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***Rogue Community College District  
Board of Education – October 9, 2014 Special Meeting Minutes***

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1. **Call to Order and Determine Presence of a Quorum** – The special meeting of the Rogue Community College (RCC) Board of Education (Board) was called to order by Pat Ashley, Chair, at approximately 8:05 a.m., Thursday, October 9, 2014, RCC/Southern Oregon University (SOU) Higher Education Center (HEC), 101 S. Bartlett Street, room 129, Medford, Oregon. Due notice was given.

A quorum of the Board was present including Pat Ashley, Tim Johnson, Kevin Talbert, Dean Wendle and Joseph Zagorski. Brett Johnson arrived at 8:50 a.m. and Ron Fox arrived at 10:35 a.m.

2. **Introduction of Guests and Facilitator** – RCC district employees in attendance included Peter Angstadt, Judy Basker, Ron Goss, Mary O’Kief, Curtis Sommerfeld, Denise Swafford, Grant Walker and Denise Nelson. Kirk Gibson arrived at 9:45 a.m. Pat Ashley introduced the work session facilitator, Mr. Ron Goss, Director, RCC Small Business Development Center.
3. **Overview and Purpose of Work Session** – Pat Ashley reviewed the purpose of the work session as follows:
  - A. Establish top 4-5 goals for the 2015-2019 Strategic Plan
  - B. Link goals to RCC’s Community Engagement: “Rogue at 50”

4. **Background Information** – Mr. Goss explained that the college mission, vision, core values and core themes were printed on poster paper and displayed in the room for participant reference during the meeting. As previously determined, no changes will be made to the current mission, vision and core values.

Board members were asked to come prepared to share 3-5 declarative sentences that describe the most important things RCC should and can realistically achieve within the coming four (4) years that will significantly advance its mission, vision and core themes, and are grounded in RCC’s core values (see file).

5. **Establish 2015-2019 Strategic Plan Goals** –Mr. Goss asked Board members to provide their prepared ideas one at a time on an alternating basis until finished. He encouraged a creative process, requesting additional thoughts and ideas as the brain storming session progressed. Staff members Mary O’Kief and Denise Swafford served as scribes for this segment, writing thoughts and ideas on poster paper to be displayed throughout the meeting room.

This segment lasted until 9:55 a.m. When introducing the next step in the goal development process, Mr. Goss requested that Board members work together to identify four or five broad areas (from the flip charts) then assign items to categories.

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6. **Break** – Ms. Ashley called for a 15 minute break at 9:55 a.m. and reconvened the meeting at 10:10 a.m.
7. **Establish 2015-2019 Strategic Plan Goals (Continued)** - After brainstorming priorities, the Board collaboratively established the following rough draft concepts for seven goals. Board members noted that many of these ideas/action steps/objectives, could possibly fall under more than one category.

**TOPIC A: ENROLLMENT/RECRUITMENT**

*Side Note: This also applies to access issues and targeted recruiting vs. generally increasing enrollment.*

**RCC WILL:**

Look beyond our borders for new students.

- Intentionally recruit international students and students from outside of Oregon.

Track student grads. *(Also applicable to Goal B)*

Increase CTE enrollment and completion rates by 5%/year. *(Also applicable to Goal B)*

Develop strategies to help third- and fourth-year high school students stay in school, graduate and enroll at RCC.

Develop strategies to increase importance of “going to college.”

*Note: RCC is below the state and national average in this area.*

Increase the number Latino students by X% and mirror the district by 2019.

Increase the number of graduating seniors in Josephine county by 4%/year.

Increase the number of graduating seniors in Jackson County by 6%/year.

Double the number of students in the nursing program.

Plan for potential period of declining enrollment and the improving economy. *(Also, see Goal B)*

Provide guidance and counsel for every enrolling students based on chosen goals through systems and use of technology.

Establish annual evaluations and advising upgrades in student enrollment process.

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**TOPIC B: SUSTAINABLE FUNDING**

***RCC WILL:***

Develop the strongest community college foundation in the state.

- Double the foundation corpus in the next four years.

Decrease financial aid default rate. *(Also applicable to Goal C)*

Raise the necessary funds to meet the State of Oregon \$8M match.

- Discussion occurred regarding Board members donating toward the capital fundraising campaign.

Maintain at or decrease tuition (currently \$91/credit).

Track alumni and keep them informed through potential alumni program

- Work on legacy planning with staff alumni.

Improve financial stability to be less dependent on student tuition and state funding.

Develop an ending fund balance equivalent to 2013 budget.

**TOPIC C: STUDENT SUCCESS**

*Side Note: This centers on a question about what “success” means.*

***RCC WILL:***

Redesign Developmental Education classes to help students be more successful (esp. in math).

Increase completion rate (not only per degree and certification completion but from class to class).

Improve completion rate by X% *(Note for example 10%; TBD).*

Develop a clearly defined statement of what student success means at RCC. *(For example, by goal vs. by degree or certificate. Include new business start-ups and other non-traditional success models).*

Develop strategies to increase FTE and stop the potential increasing decline in enrollment.

