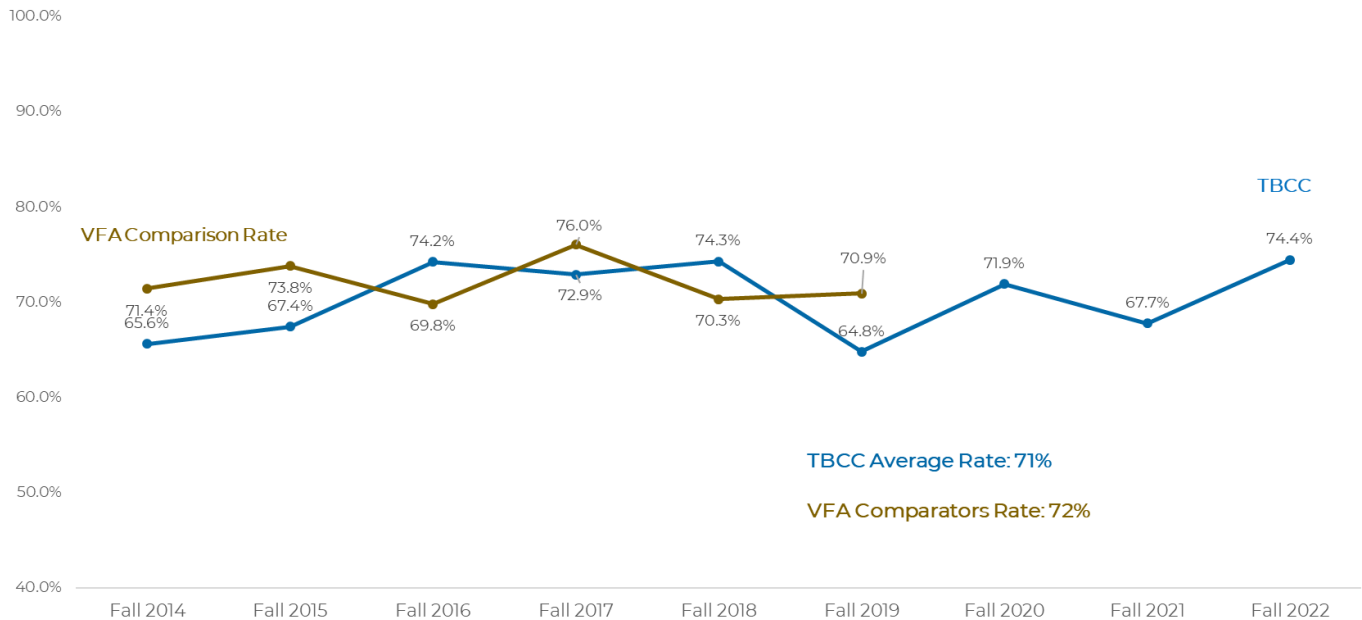
## Educational Excellence & Workforce Development:

In 2021-2022, the College engaged in a series of projects designed to improve student success, as measured by persistence, retention and completion rates.

		2022-2023	(2021-2022)	Threshold
Educational Excellence & Workforce Development	Fall to Winter Persistence	74.4%	67.7%	>72%: Green, 72% - 68%: Yellow, < 68%: Red
	Fall to Fall Retention - Full-time	49.3%	48.0%	>54.5%: Green, 54.5% - 44.1%: Yellow, < 44.1%: Red
	Fall to Fall Retention - Part-time	27.8%	28.6%	>35.1%: Green, 35.1% - 20.5%: Yellow, < 20.5%: Red
	Award Completion Rate - Full-time	38.7%	34.7%	>39.0%: Green, 39.0% - 22.4%: Yellow, < 22.4%: Red
	Transfer Rate - in development in 2023-2024			

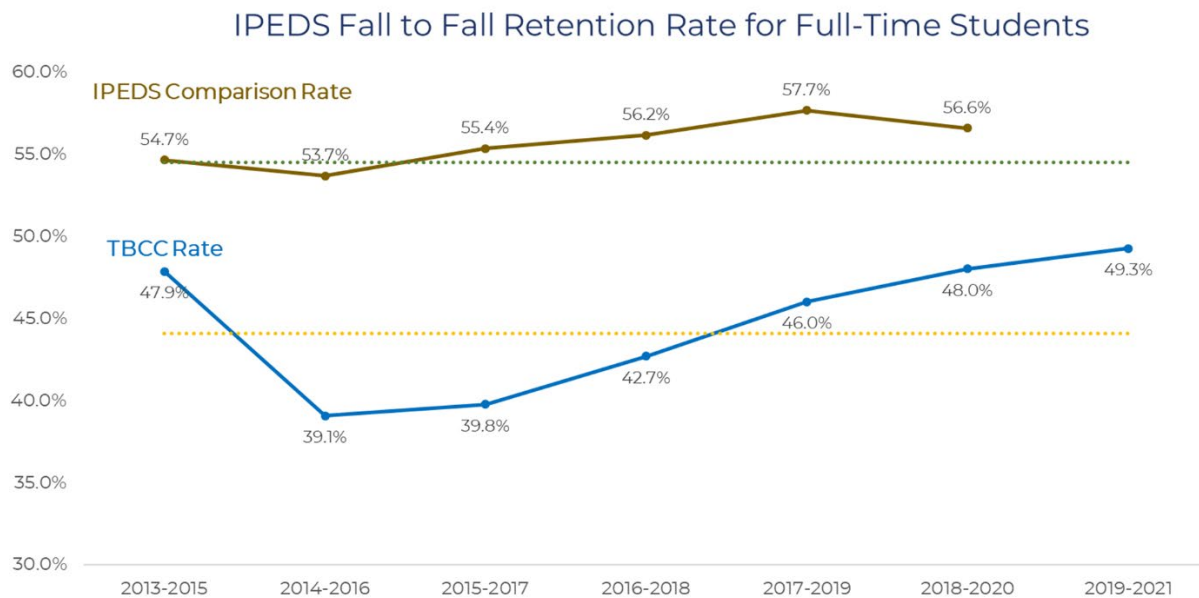
Each of these metrics require comparison with both our past performance as well as peer comparators to understand our performance in context. For each measure we used a national framework to extract comparative data from similar colleges.

VFA Fall to Winter Persistence Rate for New to TBCC Students



**Fall to Winter Persistence** – This measure is the percentage of new to TBCC students in fall term who return in winter term and uses the same cohort as the Voluntary Framework for Accountability (VFA). A sample of 10 community colleges who were similar in enrollment size, rural location and degree granting were selected as peer comparators. These data in the chart above suggest that persistence rates at TBCC are strong.

