
Rogue Community College District
Board of Education Special Meeting (Retreat) – August 29-30, 2016 Meeting Minutes

1. Welcome, Introductions and Breakfast

Ron Fox, Board Chair, called the meeting to order at 8:30 a.m., August 29, 2016, at People's Bank of Commerce, 1311 E. Barnett Rd., 3rd Floor Conference Room, Medford, OR.

Due notice was given. Lois Schlegel served as facilitator.

Board members in attendance: Pat Ashley, Ron Fox, Claudia Sullivan, Kevin Talbert and Dean Wendle

Board members absent: Brett Johnson and Tim Johnson

Staff in attendance: Cathy Kemper-Pelle, Kori Ebenhack, Kirk Gibson, Curtis Sommerfeld and Denise Nelson. Grant Walker joined the meeting at 10:45 a.m.

2. Orientation

Ron Fox introduced Lois Schlegel, facilitator. Lois provided information regarding her background and experience and reviewed ground rules for the meeting.

Ms. Schlegel reviewed the primary topic areas to be discussed during the retreat:

- State of the College
- Strategic Plan: Need revision?
- If yes, how, when, who, areas to revise
- What does community engagement mean to RCC?
- Harry and David tour and talk
- Board evaluation review
- Program planning
- President's evaluation

Ms. Schlegel encouraged thoughts/ideas through the session. If an item needs further discussion, or does not specifically address topics being currently discussed at this session, it will be placed on a "parking lot" list (see end of meeting notes).

3. State of the College

A. Enrollment Data - President Cathy Kemper-Pelle reviewed a document titled *RCC Five Year Enrollment History* (see file).

- Number of credit students has decreased
- Number of non-credit students has increased
- Total unduplicated headcount is fairly stable, although it has slightly decreased

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Cathy explained that the decrease in the number of credit students is concerning as this means that students are not taking as many courses. The majority of students enrolled are part-time which is more challenging in terms of completion. Research shows that if students attend full-time, they are more likely to complete. Many students do not attend full-time because they don't have the money to do so.

Claudia Sullivan suggested some students might not be finishing their final credits because they can't find the classes they need on line. It will be important to provide the needed online offerings.

Cathy discussed an idea to create a summer institute for students nearing completion. This is an intense program that gets people completed during the summer term.

- B. Graduation Data – President Kemper-Pelle reviewed a document titled *Graduation Data by Major* (see file).

Programs at the top of the list have the highest number of graduates. Kevin Talbert suggested also looking at this data by “grouping” the programs which would help to understand how the cluster of related programs are doing.

This report shows how complex this data is. President Kemper-Pelle would like to dig deeper into the data and also find out from students what is working and what is not. RCC's career centers are going to work on this with students. Cathy reported the Student Services division is now poised with the ability to teach students how to run their own degree audit.

- C. President Kemper-Pelle reviewed a document titled *Community College Survey of Student Engagement (CCSSE) – 2014 Key Findings* (see file).

Cathy explained this report is a result of a survey comprised of multiple questions to address the following five key areas of student engagement: a) active and collaborative learning, b) student effort, c) academic challenge, d) student faculty interaction, and e) support for learners. These five data points are crucial to student success. Cathy provided a brief overview of the results:

- Full-time students typically score higher than part-time
- RCC students are much more invested
- RCC is doing well in regard to academic challenge
- Student/faculty interaction is below average

Vice President Kori Ebenhack reported RCC is changing the Rogue Ambassador program to become more of a peer program.

Vice President Kirk Gibson added the College will be kicking-off credit bearing service learning. This is one of the most impactful learning models for students.

In closing, Cathy reported the majority of RCC students register before classes start. Also, the survey revealed that a large number of students attend on campus orientation.

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4. 2015-19 Strategic Plan and Process for Revisions

A. Status of current 2015-2019 Strategic Plan

Lois Schlegel instructed participants to form into small groups to discuss the following items:

- How does the State of the College data align with the vision and values expressed in the strategic plan?
- Are there places where it is out of sync?

Participants started small group discussions at 9:35 a.m. and concluded at 9:52 a.m.

