
***Rogue Community College District
January 25, 2017 Special Board Meeting Minutes***

1. **Call to Order** – The Rogue Community College (RCC) Board of Education (Board) Special meeting was called to order by Ron Fox, Board Chair, at approximately 8:20 a.m., January 25, 2017, Table Rock Campus, 7800 Pacific Avenue, White City, OR, room 206. Due Notice was given.
2. **Determine Presence of Quorum** – A quorum of the Board was present including Pat Ashley (by phone), Ron Fox, Brett Johnson, Tim Johnson, Claudia Sullivan, Kevin Talbert and Dean Wendle
3. **Introduction of Guests and Public Comment** – Rick Voorhees, The Voorhees Group, LLC, Strategic Planning and Community Engagement Consultant and RCC District employees including Cathy Kemper-Pelle, Gary Heigel, Denise Swafford and Denise Nelson.
4. **Public Comment** – There was no public comment.
5. **Presentation**
 - A. **Strategy Session** – President Kemper-Pelle introduced Rick Voorhees, Consultant, The Voorhees Group, LLC.

Mr. Voorhees commended Denise Swafford for her recent work with coordinating a complex schedule of meetings.

Intended Outcomes of this Strategic Session

Mr. Voorhees provided a PowerPoint presentation (see file) and began the presentation by reviewing the intended outcomes as follows:

- Learn about the current strategic planning refresh
- Discuss the Board’s role in strategic planning
- Review and discuss headline data external to Rogue Community College
- Deeply discuss those data and future data needs
- Identify strategic challenges
- Consider how the College is meeting those challenges

He pointed out the Strategic Plan is being refreshed, not replaced.

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Key Questions

- What makes you passionate about RCC? What about the College do you enjoy hearing about?
- What could be better? What could be new? What issues are mission –critical?
- What is the Board’s role in overseeing the strategic plan? How do the differences between strategic and operational planning define that role? What boundaries are appropriate?

Proper Nomenclature?

- Strategic Plan
- Master Plan
- Education Master Plan
- Strategic Master Plan
- The “Plan”
- Door Stop
- Figment of Overripe Imaginations

Steps in Strategic Planning

- Determine where you are
- Identify what’s important
- Define what you *must* achieve
- Determine who is accountable
- Resource your strategies
- Review. Review. Review.

Consider the difference between a strategic plan that tells us what to do, or, we tell the strategic plan what we want to do.

The strategy pyramid was reviewed reflecting the following order from top to bottom.

- Strategic
- Tactical
- Operational
- Instinctive

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The difference between audacious plans and bad plans:

Bad Plans	Good Plans
<ul style="list-style-type: none">• Are mostly glossy P.R. Pieces• Promise much but aren't accountable• Have too many goals• Ignore key data• Created mainly to keep accreditors happy• Ignore higher education trends outside their moats• Crafted in isolation	<ul style="list-style-type: none">• Reflect hard headed decisions• Make appropriate use of data• Goals, strategies, and metrics are tied directly to the budget process• Identify responsible individuals (not committees), timelines, and costs

RCC's First Phase of the Situational Analysis – Input from strategy sessions. Mr. Voorhees reported that the Strengths, Weaknesses, Opportunities and Threats (SWOT) survey has 400 responses received to date. RCC is one of few colleges to take this out to external people.

Help from Voorhees Group, LLC:

1. Environmental Scan
2. Employment Trends in the Rogue Valley
3. SWOT Survey
4. Strategy Sessions
5. Stakeholder Interviews
6. Enrollment Projections and Scenarios
7. Analysis of Strategic Planning Gaps
8. Operational Planning Recommendations

Headline Data –Mr. Voorhees reported this data has been posted to the strategic planning web page and the link was distributed.

- What questions do the data raise for you?
- Any surprises in the data?
- What excited you about the data?
- What worries you about the data?
- What additional information do you need?
- What additional data do you want and need to see and discuss?

Data Charts

Mr. Voorhees reviewed and discussed the following data charts with the Board (see file for listed charts as follows):

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- Overall Population Projections for Jackson and Josephine Counties to 2050
- Young Adult Population Projections in Jackson and Josephine Counties to 2050
- Changes in 12th Grade Enrollment for Large High Schools in RCC District, specifically, Grants Pass, South Medford, North Medford, Ashland, and Eagle Point High Schools.

Source: Oregon Department of Education. Data are high school with more than 200 12th graders and compares 2011-12 enrollments to 2015-16. Eagle Point High School is the only high school reporting increased enrollment. Grants Pass High School has the largest decrease at -12.9%.

- Education Attainment - % Bachelors and Associates Degrees by City. Ashland and Jacksonville show the highest percent of Bachelor Degrees.
- % of Grandparents Raising Grandchildren – Josephine County – 35.6% and Jackson County – 43.8%. Source: US Census Bureau, 2014 American Community Survey.
- Oregon and US Investment in Higher Education per \$1,000 in Personal Income
- Unemployment in Oregon and the Rogue Valley
- RCC versus Statewide Community College Enrollment Trends
- Effect of Strategic Enrollment Decisions

Mr. Voorhees confirmed that all data is from public data sources. He encouraged the Board not to spend time debating the numbers. There is a 4 to 5% margin of error in Census data. He mentioned, in turning markets, it is important to talk with community members about ways the College can be a benefit to them. Welcome new people – be inclusive.

Dr. Talbert mentioned the College does not have programs related to culinary or agriculture which are significant components to the region, however, they do not employ a large number of people. It is important to reach out and listen, and faculty and staff could be a part of this. Mr. Voorhees suggested purposeful engagement. He added that a competency based education is becoming huge in community colleges. If student success is placed as the #1 goal, we should not “promote” student success but “improve” student success.

In conclusion, Mr. Voorhees reported that good work has been completed to date. High expectations for the strategic plan will result in a refresh of RCC’s strategic plan and RCC’s role in the community.

Board members thanked Mr. Voorhees for his presentation and noted they found it very helpful.

- 6. Break** – Mr. Fox called for a 5 minute break from 9:58 a.m. to 10:03 a.m. at which time Mr. Voorhees left the meeting.

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7. Executive Session – Mr. Fox called the meeting into executive session at 10:03 a.m. pursuant to Oregon Revised Statute (ORS) 192.660 (2)(h) Legal Counsel and closed executive session at 10:58 a.m.

8. Board Action and/or Information Items

A. Approve Exclusion of RCC from the Class Action Case Entitled *County of Linn v. State of Oregon and the State Forestry Department*.

Tim Johnson moved, seconded by Kevin Talbert, the Board approve exclusion of RCC from the Class Action Case entitled *County of Linn v. State of Oregon and the State Forestry Department*.

A roll call vote was conducted:

Ron Fox – No
Claudia Sullivan – No
Brett Johnson – No
Kevin Talbert – Yes
Dean Wendle – No
Tim Johnson – No
Pat Ashley – No

The motion failed 6 to 1.

9. New Business – President Kemper-Pelle provided more information regarding the stakeholder groups/sectors with whom the Voorhees Consultants are meeting this week. She reported Rick Voorhees will be at RCC conducting strategy sessions through Friday morning, 1/27.

10. Old Business – None

11. Round Table – None

12. Adjournment – Ron Fox adjourned the meeting at 11:20 a.m.

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