**Fall to Fall Retention** – This measure is the percentage of new to college students in fall term who return the following fall term and uses the same cohort as the Integrated Postsecondary Education Data System (IPEDS). Because the sample is quite narrow, we used a rolling three-year average for the measure to control for the impact of small sample sizes. A sample of 22 comparison schools was drawn as peer comparators. We then calculated the most recent five-year average of our rates and the standard deviation (SD) of that average. We set the cutoff for the green threshold as the average plus 1 SD, and the cut off for the red threshold the average minus 1 SD. This standardized the methodology for setting thresholds in this priority and also set more rigorous benchmarks compared to our peers, as the graph below illustrates:

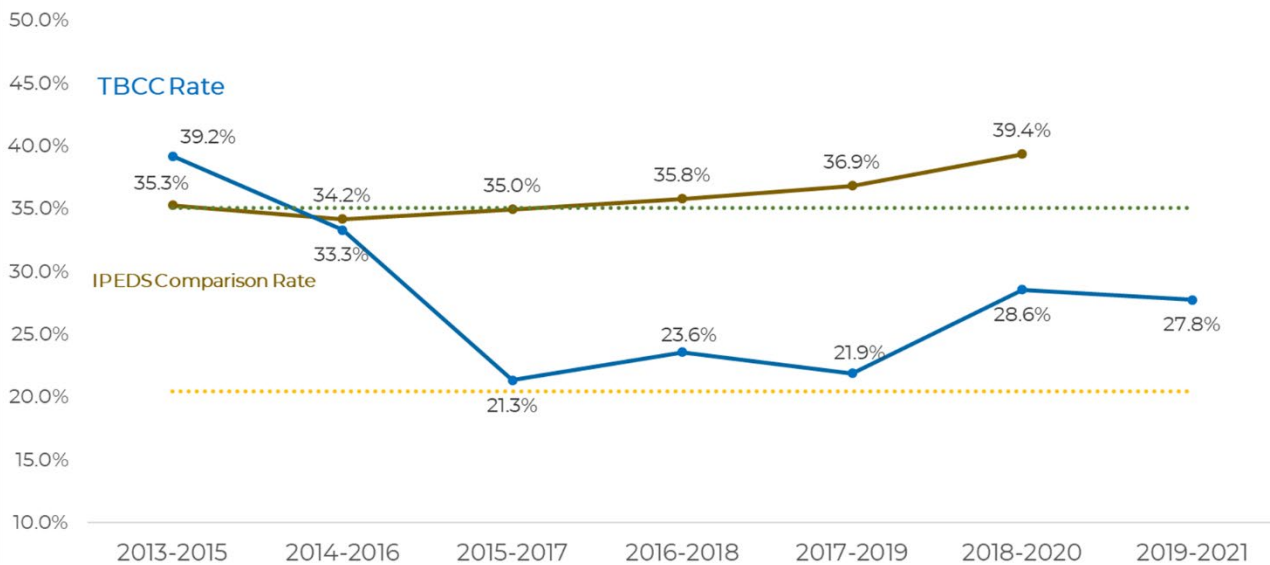


Retention rates at TBCC are increasing over the last few years for full-time students but still remain below the rates of the IPEDS comparison schools. We’ve seen a similar increase in retention rates for part-time students during the last three years, as demonstrated in the chart below, but are well below our comparators.

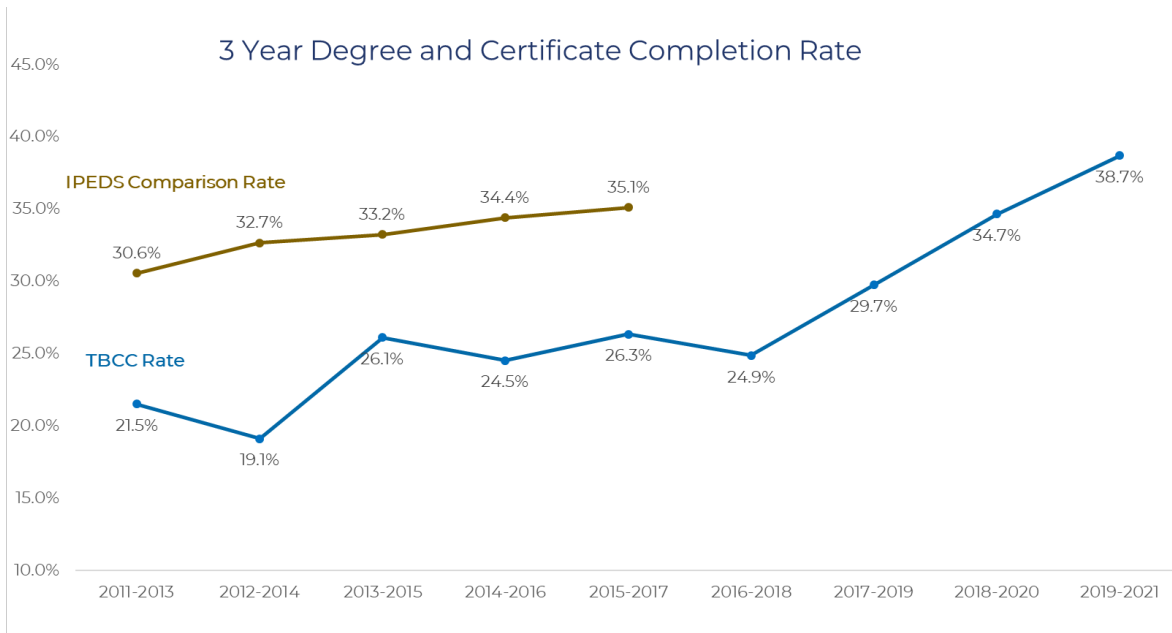
During the 2022-2023 academic year, Student Services implemented learning communities for all new students, organized around student majors. Success Coaches lead each learning community and develop career exploration activities in collaboration with faculty. Learning communities provide a support system for students with similar career goals and encourage the development of a sense of community with that cohort of students. New student orientation has been redesigned around learning communities as well, so each new student meets faculty and coaches from their community and receives information specific to their academic goals. This revised orientation was implemented in fall of 2023.

An emphasis was placed on creating opportunities for students to engage in their field of study through internship in 2022-2023. These included the Outdoor Stewards of Oregon internship which is a partnership with state and federal agencies. We are also working to expand opportunities for students through the Tillamook Works program in 2023-2024. This program has primarily been focused on high school students, but there will be an increased focus on building opportunities for undergraduate students as well, which will help to engage students and lead to higher rates of retention.

### IPEDS Fall to Fall Retention Rate for Part-Time Students



### 3 Year Degree and Certificate Completion Rate





**Award Completion Rate (Full-Time)** – This measure is the percentage of new to college students who are full time students in fall term, who earn a certificate or degree within three years, and uses the same IPEDS colleges for comparison. Like the retention rate measure, sample sizes are small, so a rolling three-year average is used, and a similar methodology was used to set the thresholds.