Ms. Schlegel asked one representative from each small group to identify items regarding the current Strategic Plan that stood out to the group.

The collective list is as follows:

- Core values and themes are too broad
- Core themes are confusing
- Define student access and success
- Financial aid – declare major makes #s inaccurate
- Keep doors open to new demographics not served
- Developmental support access
- Mission is not motivational
- Mission is not unique to RCC
- Vision is currently goal oriented and should be inspirational
- Contains values that are not in the value statements
- Vision and values are not aligned
- Are we striving to excel?
- Is the plan aspirational?
- Do the mission, vision and values relate to the Situational Analysis?
- How do we make sure the goals we set fit under the core themes?
- There are a lot of gaps in follow through
- The plan is in need of clearer definitions (i.e. accessibility)
- Data doesn't allow measurement
- Not attaining current vision
- Need to address multi-campus access

B. Impact of Making Revisions, and C. Methodologies for Making Revisions

President Kemper-Pelle explained this ties in with what the College has referred to in the past as “Community Engagement” which she proposes identifying as “Situational Analysis” henceforth (see file for sample document from Lee College titled *Situational Analysis*).

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She recommended to first complete an environmental scanning process to determine the needs of the community and students. The results of the environmental scanning are included in the Situational Analysis.

Cathy referred to the document titled *Lee College Competitive Advantages* (see file) consisting of a list of advantages and a list of strategic issues. She believes it is best to receive results from environmental scanning prior to completing a strategic plan.

Environmental scanning is time consuming, and in her professional opinion, she recommends hiring a company to help with this. Cathy anticipates a consultant could complete this process by November (two months). She believes if we wait one more year it will be too late. If the Board moves forward now, we will be able to evaluate it. She noted that accreditation looks for broad engagement. They want to know that students, employees and communities have been involved in the process.

Dr. Talbert, Pat Ashley and Dean Wendle commented they agree with this proposal.

Curtis Sommerfeld added he likes the idea of a new position that will take institutional research to a new level. He agrees it would be good to engage with a consultant for this process. Kori Ebenhack agreed and noted this would make our work more collaborative.

D. Reach Consensus on Process for the Strategic Plan Revision

Lois Schlegel confirmed consensus was reached by the Board to revise the 2015-2019 Strategic Plan beginning with environmental scanning for the Situational Analysis process. President Kemper-Pelle added that good strategic planners place a four-month limit on the process. There was no opposition to this timeline.

Mr. Fox called the meeting into recess (break) at 10:30 a.m. and reconvened at 10:49 a.m.

5. Impact of Recent Changes & State of the College Report – Cathy Kemper-Pelle

The recent successful bond campaign, and the possibility of an additional \$8 million from the state, is funding that wasn't available when the Strategic Plan was written. This funding has a significant impact on planning.

Strategic Enrollment Management (SEM) also has an impact on planning. There are a lot of specific items to RCC that fit under SEM, including but not limited to, recruiting new and retaining current students, instruction, services and facilities. Other models, to consider are weekend college and online classes. As an example, if we could do weekend college in a hybrid format, and offer classes every other weekend, this might be more attractive to students.

Dr. Talbert indicated the College is in a positive position since we do not have to create new programs to fill the facilities we are focusing on, such as Allied Health. He believes it is important to remain focused on things that can flex and adapt.

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6. What Does Community Engagement Mean to RCC?

Grant Walker provided historical background on the process originally presented to the Board in March 2014 by Clackamas Community College titled *Appreciative Inquiry*. This title was changed by the RCC Board to Community Engagement and is now being identified as Situational Analysis. Since consensus was gained earlier in the agenda to proceed with the Situational Analysis process (see item 4.D) discussion occurred regarding next steps:

- When talking with potential consultants ask them how they intend to engage with the community
- The consultant we hire should educate the public first, then ask questions
- Explain financial realities to employers/public
- Contract training
- Relate to mission, vision, values
- Open questions create public expectations
- Targeted questions vs. open questions
- Follow-up plan, feasibility
- Focus groups provided framework for questions
- Provides info on perceptions, expectations
- Situational Analysis provides background for community engagement
- Tell public about use of bond funding
- Timeline established
- Include inquiry into what students need, make it more attractive to them
- Look at national picture
- Earning power when educated
- Part of going out in the community is verifying we are serving our community

Pat Ashley suggested, since we have already established that the consultant will provide the Board with information from environmental scanning by November, a plan to include two identified groups a) external, and b) internal should be developed. She also recommended creating a timeline as timelines build momentum.

