



General Library Item

Name Minutes 2008-03-12

Content

LANE COMMUNITY COLLEGE BOARD OF EDUCATION Minutes - March 12, 2008

1. Attendance

Board members present: Bob Ackerman, Roger Hall, Pat Riggs-Henson, Paul Holman, Tony McCown. Board members absent: Pat Albright, Susie Johnston. Also present were: President Mary Spilde; Vice President Sonya Christian; Associate Vice President Greg Morgan; College Counsel Meg Kieran; Lane Community College Education Association President Jim Salt; Lane Community College Employees Federation President Bob Baldwin; and Associated Students of Lane Community College Senator Trillium Starchild.

A. Chair Riggs-Henson called the meeting to order at 6:30 p.m.

B. President's Report

It has been an incredibly busy month with many evening and weekend events as well as the usual cultivation and college events.

On February 15, I presented our request for Strategic Investment Fund dollars to the State Board of Education. It went well, and there was a good discussion of our proposal and the goals of the strategic fund. The proposal was divided into three parts, and I do not believe we will receive funding to offset the past weaknesses of the funding formula. However, parts two and three, which focused on building programs and grants capacity here at Lane that would also benefit the state, look positive. Commissioner Preus was not able to devote the time to develop a recommendation prior to the March meeting, so it will be on the April State Board agenda. I expect to receive some funding but not our full request.

We have had a number of events and guests on campus. Congressman David Wu came to Lane on February 19. He is the co-founder and co-chair of the Community College Caucus; the Staton family – our largest scholarship funder – was on campus and met with students recipients. As always, it was an emotional and positive experience hearing students tell their stories.

Lane hosted the Eugene Chamber Business After Hours in the Center for Meeting and Learning. Our catering services did a great job, and representatives of Cooperative Education, Business Development, Continuing Education and the Foundation, as well as Culinary and Hospitality were out in full force to talk to business owners.

KLCC has had two Open Houses for donors and a community Open House as part of the First Friday Art Walk. The facilities are great; if you have not been there yet, I encourage you to check it out.

The Classical Cuisine dinner on February 28 gave an opportunity for our students to shine. We had a full house. The inaugural annual Peace and Democracy Conference was held on February 29 and March 1. It was a wonderful conference. My thanks to Stan Taylor and Peg Allison who co-chaired the conference. Many students and community members attended.

Finally, in terms of campus events, the Foundation held the Second Annual All-About-Business Breakfast last Tuesday. This event was really well attended by the business community, including members of the Lane League. We had an interesting speaker who talked about the national phenomenon of task saturation – this idea of being totally overwhelmed by workload, which he commented is happening across all sectors of the economy. Of course, we have felt that at Lane for quite some time.

Lane hosted a table at the NAACP dinner last Saturday.

We have held two Community Conversations – one in Cottage Grove, which had a very good turnout, and the other last night in Oakridge. We are learning a lot and can see patterns of things that we can focus on.

We held an orientation session for the lay members of the Budget Committee to share the audit, reports and projections that board members have already seen.

Sonya and I attended the annual meeting of the NWCCU – our accreditors. They are implementing a new accreditation/self study system. We will share what that will look like in the future as it gets fleshed out more.

I attended the League for Innovation conference in Denver. As current chair of the League board, I had some responsibilities. Margaret Robertson, chair of the Facilities Council, and I presented a session on sustainability. It was very well received. Lynn Songer and Jane Benjamin, whom you heard from last month on Geographical Information Systems, also presented, as did Jane and Sarah Ulerick, Interim Chair of Science.

At the regional conference for the Council on Resource Development, Lane presented a panel which included Tony Baker, Opening Doors Campaign Chair, Jim Selby, our consultant, Michelle Erickson, our donor relations officer, Janet Anderson, Foundation Director, and myself on the different roles of each team member in having a successful capital campaign.

Our basketball teams are awesome. Both went to the regional championships, with our women taking third place. We received a letter from Mayor Piercy congratulating us on the number of home wins for our women's team.

1) February Highlights

February 2008 Highlights at Lane Community College as offered in the board mailing were presented.

2) Personnel

The college's current personnel appointments were presented.

C. Board Agenda Review/Changes

Discussion Item 4-B, Longhouse Building, was removed from the agenda.