**Transfer Rate** – We will be developing a measure of transfer rate in the coming year, through collaboration with the Data Team. While it is essential that we assess the success that our students experience in reaching their academic goals at other institutions, identifying a measure that is meaningful for TBCC, while also being comparable to other institutions will be challenging. We know that students transfer from TBCC after earning credits for prerequisites to other programs, after earning certificates and degrees, and at other meaningful points in their academic journeys. Students transfer to other two-year institutions or to universities. These transfers can occur quickly or after multiple quarters enrolled at TBCC. Narrowing down these decision points and variables to a clean measure of transfer rate will be the work of the team.

### **Advancing Local Business Growth -**

When developing this strategic plan, the community communicated clearly the need to expand our offering to meet specific workforce needs. One primary need is building the healthcare workforce. In 2022-2023, the Office of Instruction gained approval to offer an AAS in Nursing and the first nursing students will begin in winter term 2024. The Title III RESHAPE grant supports this effort by equipping the program. In addition, TBCC began the process of funding, identifying and building a healthcare building, with groundbreaking planned for spring of 2024. This building will support the AAS in nursing, as well as expansions of healthcare certificates which will meet local needs.

Similarly, the Office of Instruction is collaborating with local business leaders to assess options for a dedicated facility to expand Career-Technical Education. TBCC currently offers MIT and Welding programs, but doesn't have a dedicated facility and hopes to expand programming to meet other workforce needs. The focus of this project in 2023-2024 is identifying a solution and setting a timeline for completing the facility.

### **Employee Experience & Organizational Health:**

In response to concerns raised by employees, a workgroup of employees was formed to identify and make recommendations to address these concerns. The workgroup recommended that TBCC implement a wellness stipend to support employee physical and mental health, which was endorsed by leadership and implemented beginning in July 2023. This workgroup will continue its work in the next academic year. This workgroup also provided feedback on the measure of employee

engagement – the Net Promoter Score, which was piloted in February of 2023 and then collected again in May of 2023. This measure sets a high bar for engagement and doesn't allow us to dig deeper to understand the issues that concern employees. There is a need for a more expanded assessment of employee morale and concerns. The Employee Engagement Committee will take the lead making recommendations to leadership to improve employee morale.

		2022-2023	(2021-2022)	Threshold
Employee Experience & Organizational Health	Employee Engagement	-2.0%		>30%: Green, 30% - 1%: Yellow, < 1%: Red

**Employee Engagement** – The Net Promoter Score (NPS) assesses employee engagement through the question “How likely is it that you would recommend TBCC as a workplace to a friend or colleague?” This measures employee loyalty and satisfaction within an organization. Employees respond on a scale from zero to ten, and response from ‘zero to six’ are considered ‘detractors’, ‘seven’ and ‘eight’ are counted as ‘passive’ and higher responses are ‘promoters’. This response scale strongly weights negatively, with even scores of seven and eight being considered neutral. The NPS is then the percentage of detractors subtracted from the percentage of promoters. Research suggested that strong organizational cultures with positive morale had NPS scores of 30 or higher, so this was set as the green threshold. The yellow threshold assumes more promotor employees than detractors.

TBCC collected the NPS in May of 2023 which resulted in a NPS of -2.0%. But more than a third of employees were in the passive category, with ratings of 7 or 8 on the scale. This suggests that there are opportunities to both better understand employee concerns and to improve morale in the coming year.

TBCC commissioned PSU’s Center for Public Service to complete a Compensation Study in 2022-2023 to explore how both exempt and non-exempt positions compare with similar positions both in the region and at rural colleges of similar size. The results of this study have just begun being discussed with employees and these conversations will continue into the next academic year.

## Community Engagement & Awareness:

### Building Partnerships & Connect and Convene -

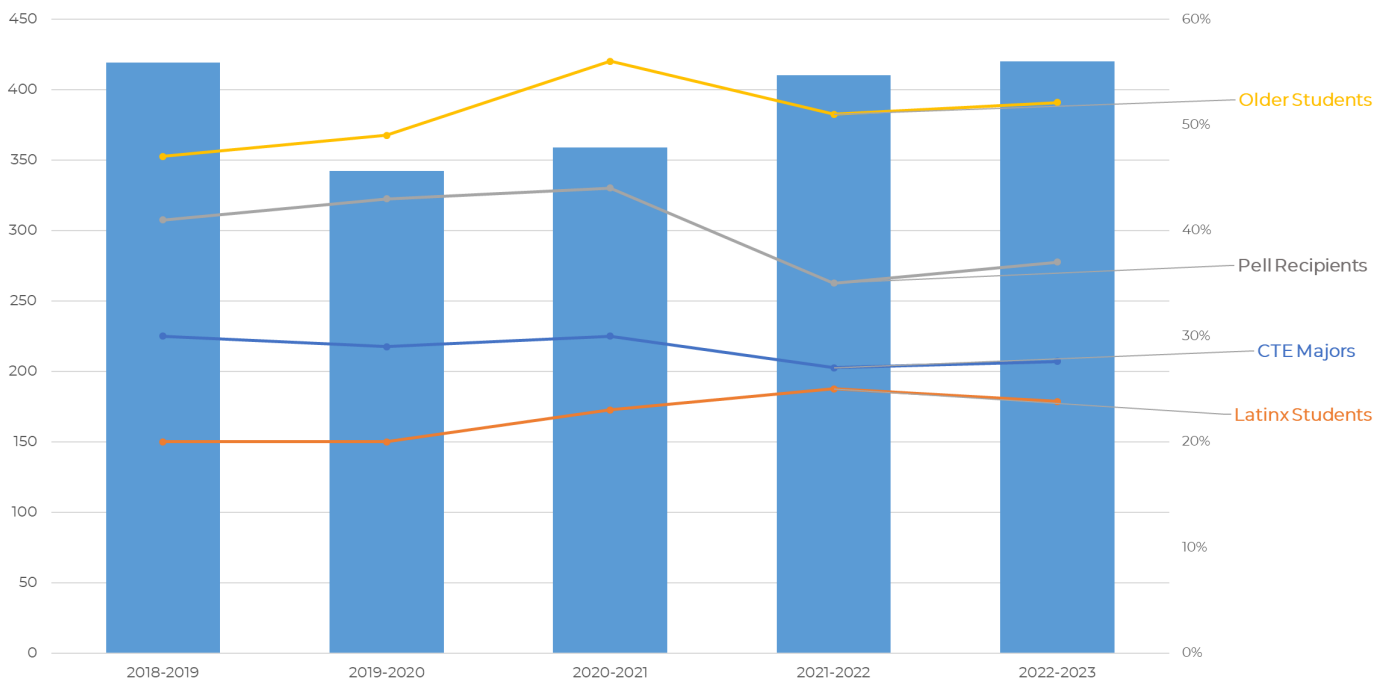
During the development of the strategic plan, we heard from the community that there was an opportunity for TBCC “to lead, connect and convene the community to address challenges and foster civic engagement” and we have provided a venue for these type of conversations in 2022-2023. TBCC hosted three community conversations in partnership with our local news outlet and we are

collaborating with a large scale childcare initiative. This work is ongoing and should ramp up in 2023-2024.