Cathy suggested there is value in starting off with the national picture. By 2020, *all* jobs in this country are going to require some college. When meeting with people, there has to be a sense of urgency about what is happening economically in the Rogue Valley. The following comments were noted:

- It is important to tell RCC's story to the community
- Does the Rogue Valley have a greater out-flow of young students?
- How can local business help students succeed?
- It is time for action

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The Consultant Request for Proposal (RFP) process was discussed. The following thoughts were noted:

Goals – Stage 1: (With deadline for delivery, realistically 60 days)

- Inform strategic planning
- Identify constituents
- Connect with constituents (start of relationship)
- Inform marketing
- Inform follow-up plan

Curtis Sommerfeld reported the College wants to work on a TRC master plan this fall. This is a large parallel processes that can inform each other.

The Institutional Researcher (I.R.) position was discussed, and it was determined it would be best for the I.R. job posting and the Request for Proposal to happen simultaneously.

Ron Fox called for a recess (lunch break) at 12:00 p.m. and reconvened at 12:35 p.m.

7. Innovation

A. Vice Presidents share information from recent brainstorming sessions with their divisions.

College Services – Curtis Sommerfeld reviewed a list of innovative ideas from a recent brainstorming session with the College Services division (see file). (Items were listed in no particular order and with free thought as if there were no restraints.)

When asked to comment regarding priorities, Curtis noted the following:

- Textbook rentals and Open Educational Resources
- Shift online class development focus from quantity to quality (it is important to look at industry standards and best practice, but let's look at how to provide "great" online degrees)
- Title IX campus climate survey – this regards broader issues of personal safety
- Develop a comprehensive 5-10 year deferred maintenance plan
- Shift abandoned animal procedures to Green Team
- Intentionally design student space into the new construction and remodel projects. (Note: this is the only item that appeared on all three lists.) Put the design together from student perspective.

College Services – Kirk Gibson reviewed a list of innovative ideas from a recent brainstorming session with the Instructional division (see file). (Items were listed in no particular order and with free thought as if there were no restraints.)

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When asked to comment regarding priorities, Kirk noted the following:

- The collective group agreed the cutting edge Power Generation program and facility would be important. Board members requested to review a business plan regarding this.
- Top shelf STEM/CTE/Allied Health – want to shift from “making do” to having the best equipment to train employees.

Student Services – Kori Ebenhack reviewed a list of ideas from a recent brainstorming session with the Student Services division (see file). (Items were listed in no particular order and with free thought as if there were no restraints.)

When asked to comment regarding priorities, Kori noted the following:

- Student Services is trying to provide a real college experience for students. First, students need to find the front door. We would like a student-centered building and space planning. Also, the division does not have enough people to follow all of the programs. Right now, we can’t keep up and need more people for student life, leadership and transfer advising. She estimates this would cost up to \$400,000 for needed staff.
- A residence hall is important. The number one question asked by our students is, “Where can I get an apartment?” Rental housing is difficult to secure in our district. We have approached Southern Oregon University about creating a partnership with us, however, these efforts have not been successful.
- Rogue Net doesn’t work for Student Services as well as we would like it to. We have to select specific students to communicate with. Would like to see a different mode to communicate with and track cohort students. We want to use technology to create relationships with our students.
- Would like to build a “one main campus” concept. Blackboard has new capabilities with a student success model that’s currently not being used.

President Kemper-Pelle commented she has seen colleges use residence halls as a strategy to build campus enrollment. International and athletic programs can help with this.

- 8-10.** Ron Fox called the meeting into recess at 1:30 p.m. to Drive to Harry and David Country store (agenda item 8); participate in a pre-arranged tour of Harry and David (agenda item 9) and; return to People’s Bank of Commerce (agenda item 10). Mr. Fox reconvened the meeting at 3:10 p.m.