D. Statements from Audience

Justin Blakely, student, expressed dissatisfaction regarding assistance received from Disability Services.

2A. Consent Agenda

Hall moved, seconded by Holman, to approve the Consent Agenda consisting of:

- The approval of the February 13, 2008 minutes.

Motion passed unanimously.

3. Policy Review

A. Second Reading

1. B.140, Meetings and Executive Sessions

Hall moved, seconded by McCown, to approve the second reading of board policy B.140, Meetings and Executive Sessions.

Motion passed unanimously.

POLICY NUMBER: B.140

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: MEETINGS AND EXECUTIVE SESSIONS

The board of education shall liberally construe the section in Oregon Revised Statute [ORS 192.610-690] which declares all meetings are to be held in public; the exceptions are those defined in the statute that may infringe on personal or public rights. Where authorized by statute, an employee may request consideration in executive session of those matters set forth in Oregon Revised Statute [ORS 192.660].

The board shall determine whether in having the discussion in open session: (a) the public interest actually would be harmed, or (b) the rights of an individual would be adversely affected or violated by disclosure of personnel records.

ADOPTED: November 9, 1998

REVIEWED: February 11, 2004

REVIEWED: March 12, 2008

2. B.150, Chairperson's Role

Holman moved, seconded by McCown, to approve the second reading of board policy B.150, Chairperson's Role.

Motion passed unanimously.

POLICY NUMBER: B.150

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHAIRPERSON'S ROLE

The chairperson assures the integrity of the board's process and the only person authorized to speak for the board. Accordingly,

1. The chairperson shall ensure that the board acts consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will include only those issues which, according to board policy, clearly belong to the board.
 - B. Deliberation will be timely, fair, orderly, and thorough, but also efficient, limited in duration, and kept to the point.
 - C. The board's policies concerning individual and group conduct will be enforced appropriately.
 - D. The chairperson is responsible for setting the board meeting agenda and facilitating the board meeting to ensure that the board remains proactive, forward looking, and value-added in its deliberations.
 - E. Orientation for new board members will be conducted as stated in B.080.
 - F. The board chair will explain at the outset of Statements from the Audience that the board may not respond directly to any issues raised but will refer those issues to the president for appropriate action (see B.130 – Agenda Planning).
2. The authority of the chairperson consists of making decisions on behalf of the board consistent with any reasonable interpretation of board policies on Governance Process and on the Board-President Relationship, except where the board specifically delegates portions of this authority to others.
 - A. The chairperson is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
 - B. The chairperson has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no individual authority to supervise or direct the president.
 - C. The chairperson may represent the board to outside parties in announcing board-stated positions and in stating chairperson decisions and interpretations within the area delegated.
 - D. The chairperson or any four members of the board may call special meetings as required.
3. The vice chairperson will assume responsibilities of the chairperson in the event of the chairperson's absence or inability to serve.
4. The chairperson and vice chairperson of the board will be elected at the annual meeting in July.

ADOPTED: November 9, 1998

REVISED: May 12, 1999

REVISED: February 11, 2004

REVIEWED: March 12, 2008

B. First Reading

1. B.170, Board Vacancies

No changes were recommended to this policy. A second reading will be held in April.

POLICY NUMBER: B.170

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD VACANCIES

When a vacancy occurs on the board, the remaining members shall meet in regular session and elect a person to fill the vacancy from any of the qualified voters of the geographic boundary from which the vacancy occurs. The board shall request nominations from the public and shall prescribe the format in which the nominations are to be presented. Notification will include: The legal requirements for the position and the period of time for names to be recommended to the board. The members so elected shall serve until the next board election at which time a successor shall be elected to fill the remainder of the unexpired term.

ADOPTED: November 9, 1998

REVIEWED: February 11, 2004

2. B.180, New Board Member Orientation

No changes were recommended to this policy. A second reading will be held in April.

POLICY NUMBER: B.180

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: NEW BOARD MEMBER ORIENTATION

All new board members will receive an orientation to Lane Community College and the role and responsibilities of the Lane board of education within the first three months of election and/or appointment. The orientation will be conducted by board members in collaboration with the president and include topics in: Governing by policy model, board policies, statutory responsibilities, and institutional financial status.