College leaders have identified the issues that impact our students and are building partnerships with our community to understand these issues and work toward solutions. Systems barriers like poverty, lack of quality childcare, domestic violence, housing and homelessness, and food insecurity impact our students at high rates, and while these societal problems are not issues that we will solve, we can build interventions that can support our students as they enroll at the College. The success of our food pantry is a good example of an intervention that has been a powerful support for our students who experience food insecurity at rates higher than students at other community colleges across the state.

		2022-2023	(2021-2022)	Threshold
Community Engagement & Awareness	Diverse Enrollment	<span style="color: orange;">●</span>		Green: increased total enrollment & increased enrollment of priority populations; Yellow: either no increase in total enrollment OR no increased enrollment of every priority population; Red: no increase in total enrollment & no increased enrollment of every priority population

**Changing Enrollment:** Overall undergraduate enrollment dropped during the pandemic, but has returned to normal levels. While the percentage of Latinx students has increased over the previous 2 years, it dropped slightly in 2022-2023.



As we work as a community to build enrollment, we are intentionally reaching out to groups who are often underrepresented in higher education, including lower income people, members of the Hispanic/Latinx community, older students and those interested in CTE. These groups are identified as 'priority populations' both by TBCC and by Oregon's Higher Education Coordinating Commission as a

part of the updated funding formula for community colleges. It isn't enough to grow enrollment of traditional students and leave these populations behind – so this measure balances both priorities.

**Diverse Enrollment** - This metric is designed to assess our growth in enrollment, balanced with the increase in the enrollment of these priority populations, compared with the prior year. To achieve the green threshold, total headcount must increase from the previous year, as well as an increase in the percentage of students from each of these priority populations over the previous year. The year 2020-2021 in the chart above illustrates a year 'in the green', as it met both conditions, an increase in overall headcount, and an increase in the enrollment of every priority population. A result is in the 'yellow' occurs when either there is no increase in total headcount OR there is no increase in the enrollment of every priority population. A result is in the 'red' when there is no increase in headcount from the previous year AND there is no increase in enrollment of every priority population. In the chart above, academic year 2019-2020 was a year that would have been 'in the red' because enrollment dropped overall, and enrollment of CTE majors dropped. In 2022-2023, we saw an increase in enrollment overall, and an increase in the percentage of CTE majors, Pell recipients (as a proxy for low income), and older students. But we experienced a slight decrease in the enrollment of Hispanic/Latinx students, so we didn't meet the green threshold. In the coming years we will explicitly be building our relationship with the Hispanic/Latinx community so we can understand the barriers that we present, as we work to become a Hispanic Serving Institution.

## Equity & Inclusion:

A strength of the strategic plan is that while the fifth priority focuses on equity and inclusion, equity is also built into each priority in the plan. In 2022-2023, we were unable to hire an Equity and Inclusion Coordinator, despite an extended recruitment window and two interview cycles. This is unfortunate because increased capacity is required to meet the objectives laid out in this priority. The Equity and Inclusion Committee (EIC) will be implementing an equity lens process across the College, but the pace of the implementation will be slow due to this limited capacity. The EIC met in the summer of 2023 to outline a process and governance structure for the use of the Equity Lens across Tillamook Bay Community College. The Equity Lens can be used to consider the impacts of a wide range of issues, including policies, procedures, processes, decisions, programs or practices at the College. This proposal includes recommendations for how issues are suggested for a Lens Review, who determines what gets reviewed, who participates in the review and the process for approving and implementing the resulting recommendations. As this process is implemented, a SharePoint site will be developed and maintained to document the process and share the results of Lens Reviews. The EIC will lead this

process, but the participation and support of staff, faculty, students, College Council and the Leadership Team are necessary to build a robust and sustainable system.

A qualitative metric will be developed in 2023-2024 academic year to assess the effectiveness of the equity lens. This will involve the development of a rubric and evaluation process by the Data Team.

## Next Steps

We achieved mission fulfillment with seven of eight measures (87.5%) achieved or minimally achieved. In the coming year we will develop a measure of transfer rate to assess the percentage of students transferring to another college to fulfill their academic goals. We will also will be implementing a process for using the Equity Lens consistently across college decision-making and will evaluate the effectiveness of this process. The Data Team will collaborate in developing these measures for a total of 10 strategic plan measures, which will be approved by the Leadership Team and then by the Board of Education.

We will continue to identify a core set of peer colleges for comparison and select the five to seven with programs, student populations, and regions which are most similar to TBCC. Our focus will then shift to disaggregating each student success metric by race and ethnicity, gender, Pell status, and first generation status to better understand our unique population of students, and how they compare with our peer colleges. We are currently comparing our performance to a larger set of peer colleges, but fine-tuning this set of peers will improve our ability to understand and improve our performance by streamlining processes, increasing supports, and removing barriers for students.

This institutional effectiveness work will continue to occur across the organization as well, with each team setting outcomes for their work that are aligned with strategic priorities. We are strengthening our tracking of action plans this year, so that we are able to more easily see how our particular actions and projects have or have not impacted our outcomes. We will more thoroughly use Weave to document this work.

The winter quarter staff meeting will be an opportunity for each team to assess their progress in completing actions and projects and setting work plans for the rest of the year. This is also an opportunity to identify any resource needs for the coming year. Teams may see that there are trainings or tools, for example, that could support their work, and these can inform the budget planning process. This broad based planning process will include voices from across the college.

The 2023-2024 academic year will be an exciting one for TBCC, with the launch of the AAS in Nursing. The first cohort of 16 students begins in January 2024. We will also break ground on the Health



Education Building in the spring of 2024. As we evolve to better serve our students and the community together, we can achieve our vision to be the educational center of our community: responsive, innovative, empowering, and invested in the progress of all.