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11. Wayne Young, Vice President Human Resources, Harry and David

Mr. Young reviewed his background and stated he recently joined Harry and David after ten years with Columbia Sportswear. He also provided an overview of Harry and David, including information regarding their local pear orchards. There are many components to the company. They have a distribution center in Ohio and are contracting with five other vendors for facilities/shipping. 1-800-Flowers.com, an online florist and gift company, acquired Harry and David.

The company employs 2,200 people year-round and another 5,000 employees seasonally with 40% turnover, for the period of 9 weeks (typically). As an example, they hire employees for production line, material handlers and skilled labor in the bakery/candy kitchen. As far as technology, there is need for employees to have Microsoft skills, specifically reliant on Excel, Word, and PowerPoint. They look for people with presentation skills, and the ability to collaborate and problem solve. The company also works in the digital, e-commerce world and have found they have to draw people from the outside area to meet need. The catalogue team is from the outside area. Merchandising is a technical, analytical skill. A lot of production areas are all trained in house with people who have food skills. The company conducts frequent on-the-job training.

The employment center handles seasonal hiring. These positions normally do not require an educational background, however, the employee must be able to collaborate and problem solve. Positions where degrees are required relate to business, marketing and digital marketing.

Vice President Kori Ebenhack will connect with Mr. Young to initiate a connection with RCC's Career Center. Discussion occurred about the possibility of an internship program. Mr. Young will discuss this further with Kori as he believes internship programs are a possibility, as an example, in the baker/candy kitchen, marketing, human resources, merchandising, and information technology.

They will have turnover in maintenance as current employees retire. The company conducts a lot of certification in house.

Mr. Young also identified there is a need for applicants to know how to write a cover letter and resume, and for applicants to understand how to quickly make an impression with a recruiter.

Board members thanked Mr. Young for his time and presentation.

12. Strategic Plan Wrap-Up

Lois Schlegel indicated the Strategic Plan Wrap-Up conversation has already occurred as the Board reached a conclusion to move forward with revising the Strategic Plan beginning with environmental scanning for the Situational Analysis (see 4.D). Ms. Schlegel recommended using this time in the agenda to discuss the innovative ideas presented by the Vice Presidents (see 7.A).

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- President Kemper-Pelle talked about affordability. In Curt's presentation he discussed text book rentals and open education resources. We know the cost of education is a real barrier for students. This would provide a significant impact for students. As a state, we've got momentum with this and faculty support it too. Discuss where this fits with mission, values and vision.
- Claudia Sullivan commented, when revising the Strategic Plan, it would be good to reflect back to some of the areas where the CCSSE report indicates improvement is needed. It is important to remember to take a look at this when we begin the Strategic Plan revision.
- Pat Ashley commented the Board has requested to see a business plan related to the Power Generation program idea. How does this connect to other programs? Kirk Gibson will provide this information to the Board and proposed this could be a flexible space wherein technical labs would overlap purposes.
- Dean Wendle commented if the College discusses a centralized one main campus, it is important to make provisions for satellite locations and to continue full college services in Josephine County. Cathy added that accreditation issues also need to be considered.
- Virtual center concept (idea) – Transactional services that can be completed via distance or shared media. Work with someone on a transactional level. There are some services that aren't transactional, they're relational. This concept has merit if it can really meet our needs. Would work with associations, veterans, etcetera, if this idea is developed.
- Title IX – Formality with increased expectations forthcoming. Dean Wendle requested the Board receive documentation regarding this when available.
- Pat Ashley commented we're beginning to talk about innovation, however, Board members did not have an opportunity to present ideas they have. At some point and time, Board members need to bring some of their items forward too.
- In conclusion, Ron Fox requested the Vice Presidents convey back to their teams, the Board appreciates the time and effort they put into the brainstorming sessions. Mr. Fox commented he appreciated taking a different look at the College via data specific information. He thanked President Kemper-Pelle for her presentation and also thanked Ms. Schlegel for keeping the meeting on track and on schedule.

13. Adjournment

Mr. Fox adjourned the meeting at 4:55 p.m.