ADOPTED: November 9, 1998

REVISED: February 11, 2004

3. B.190, Board Committee Principles

No changes were recommended to this policy. A second reading will be held in April.

POLICY NUMBER: B.190

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to the president.

ADOPTED: November 9, 1998

REVIEWED: February 11, 2004

4. Discussion/Action Items

A. Art Presentation

Rick Williams, Art Division Chair; Susan Lowdermilk, Graphic Design instructor; Lee Imonen, Art instructor; and Bonnie Simoa, Dance instructor, presented information about Art Division initiatives and accomplishments. The Arts Division offers classes of a comprehensive nature, serving a broad range of students with varying interest and goals. Art is accessible to everyone at Lane, serving art and non-art majors, transfer and career and technical students. Many of our art majors go on to prestigious art schools across the country after graduating from Lane. The group felt that the best way to present art is to let the board experience it. Sculptures and paintings were set up in the lobby, a clip from a dance performance was shown, and a piece by Mozart was performed by Laura White, accompanied by Vicki Brabham.

B. Management Structure Workgroup

Spilde presented her management structure recommendation, a copy of which is attached to these minutes as Exhibit A. She referred back to the four options presented to the board by the Management Structure Workgroup (MSW) in the work session prior to the meeting, describing the process by which her recommendation was made and the factors that went into the decision. Spilde explained that she looked for areas of consensus or partial consensus and common features of all four MSW options that were best for the organization. The recommendation takes into account the nature of management work, span of responsibility, effective decision making at the appropriate organizational level, cost, and compliance with applicable laws, including collective bargaining. Spilde's recommended structure is cost neutral and does not increase management FTE. Spilde suggested an implementation plan of 18 – 24 months. Elements that went into the recommendation were taken from one or more of the MSW models:

1. Two Vice Presidents

The work of the MSW is largely in support of this decision – three of the MSW options had two vice presidents:

- Vice President of Academic and Student Affairs. Provost and Chief Academic Officer as well as Chief Student Services Officer
- Vice President of College Services. Chief Operations Officer

Note: May consider the title of Vice President of Learning and Vice President of Learning Support

It is clear that my role is becoming more external –fund raising, legislative and community affairs are demanding more of my time. We have had some experience of having only one vice president this year. While it hasn't had the infrastructure reflected in Option #2, I believe we need two vice presidents with expertise grounded in particular areas: budget, finance, operations and academic affairs and student services. I need the knowledge and information, grounded in specific areas as part of the executive level of the college. However, I do not intend to hire the second vice president for 2009.

2. Change Associate Vice President Structure to a Dean and Chief Officer Structure. (Example: The Associate Vice President for Information Technology will now be the Chief Information Officer and the Associate Vice President for Instruction will now be the Dean of Academic Affairs). The work of the MSW supports this decision

- all the MSW options shifted away from AVPs
- all the MSW options created Deans and Associate Deans
- three of the MSW options created a Chief Information Officer

This is more than a title change because we must create a true Dean structure with real authority and accountability at that level.

3. Managers who report to Deans in the Academic and Student Services areas will be Division Deans or Directors.

- all of the MSW options created Deans and Associate Deans

Implicit in this feature is that I am not recommending a wholesale shift to faculty department chairs. This may have been the most discussed element of all the proposals. Many faculty support this model, citing its use in many other educational institutions. Faculty also opposed the model, some because they believe that things are working well in their area, others because it would impact the full time/part time ratio, and I am sure that there are many other reasons for both perspectives as well. My main concerns are these:

- I do not think the model was fully costed; only 10 days of summer coverage was included—there is much planning and preparation that goes on in the summer
- Associated with the costs is the fact that this option would require bargaining therefore, I cannot recommend this model with the certainty that I can deliver it
- Concerns have been raised about the nature of the work and whether faculty could actually do the management work outlined in PECBA and statutes relating to the role of manager
- Even if this was worked out, would we have enough management capacity at 50 FTE to carry out the work of the college?
- Would it be a case of responsibility with no real authority because of limitations placed on the positions by PECBA and statute?

It may require more coordination on the part of the classified and management staff. Also, what is the cost in terms of lost student FTE? Not all classes will be picked up by part-timers. Can the college afford that loss during these budget times? In reality, most faculty are more expensive per hour than managers. Also there is a question of accessibility as to how do faculty who are "supplementing managers in key areas" manage their areas during the summer or when

faculty are not on campus. I know that this model proposes 10 additional days, but that does not begin to address the needs. What will happen is that the work will fall to the manager and classified staff when they are not available or on campus.