## Appendix:

### **PROGRAM AND SERVICE AREA REVIEW SCHEDULE**

#### **Cohort 1 – completed 2022-2023, Due June 30, 2023**

- MIT/Welding
- Criminal Justice
- High School Connections (including TillWorks, Dual Credit and Expanded Options)

#### **Cohort 2 – completed 2023-2024, Due June 30, 2024**

- Facilities/Safety
- Human Resources
- Administration/College Relations (including reception, marketing, and grants)
- Allied Health
- Non-credit classes and programs

#### **Cohort 3 – completed 2024-2025, Due June 30, 2025**

- Office of Instruction and Student Services
- Institutional Effectiveness
- General Education and Transfer
- SBDC
- Business Office

#### **Cohort 4 - Completed 2025-2026, Due June 30, 2026**

- Library
- Student Supports (including Financial Aid, advising, registrar, engagement and supports)
- Business Administration
- Agriculture/NR/Forestry
- Nursing and Nurse Assisting

#### **Cohort 5 - Completed 2026-2027, Due June 30, 2027**

- Office of the President
- College Development
- College and Career Foundations

## Equity Update

**RECOMMENDATION**

INFORMATION ONLY

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

The following document summarizes Tillamook Bay Community College’s commitment to meeting expectations of HB2864, Cultural Competency at Post-Secondary Institutions.

#	Text from Legislation	Institutional Summary
2	Each public institution of higher education shall establish a process for recommending, and providing oversight for the implementation of, cultural competency standards for the public institution of higher education and the institution’s employees.	<ul style="list-style-type: none"> <li>● Equity and Inclusion Committee</li> <li>● <a href="https://tillamookbaycc.edu/about-tbcc/equity-and-inclusion/">https://tillamookbaycc.edu/about-tbcc/equity-and-inclusion/</a></li> <li>● The committee is charged by College Leadership with building the cultural competence of staff, faculty, and students and with leading the college in becoming a more equitable environment.</li> <li>● The committee develops strategy and budget requests and makes recommendations to College Leadership.</li> </ul>
2(a) 2(b) )	Include broad range of institutional perspectives and give equal weight to the perspectives of administrators, faculty members, staff and students.	<ul style="list-style-type: none"> <li>● Committee members: <ul style="list-style-type: none"> <li>○ Executive Director, TBCC Foundation</li> <li>○ Director of Institutional Effectiveness</li> <li>○ Faculty member</li> <li>○ Student Engagement Facilitator</li> <li>○ Director Opportunity Programs</li> <li>○ Grant Accountant</li> <li>○ Resource Navigator</li> <li>○ AV/Instructional Support Specialist</li> </ul> </li> </ul>
#	Text from Legislation	Institutional Summary
2(c)	Require that the institution provide continuing training and development opportunities that	<p>Movie Events – the College sponsored one event in the 2022-2023 academic year in collaboration with ASTBCC.</p> <p>Book Clubs – the College continues to sponsor quarterly book clubs to increase awareness and understanding of diversity and equity. The</p>



	foster the ability of the institution's faculty, staff and administration to meet cultural competency standards.	<p>book is provided for anyone interested, and then weekly discussions occur to learn collaboratively. Typically 15 people participate.</p> <p>Equity Lens Implementation – the committee developed an implementation proposal for building the lens into practice across the college. This is a strategic project under the 'equity &amp; inclusion' priority and is included in Appendix 1.</p>
2(d)	Propose institution-wide goals that seek to improve the cultural inclusion climate for students, faculty, staff and administration from diverse backgrounds.	<p>Appendix 2 is the College's Strategic Plan. Instead of creating a separate Equity Plan, we built equity into each priority in the plan and then included a fifth priority focused specifically on equity and inclusion. This priority highlights the need for additional capacity to meet the objectives of the plan, including providing college-wide training and professional development.</p> <p>The Equity and Inclusion Committee prepares an annual a list of ongoing projects which is included in Appendix 3.</p>
2(e)	Require preparation of a biennial report that is presented to the appropriate board regarding the institution's progress toward achieving the goals set forth in this legislation.	This report was created by the Equity and Inclusion Committee and will be shared with the Tillamook Bay Community College Board during the December 4, 2023 meeting.
2(f)	Recommend mechanisms for assessing how well the institution meets cultural competency standards.	<p>The Student Campus Climate Survey and the Employee Campus Climate Survey are distributed annually, beginning in 2018. The findings of these assessments are reviewed by the Equity and Inclusion Committee, the Leadership Team and are shared with all staff and faculty. The results are disaggregated on race/ethnicity and gender to determine if there are any detectable disparities in experience. These data are helpful, as they provide insights into student concerns and guide us in how to support students more effectively.</p> <p>Student success and outcome data are regularly disaggregated by gender, race/ethnicity, enrollment intensity, Pell status, and first-generation status of students. The College is investigating the data to</p>

		determine our equity gaps, so that we can align service and supports to address disparities.
2(g)	Ensure that the institution clearly communicates to new faculty, staff and administrators the institution's commitment to including meeting cultural competency standards in professional development.	The College has developed both an Equity Statement which asserts our commitment to equity and diversity, as well as an Equity Policy which was approved by our Board. These documents are shared and discussed with new staff and faculty as a part of their onboarding. The TBCC's President has implemented a new staff orientation program which includes a monthly introduction to essential components of College operations and higher education in general. Equity and inclusion are components of this orientation.

Appendix I:

## Equity Lens Implementation

In July 2023, the Equity and Inclusion Committee (EIC) met to outline a process and governance structure for the use of the Equity Lens across Tillamook Bay Community College. The Equity Lens can be used to consider the impacts of a wide range of issues, including policies, procedures, processes, decisions, programs or practices at the College. This proposal includes recommendations for how issues are suggested for a Lens Review, who determines what gets reviewed, who participates in the review and the process for approving and implementing the resulting recommendations. As this process is implemented, a SharePoint site will be developed and maintained to document the process and share the results of Lens Reviews. The EIC will lead this process, but the participation and support of staff, faculty, students, College Council and the Leadership Team are necessary to build a robust and sustainable system.

### Identifying Issues of Concern

We propose creating multiple ways for employees and students to suggest an issue for review, including emailing EIC members, sharing to the virtual suggestion box, and/or adding the suggestion to a collaborative document on the SharePoint site where ideas can be shared. We suggest creating an anonymous suggestion box for students as well, with a link on MyTBCC. Our Lens Reviews to date have focused primarily on employee concerns, with little student involvement. A student suggestion box will create a way to elevate student concerns.

Every month these suggestions will be reviewed by the EIC. Policy and Administrative Rules suggestions will be coordinated with Leadership's review calendar, so that recommendations can be incorporated into the edited versions, before they are reviewed

by College Council and the Board. Other suggestions will be prioritized by the EIC, with input from subject matter experts.