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**TOPIC D: PARTNERSHIPS**

*Note: Potential partnerships include K-12; post-secondary institutions in the area, employers; non-profits, foundations, other funders, local government, libraries, SBDC, SOREDI, workforce development and economic development partners.*

**RCC WILL:**

Develop and implement a well-established method for community engagement project.

- Engage the community in a discussion about common goals.

Plan meeting between SOU and RCC board during this time of transition for SOU to strengthen partnership and discuss effects of change such as the new HECC.

Develop more formal partnership with Oregon Tech.

Increase connections with local high schools in offering CTE programs.

**TOPIC E: MARKETING/PUBLIC AFFAIRS**

*Side Note: Including expanding RCC's visibility to garner support.*

**RCC WILL:**

Increase the visibility of RCC on the state and federal political landscape.

Develop strategies in both counties that help others to take advantage of the significant value the college brings to the economy as well as individuals.

**TOPIC F: INNOVATION - COMPETITIVE DEVELOPMENT**

*Side note: This means competitive development of ideas, programs and services. Consider what RCC is not doing/should be doing. Example: Mechatronics*

**RCC WILL:**

Need to take a competitive position, regionally, nationally and with other educational organizations.

Maintain art, music, theater and similar cultural programs.

Expand sports opportunities.

*Note: The City of Medford is currently highlighting sports programs. The U.S. Cellular Community Park is a \$36 million, 132-acre state-of-the-art sport-park owned by the City and operated by the Medford Parks and Recreation Department. It is important to align or connect with community initiatives whenever possible.*

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Develop one or two programs that make RCC a premier college destination; aka a Flagship Program. (*Example: brewery or wine-making. What is a unique niche that the college can offer?*)

Develop one or two new programs in areas like agriculture, tourism, hospitality or the culinary arts.

Be identified as the premier college for health science and health care programs among Oregon Community Colleges.

Ensure the Health Science and Health Care Center and new flex-tech lab projects are completed and operating at full capacity.

Be an innovative and responsive college.

**TOPIC G: INFRASTRUCTURE**

*Side note: This means personnel/leadership succession planning, systems, facilities, risk management, faculty and staff support and development, emergency preparedness, risk management.*

**RCC WILL:**

Renew its focus on sustainability (*for example: values, ecological, environmental*)

Emergency preparedness including disaster recovery plan.

Preventative maintenance (especially RWC).

Research alternative course delivery systems.

Plan for “will be” in terms of processes and systems (infrastructure).

Succession planning especially for key management and leadership positions.

- Develop a national presence to attract good candidates for leadership positions.

Increase faculty and staff support and development.

Ensure at least two candidates run for seats on the Board of Education.

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8. **Consensus on Top Goals** – Information developed today will be compiled for review. The Strategic Plan Wordsmith Committee will review this information and the RCC Management Team will meet on October 13 to provide input toward developing goal statements based on the board list from this retreat. The next Board of Education meeting will be held on October 21. The Board will review the goals to date and take action if prepared to do so. More work on the goals by the Strategic Planning Ad-hoc Committee and/or the Strategic Planning Wordsmith Committee might be needed before final review/approval by the Board.

Board members thanked Ron Goss for facilitating this important process and complemented him on his work.

9. **Community Engagement Discussion** – Earlier this calendar year, the appreciative inquiry model was presented by Shelly Parini, Clackamas Community College. President Angstadt explained that appreciative inquiry is a way of reaching out and engaging a community. This was successful for Clackamas as they tied this into a bond campaign. The RCC Community Engagement: “Rogue at 50” process will reach out to the community over the next six years. Similar to the appreciative inquiry process, community engagement will occur, but with the concept of RCC showing the community a) RCC’s goals, and b) what RCC is doing, and receive community member input utilizing that approach.

Grant Walker has been working on a branding concept, and in conversation with Vice President Bieber, they saw a possible overarching effort with the community engagement process. While the Board has identified a need for someone to manage the community engagement process, Grant and Kori have identified a need for someone to assist with their efforts in marketing/public relations. Mr. Fox asked how this process would be handled. In response, President Angstadt, Kori and Grant would serve as the initial team coordinating the tie-in between the needs of community engagement and marketing / public relations. Board members liked this idea and agreed it would be best to engage with a local service within the southern Oregon region.

Dr. Talbert is an advocate for hiring someone to manage the process. Mr. Wendle agreed and stated it would be best to hire a firm for this service. Mrs. Ashley and Dr. Zagorski both commented it is worth the investment to have someone manage these efforts. A formal competitive procurement process will be initiated if the request for proposal (RFP) criteria for this process is met.

b) **Next Steps**

- A. Word-smith goals
- B. Bring goals back to Board for possible action at next meeting

c) **Adjournment** – Pat Ashley adjourned the meeting at 11:40 a.m.

Meeting minutes submitted by Denise Nelson, Assistant to the President and Board of Education.