4. Pilot the rotating faculty to a department chair position concept in one to two instructional areas that do not currently have a permanent instructional manager. The MSW agreed in principle that a structure that involved faculty rotating into management could contribute to achieving improved communication and decision making in departments, although some members expressed concern about additional costs of this structure and whether there would be sufficient management positions to complete necessary work.

As pilots, we can experiment, work out the logistics, assess whether the nature of the work is doable by faculty (I am not talking about expertise here but rather the management tasks – personnel, evaluation, student complaints, etc.). We can deal with the bargaining issues on a pilot basis. We can explore whether these rotating chairs would be better conceived as management chair positions with a teaching assignment and the ability to rotate back into the faculty.

5. Technology will be consolidated and will report to the Vice President for Academic and Student Affairs. An additional management position will be created to support Instructional Technology (#8 below).

Two MSW options reflected the consolidation under the Chief Academic Officer. While administrative technology has been working relatively well, more needs to be done to support instructional technology if we are serious about doing more in distance education. Faculty who are working in the online environment deserve support that reduced capacity in IT has precluded. The reporting relationship to the VP of Academic and Student Affairs will allow for focus on this. This will be evaluated once we have brought the second VP on board.

6. Diversity Officer that reports to the President

All the MSW options created a position responsible for diversity as specified in the charter. It is essential that we retain our commitment to diversity both in a symbolic and real way. A reporting relationship with the president is a best practice.

7. Government Relations Officer that reports to the President

Three of the MSW options created a position to address government and community relations. Though I did not ask for this position, the fact that most options delineated the need for this position demonstrates the increasing importance of connections with the community and government in terms of our revenue capability.

8. Director of Instructional Technology

See previous discussion (#5) about consolidating technology and shifting reporting to the Vice President for Academic and Student Affairs.

9. Fill the additional Human Resources vacant manager position

The Executive Director of HR will continue to report to the President and a vacant manager position in HR will be filled to provide needed support for HR operations. Two of the options suggested that HR report to a vice president.

Because of my responsibility for hiring and terminations, delegated by the board, and my role in Labor Relations, for all practical matters the HR officer would be working with me so creating an additional layer is an artificial barrier that does not create a great deal of value. This creates more capacity in HR to keep up with the labor relations and other issues.

10. 2008-09 Transition Plan will be Determined

Some management vacancies will continue in 2008-09. For example, the Vice President for College Operations (now College Services) position will be held vacant for 2008-09. The MSW advised the president to consider developing a transition plan for 2008-2009 that supports effective decision making. The details of that plan will be determined.

11. Details Affecting Other Areas will be Determined

Some of the MSW options proposed changes in structure that we will continue to explore.

- Research and Development: This is a critical need for the college, and although there were no resources to support a specific management position, this is an area that I am committed to developing. The opening doors campaign has a focus on innovation, research and development.
- International connections is a strategic initiative and will need to be addressed in the near future.
- Sustainability
- The health clinic placement (instruction, student services, or college operations) will be studied in the next two months.
- Classified coordinators
- Faculty coordinators
- Leadership and Management
- Authority and accountability

The board thanked the MSW for all of the work that went into the proposed options. They discussed the faculty chairs pilot project and the criteria that needs to be considered.

McCown moved to approve the President's management structure recommendation. Holman seconded.

The board considered the recommendation and the elements used in making the decision. The board took into account that a timeline for an implementation plan needs to be in place.

Ackerman moved to amend the original motion to add that the president use her best efforts to implement the proposal within 24 months. McCown seconded.

The amendment was approved, and the motion passed unanimously.

Spilde thanked the MSW and recognized that without their work, she would not have had all of the information needed to make her recommendation.

C. Budget Development

Spilde provided an update on budget development for FY09. There is a \$1.2 million gap projected for FY09 that needs to be closed. The entrepreneurial committee is being launched; this group will examine the feasibility of revenue raising ideas.

In the last board meeting, the board requested a comparison of Lane's ending fund balance with other community colleges. Morgan shared that Lane has the lowest ending fund balance policy of all Oregon community colleges. Central Oregon Community College sets their ending fund balance at 15 percent.