### Workgroup Participation

Workgroups will be formed ad hoc for each Lens Review, with an email invitation to employees, and students where possible. These groups should be small (5-6 members) so that scheduling can be done quickly, but also be representative of those impacted by the issue, including:

- EIC members
- Staff or faculty with particular expertise in the issue, decision, policy, program, etc. (e.g. HR manager for personnel policies).
- Exempt and non-exempt employees
- Faculty
- An ‘outsider’ perspective (an employee with a 10k foot view of the subject)
- Students

For Lens Reviews of issues directly impacting students, we propose that the majority of participants in the workgroup be students. This can occur through collaboration with ASTBCC and the Career to Career, First Class Scholars, or other student groups depending on the issues being considered. Participation could fulfill the expectation for college engagement.

### Lens Application Process

To apply the Lens, the workgroup should plan on an initial 90 minute session, with additional sessions if needed. A facilitator and a scribe should be identified to lead the discussion and to record the learnings. When reviewing a policy or procedure, the document itself is the foundation for the review. When a decision or program or practice

are being reviewed, it will be helpful to prepare an outline of the issue to use in the review.

1. Stakeholders – Identify who is impacted by the issue under review. The Obear Group Identity Cards can be useful at this step, or the Lens tool includes a list of student and employee populations to consider. These perspectives should be kept front of mind when considering the impact of the decision, policy, program etc.
2. Potential Impacts – As the workgroup talks through the issue under review, identify the potential impacts. Does the policy or procedure as written increase disparities? Does the program or practice as it currently functions increase or decrease access and equity?
3. Mitigating Strategies – Identify ways to mitigate the negative impacts of the policy, practice or program under review. For each negative impact, discuss and identify ways to address the impact. For a policy or procedure, this may involve reviewing each section of the document, editing it, or making suggestions to create more equitable impacts.
4. Recommendations – Summarize any overarching recommendations that have emerged.
5. Documenting Results – The workgroup should prepare a document which summarizes the process that was conducted, who participated, what was learned and the recommendations that resulted. This draft document will be reviewed by the EIC, before being shared publicly.

### Information Sharing and Governance

The results of the Lens Review will be shared campus-wide by email and posted on the SharePoint site. The results will then be shared with various stakeholder groups:

- Faculty, Deans and Directors, Board of Education – An informational discussion will be held with these groups to apprise them of the process conducted and the recommendations made.
- College Council – The workgroup will present the results of the Lens Review to the Council to gather their feedback as well as to build support for the recommendations before they move to leadership.

- Leadership Team - The workgroup will present the results of the Lens Review to leadership, making the case for the recommendations and answering any questions that arise. The Leadership Team will then determine which recommendations to accept and integrate into policies and A.R.'s.

It is important to make clear that this process doesn't supersede the process for policy and A.R. approval which is described in XX. The recommendations that are accepted and approved by Leadership Team as a result of a lens review will be integrated into the relevant documents, with A.R.'s then being approved by College Council and policies approved by the Board.

#### Annual Process Check-In

As this processes is implemented, its necessary that the College identify and course correct any issues that arise. The EIC proposes that they meet annually with the Leadership Team for a review of the Lens Reviews conducted in the previous year. The purpose of this discussion will be to ensure communication is occurring across the college, that participation in workgroups is representative, the review process and template are functioning, and the governance process is working well. This will also be an opportunity to identify any barriers to the implementation of approved recommendations. Updates to the review process can then be implemented for the following year.

Appendix II:

<p><b>MISSION</b></p> <p>TBCC serves our diverse community equitably through educational excellence, community collaboration, and opportunities for lifelong learning.</p>	<p><b>VISION</b></p> <p>TBCC is the educational center of our community: responsive, innovative, empowering, and invested in the progress of all.</p>	<p><b>VALUES (RISES)</b></p> <p><b>Relationship-Oriented:</b> We prioritize relationships and partnerships that strengthen our community. Innovative: We are continually evolving to meet the changing needs of our community with responsive and relevant solutions. <b>Student-Centered:</b> We provide our students with the individualized support they need to achieve their unique goals. <b>Equitable:</b> We are committed to tackling systemic inequities and building an accessible and inclusive environment. <b>Scholarly Excellence:</b> We protect and promote an environment in which we explore, question, learn, and master both academic and skills-based knowledge.</p>
<p><b>STRATEGIC INITIATIVES</b></p>		
<p><b>STRATEGIC PRIORITIES</b></p> <p><b>Exceptional Student Experience</b> Continue our Guided Pathways work to foster an environment where students can gain a sense of belonging, feel heard, and be empowered to achieve their own excellence.</p>	<p><b>STRATEGIC OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>Increase the number of students that successfully complete the application to registration process.</li> <li>Increase students' reported sense of belonging and community and minimize any equity gaps.</li> </ul>	<p><b>STRATEGIC INITIATIVES</b></p> <p><b>Strengthen Student Onboarding:</b> Provide guidance and resources to support students in the entry and onboarding process. <b>Provide Equitable Student Support:</b> Define and create equitable support for students reflective of their needs. <b>Deliver Responsive Student Engagement Opportunities:</b> Create equitable, innovative, and responsive student engagement opportunities.</p>
<p><b>Educational Excellence &amp; Workforce Development</b> Engage individuals in equitable, inclusive, and supportive learning environments that stimulate growth and prepare them with the skills they need for their next steps in higher education and the modern workplace.</p>	<p><b>Employee Experience &amp; Organizational Health</b> Continuously assess and improve our systems, processes, and overall employee experience to ensure TBCC is a healthy and effective organization that can attract and retain a talented and diverse team.</p>	<p><b>Implement Learning Communities:</b> Build communities that increase student belonging and engagement, increase student support and that engage employers and the community in our work. <b>Increase Internships and Job Experiences:</b> Develop more experiences for TBCC students regardless of degree and program. <b>Advance Local Business Growth:</b> Provide relevant skill building opportunities and develop educational pathways that address local priorities. <b>Broaden Assessment Efforts:</b> Expand assessment efforts to focus on Program Level Outcomes and participate in statewide efforts to increase the awarding of Credit for Prior Learning.</p>
<p><b>Community Engagement &amp; Awareness</b> Intentionally seek opportunities to strengthen and develop relationships with our community and build awareness of how TBCC can contribute to the health and vitality of Tillamook County.</p>	<p><b>Equity &amp; Inclusion</b> Intentionally welcoming the community into a safe and supportive environment where everyone belongs. We do this by eliminating systems barriers and embedding equity and inclusion into every facet of TBCC.</p>	<p><b>Streamline and Standardize Roles and Processes:</b> Review processes and develop how-to guides for departments, positions, and key processes that streamline workflows and ensure sustainability and continuity. <b>Improve Employee Experience:</b> Utilize employee experience data and best practices research to improve TBCC's employee experience. <b>Grow our Capabilities:</b> Determine and provide key opportunities for professional growth and development for faculty and staff.</p>
<p><b>Community Engagement &amp; Awareness</b> Intentionally seek opportunities to strengthen and develop relationships with our community and build awareness of how TBCC can contribute to the health and vitality of Tillamook County.</p>	<p><b>Equity &amp; Inclusion</b> Intentionally welcoming the community into a safe and supportive environment where everyone belongs. We do this by eliminating systems barriers and embedding equity and inclusion into every facet of TBCC.</p>	<p><b>Build Partnerships:</b> Build relationships and partnerships throughout Tillamook County to provide expanded opportunities for students. <b>Connect and Convene:</b> Connect and convene the community to come together to address issues that create barriers for students. <b>Be Present in Tillamook County Schools:</b> Connect and build relationships with K-12 staff and students, their caregivers and families to raise awareness of the value of TBCC.</p>
<p><b>Equity &amp; Inclusion</b> Intentionally welcoming the community into a safe and supportive environment where everyone belongs. We do this by eliminating systems barriers and embedding equity and inclusion into every facet of TBCC.</p>	<p><b>Implement the Equity Lens</b> in both the development and review of policies, administrative rules, and decisions. <b>Increase the community participation</b> in conversations about how equitable environments enrich us all.</p>	<p><b>Apply our Equity Lens:</b> Embed the equity lens process based on the existing three-year lens implementation plan. <b>Community Education and Engagement:</b> Develop a comprehensive plan for community education and engagement to increase understanding of equity and inclusion principles and practices.</p>

Appendix III:

**2023-2024 Equity Plan**

Goal	Strategy
<p><b>Access &amp; Representation</b></p>	<ul style="list-style-type: none"> <li>• Maintain the food pantry as a sustainable response to food insecurity among students, by coordinating multiple funding streams including product-specific fundraisers.               <ul style="list-style-type: none"> <li>○ Pet Food Drive – Nikole</li> <li>○ Personal Care Products</li> <li>○ Snack Foods (WinCo collaboration – Britta?)</li> </ul> </li> <li>• Remove barriers to access for students:               <ul style="list-style-type: none"> <li>○ Dyslexia/Learning Strategies Course– Jude</li> <li>○ Computer Skills/Basics – Tech Equity – Nikole</li> <li>○ Student safety (parole and DV) - Jude</li> </ul> </li> </ul>
<p><b>Education &amp; Training</b></p>	<ul style="list-style-type: none"> <li>• Disability &amp; Neurodivergent Education for employees– Baylee</li> <li>• Coordinate the implementation of the Equity Lens – Erin</li> <li>• Book Club – term by term, depending on interest (Fall maybe Tom and Nikole)</li> <li>• Movie Nights- off campus gatherings - Tom</li> <li>• Observance Emails – Nikole &amp; Baylee</li> </ul>
<p><b>Outreach &amp; Partnership</b></p>	<ul style="list-style-type: none"> <li>• MLK Day of Service Event Planning - Jenny</li> <li>• CARE Homeless Connect – Jenny</li> <li>• June Dairy Parade</li> </ul>



# OCCA Update

**RECOMMENDATION**

INFORMATION ONLY

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

The Oregon Community College Association (OCCA) has sent out an update to all college presidents and board members for the month of November. We want to share that with the board as it gives a good summary of the OCCA Conference that Paul, Shannon, Betsy, and I attended last month, along with reminders about the new Lunch and Learn Zoom series that started last month and the upcoming OCCA board meeting in Newport on Dec 8. Finally, it reminds all board members about the monthly e newsletter, The OCCA Digest, which you all can sign up to receive each month. We will discuss these items and answer any questions the board has about them.



## OCCA Update for College Boards – November 2023

### OCCA Conference Features National Speakers

OCCA held its Annual Conference Nov. 1-3, with more than 130 community college administrators, board members, staff and local legislators in attendance at Sunriver Resort. The conference, the theme of which was “Empowering Community Colleges for the Future,” featured two national keynote speakers who both challenged and inspired attendees.

Futurist, entrepreneur, and author Steve Brown gave an in-depth look into the past, present and future of Artificial Intelligence (AI). Mr. Brown’s presentation was backed by his years of experience in AI, including working for DeepMind, Google’s AI research lab in London. He has spoken all over the world about the future of AI while also advising companies on how to build winning AI transformation strategies. He challenged conference attendees to consider how AI tools can support student success, boost employee productivity, and better prepare students for a future that includes AI in nearly all aspects of work and life.

The Conference also included keynote Shauna Davis, Strategy Director for Community College Participation at the Lumina Foundation, an independent, private foundation in Indianapolis that is committed to making opportunities for learning beyond high school available to all. Ms. Davis encouraged conference attendees to keep simplicity at the forefront of their work, and shift mindsets from what we cannot do to what we can. She challenged colleges to tell student stories from a positive standpoint, rather than focusing on potential deficits.

The Conference also featured a wide variety of breakout presentations, a partnership panel that demonstrated a successful community college partnership with local organizations, and a legislative panel that included Senate President Rob Wagner (D-Lake Oswego), Rep. John Lively (D-Springfield, Co-Chair of the House Higher Education Committee), and Rep. Emily McIntire (R-Eagle Point, Co-Chair of the House Higher Education Committee). OCCA hopes those who attended left with a sense of empowerment and the desire to stimulate conversations on campus and in the boardroom about the future of student success at community colleges.

OCCA also honored the 2023 recipients of the Howard Cherry Awards:

- Outstanding Board Member: Dick Running, Board Member, Linn-Benton Community College
- Outstanding Administrator: Dr. Jessica Howard, President, Chemeketa Community College
- Outstanding Advocate: Senate President Rob Wagner (D-Lake Oswego)

Longtime Chemeketa Community College and OCCA board member Ed Dodson was honored with the Chuck Clemans Award, while a group of eight business officers received the Oregon Presidents Council’s Cam Preus Award for Extraordinary Commitment to Community Colleges for their work on the Community College Support Fund (CCSF) Work Group. These eight individuals were: **Sheldon Flom** (VP of Finance & Operations, Linn-Benton CC), **Jess Jacobs** (Director of Accounting & Budget, Linn-Benton CC), **Jeff Shaffer** (VP of Finance & Operations, Clackamas CC), **Jennifer DeMent** (VP of Finance & Administration, Mt. Hood CC), **Lisa Stanton** (VP of Operations & CFO, Rogue CC), **Jeff Whitey** (Emeritus VP of Administrative Services, Southwestern Oregon CC), **Dina Farrell** (Associate VP of Finance, Portland CC), and **Eric Blumenthal** (Executive VP of Finance & Administration, Portland CC).