Spilde clarified that Lane's policy E.020, Unappropriated Ending Fund Balance, requires that we maintain an ending fund balance of no less than 3 percent of general operating budget. Policy E.030, Ending Fund Balance, requires that we maintain an unrestricted ending fund balance of 5 percent of expenditures, including the 3 percent. If it falls to 4 percent or less, we have to adopt a plan to restore it within two years.

Morgan pointed out the importance of the ending fund balance with regards to the safety of an organization. In addition to having reserves to soften the blow of budget reductions, the ending fund balance has a significant impact on bond rating. In addition, it is important to comply with our own board policy to maintain the credibility of the institution. Lastly, as Lane is working toward sustainability efforts, fiscal sustainability must be considered as well. Chair Riggs-Henson requested that ending fund balance be the topic of next month's work session.

5. Accountability/Reports

A. Benchmarks

Craig Taylor, Institutional Research and Planning director, responded to questions and comments on the following Benchmarks:

- Percent of County Population Enrolled (Age 18-years+)

Spilde responded to questions and comments from the board on the following monitoring reports:

B. Emergency President Succession, A.060

C. Communication and Support to the Board, A.090

6. Reports

ASLCC Senator Trillium Starchild thanked Spilde for her help in sending students to the legislative conference. Those who attend will hold student leadership workshops upon returning. ASLCC is exploring issues regarding student workers. A smoking survey has been shared with employees, and ASLCC feels that students were left out of the process. They will be bringing issues to the next College Council meeting. ASLCC is working on the voter registration plan and hopes to register 1,000 voters in the spring and 2,000 in the fall.

LCCEF President Bob Baldwin reported that bargaining dates have been set for the college and the classified union and they have met a couple of times. Other than the expected disagreements, LCCEF bargaining members were disappointed to see problems on non economic issues, such as individual class descriptions. Time and money have previously been spent on a reclassification study that hasn't been addressed. Other matters are weakening the union's ability to process issues. Bargaining may be a long process that could run between 12 and 18 months.

LCCEA President Jim Salt reported that he is working with the Joint Insurance Committee to obtain information on insurance rate increases. He is optimistic that there will be options that are financially attractive. PacificSource has given the range of a 7 – 10 percent rate increase. LCCEA has been bargaining. There has been one meeting with the college, and some meeting times have been set. The union has proposed that bargaining takes places with the teams directly and not with representative members. The College did not take that proposal, but he hopes they will reconsider.

Vice President Sonya Christian reported that a productive conversation was had with the teamsters regarding the truck driver certificate. Architects, projects, and criteria for the bond measure are being considered, and an all-staff meeting is scheduled to update the college community on bond planning. She reported that every member of the Management Structure Workgroup was engaged and worked together as a group. Many ideas came out of the discussions for exploration in the future. Christian asked the board to check out the northeast entrance for spring flowers which were planted by Phi Theta Kappa in the fall. Mary Spilde was awarded the American Association for Women in Community Colleges Carolyn DesJardins President of the Year award.

Associate Vice President Greg Morgan reported that Lane has been working with a Chinese aviation company and Boeing to strengthen Lane's aviation program. KLCC received several Oregon Associated Press Broadcast Association awards.

Board Reports

McCown wished Starchild and the rest of ASSLC luck with the voter registration efforts and challenged them to beat the numbers from 2004, when he was student body president. He attended the LCOG meeting as Lane's representative in Johnston's absence.

Riggs-Henson thanked the board for an efficient meeting, considering there was some controversial content.

Hall congratulated KLCC on their many awards.

Ackerman attended the NAACP Freedom Fund Dinner and noted that one of the emcees was a Lane student. He attended the community conversation in Cottage Grove and was impressed with the facility and that many of the classes were full that night. He also attended the All-About-Business breakfast in the Center for Meeting and Learning and noted that over one hundred people were in attendance.

8. Date, Place, and Proposed Agenda Items for the Next Regular Meeting

Wednesday, April 9, Boardroom, Building 3, Lane Community College

9. The board meeting unanimously adjourned at 9:20 p.m.

Mary Spilde, President/District Clerk

Pat Riggs-Henson, Board Chair