### OCCA Lunch & Learn Webinar: November 30

Join OCCA for the next Lunch & Learn Webinar on Nov. 30 to learn about the “Bringing Back Adult Learners” initiative – a transformative project in collaboration with Oregon’s community colleges. Discover how your college can re-engage these important learners. This and other monthly OCCA Lunch & Learn webinars are available at no cost to OCCA member colleges and their board members. Register online for the Nov. 30 Lunch & Learn and see the dates and topics for the rest of the year’s webinars on the OCCA website: <https://www.occa17.com/lunchandlearn/>. Missed the first



Lunch & Learn on board chair/vice chair training? Click [here](#) to watch the recording at a time that is convenient for you! If you would like the slides that accompany the training, please email Katie Archambault at [katie@occa17.com](mailto:katie@occa17.com).

**OCCA Board to Meet Dec. 8 at Oregon Coast CC**

The OCCA Board of Directors will hold its second board meeting of the 2023-24 year at Oregon Coast Community College on Friday, Dec. 8. For more information about the meeting and the agenda, please visit <https://www.occa17.com/board-meeting-agendas-minutes/>.

**OCCA Digest e-newsletter**

The *OCCA Digest* is a monthly e-newsletter that highlights updates during the Legislative Session, important events, news and announcements. It's a great way to stay connected with information important to community colleges in Oregon and learn how you can take action to support colleges and students. To sign up to receive this free e-newsletter in your email inbox, simply visit <https://occa17.com/resources/newsletter/> and click the "Sign Up" button. The OCCA Digest will come from OCCA Communications Director Casey White-Zollman at [casey@occa17.com](mailto:casey@occa17.com), so be sure to add her email to your contacts to ensure the email arrives in your inbox and not your spam folder.

###

*Oregon Community College Association was founded in 1962 with the purpose of providing support to the colleges before policymakers and partners whose actions affect the wellbeing of community colleges across the state. OCCA represents the 17 publicly chartered community colleges and their locally elected board members. Have questions about OCCA and our work to support Oregon's community colleges? Contact [occa@occa17.com](mailto:occa@occa17.com).*

# ASTBCC Report

**RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION** .....ASTBCC PRESIDENT MITCHELL

The ASTBCC President Mitchell will update the Board on recent activities of ASTBCC.

# Financial Report

## **RECOMMENDATION**

INFORMATION ONLY

**BACKGROUND INFORMATION** .....CFO Montazeri

Notes:

1. The Jenzabar consultant is working on fixing Payroll issues.
2. Some fringe benefits are not tied to the Payroll and not booked correctly to the salary payments.
3. Interim CFO is working on fixing AP issues.
4. Fiscal Year 2022-2023 is not closed, ending balance is subject to change.
5. Audit for Fiscal Year 2022-2023 has not started yet, some journal entries may be required by the
6. Total expenses should be roughly about 30%, but we currently show 22%.

Agenda Item 5F Attachment **XX**

Tillamook Bay Community College

Unaudited Summary Financial Information

General Fund

Fiscal Year-to-Date Ended October 2023

33.33% of fiscal year completed

	FY 2022-2023			FY 2023-2024		
	Annual Budget	10/31/2023 Actual	Percentage of Budget	Annual Budget	10/31/2023 Actual	Percentage of Budget
<b>Resources</b>						
Beginning Fund Balance	\$ 1,800,000	\$ 1,748,151	97.12%	\$ 1,200,000	\$ 1,242,134	103.51%
State	\$ 3,066,186	\$ 1,661,568	54.19%	\$ 4,038,496	\$ 2,117,194	52.43%
Property Taxes	\$ 1,473,213	\$ 5,860	0.40%	\$ 1,565,146	\$ 6,192	0.40%
Local Contracts	\$ 40,640	\$ 19,112	0.00%	\$ 40,640	\$ -	0.00%
Tuition	\$ 942,100	\$ 312,756	33.20%	\$ 939,000	\$ 375,551	39.99%
Fees	\$ 230,577	\$ 73,430	31.85%	\$ 226,277	\$ 99,179	43.83%
Interest	\$ 45,000	\$ 29,557	65.68%	\$ 360,000	\$ 85,107	23.64%
Other (sales of goods, rental, Misc.)	\$ 53,000	\$ 14,339	27.05%	\$ 50,700	\$ 6,171	12.17%
Transfers	\$ 774,816	\$ 1,691	0.22%	\$ 509,664	\$ -	0.00%
<b>Total resources</b>	<b>\$ 8,425,532</b>	<b>\$ 3,866,464</b>	<b>45.89%</b>	<b>\$ 8,929,923</b>	<b>\$ 3,931,529</b>	<b>44.03%</b>
<b>Expenditures</b>						
Instruction	\$ 2,463,532	\$ 766,983	31.13%	\$ 2,400,453	\$487,123	20.29%
Instructional Support	\$ 757,033	\$ 227,901	30.10%	\$ 840,751	\$196,034	23.32%
Student Services	\$ 648,400	\$ 172,234	26.56%	\$ 845,364	\$154,059	18.22%
College Support	\$ 2,451,261	\$ 862,305	35.18%	\$ 2,622,255	\$665,602	25.38%
Plant Operation	\$ 455,629	\$ 138,871	30.48%	\$ 558,867	\$180,766	32.35%
Transfers	\$ 308,000	\$ 56,582	18.37%	\$ 320,556	\$506	0.16%
Contingency	\$ 141,677	\$ -	0.00%	\$ 141,677	0	0.00%
<b>Total expenditures</b>	<b>\$ 7,225,532</b>	<b>\$ 2,224,875</b>	<b>30.79%</b>	<b>\$ 7,729,923</b>	<b>\$ 1,684,090</b>	<b>21.79%</b>
<b>Ending fund balance</b>	<b>\$ 1,200,000</b>	<b>\$ 1,641,588</b>	<b>136.80%</b>	<b>\$ 1,200,000</b>	<b>\$ 2,247,439</b>	<b>187.29%</b>

# President's Report

## RECOMMENDATION

INFORMATION ONLY

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

### Upcoming Dates:

- The next Board meeting will be Monday, January 8, 2024 at 5pm in Room 214/15
- Finalists for the President position will be scheduled for January
- Dec 7 OPC meeting; Dec 8 OCCA Board meeting
- College closed for the holidays Dec 20-27 and Jan 1

### Updates:

- NWCCU conference summary
- Next steps with the Healthcare Education Building process
- Heidi's last day

## Board Member Discussion Items

**RECOMMENDATION**  
INFORMATION ONLY

**BACKGROUND INFORMATION**.....Chair Bell



# Adjournment

**RECOMMENDATION**

ACTION ITEM

**BACKGROUND INFORMATION**..... (Action) Chair Bell

MOTION TO ADJOURN THE MEETING

## Executive Session

**RECOMMENDATION**  
INFORMATION ONLY

**BACKGROUND INFORMATION**..... (Action) Chair Bell  
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, December 4, 2023 at 7:00PM.