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1. Welcome and Breakfast

Ron Fox, Board Chair, called the meeting to order at 8:45 a.m., August 30, 2016, at People's Bank of Commerce, 1311 E. Barnett Rd., 3rd Floor Conference Room, Medford, OR. Due notice was given. Lois Schlegel served as facilitator.

Board members in attendance: Pat Ashley, Ron Fox, Claudia Sullivan, Kevin Talbert and Dean Wendle

Board members absent: Brett Johnson and Tim Johnson

Staff in attendance: Cathy Kemper-Pelle and Denise Nelson. Kori Ebenhack, Kirk Gibson, and Curtis Sommerfeld joined the meeting at 10:30 a.m.

At the request of Dr. Talbert, a summarization of the discussion regarding the consultant hiring process for the Situational Analysis was provided.

Time is of the essence and staff will start working on the Request for Proposal (RFP) immediately. The RFP could be written with the possibility to extend from the environmental scanning to the Situational Analysis.

- The environmental scanning process for the Situational Analysis will begin in November (normally takes one month to complete, however, the holiday season might delay completion)
- The Director of Institutional Research, Effectiveness and Planning position will be posted in tandem with the environmental scanning RFP
- Once the environmental scan is completed, the mission, vision and goals will be reviewed
- Cathy would like the I.R. Director to be hired in time to become part of this conversation after the first of the year
- The Situational Analysis will be completed including internal and external stakeholders
- The Strategic Plan will be revised using the completed Situational Analysis (most strategic planners want to complete this process in four months)

Cathy reported she has asked the College Executive Team (E-Team) members to provide her with an inventory of people in the community they have talked with over the summer. Moving forward, when we get into the external outreach for the Situational Analysis, all of the information we gather can be used to create an "outreach bureau." There is software available to manage this. As we meet with external constituents, we can update the data to reflect what is being worked on, associated deadlines, and provide related comments.

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Cathy is concerned the College does not have leadership training and does not have succession planning in place. We discourage our faculty from wanting to advance into leadership roles. As an example, if someone is in management, and they attain a doctorate in leadership, there is no salary compensation for that. This is an aspect of our internal payroll policy. The management pay structure, and salary range within levels, varies widely. She noted the College has talented people that could be next level, with no incentive. Cathy is going to work on this.

2. 2015/16 Board Self-Evaluation

Claudia Sullivan volunteered to coordinate the 2015/16 Board Self-Evaluation process. Three questions were identified and agreed to by the Board. The questions were distributed to Board members electronically by the Board secretary. Responses were submitted to and compiled by the secretary for Board member review prior to the August 29-30 Special Board meeting (see file).

Lois Schlegel asked Board members to comment on their achievements (2015/16). The following items were noted:

- a. Hiring a new president
- b. Passing the bond
- c. Maintained relationships (while completing a. and b. above)
- d. Focused on priorities
- e. Budget oversight
- f. Maintained fiduciary responsibility
- g. Community engagement took place during the process of hiring the president and the bond campaign
- h. Sifted through information from both open processes (hiring president/bond campaign) effectively

Lois Schlegel asked Board members to comment on their successes (2015/16). The following items were noted:

- a. “Together” process for hiring (we have a stronger Board as a result)
- b. Effective communication

Ms. Schlegel asked Board members to comment on how the Board can take a more proactive role in developing people to become new Board members.

- a. Engage in recruiting new members (need to understand the process of recruitment)
- b. Provide orientation for perspective members as part of outreach
- c. Clearly communicate time commitment needed

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Ms. Schlegel ask Board members to comment on areas of growth for the Board.

- a. Outreach to business leaders to create understanding by the Board
 - Business presentations to the Board
 - Program/Program Lights related to business and creates dialogue
- b. Rethink meeting agendas
 - Create more time for dialogue rather than reports
 - Condensed format for reports
- c. Policy oriented discussion at Board meetings
- d. Reports focused on how activity relates to the Strategic Plan
- e. Reports related to policy and budget
- f. Provide all written reports with Board packet distribution
- g. Bond Oversight Committee report
 - Continue as standing item on agenda
 - Provide more information
 - Provide a written report on each project so that Board members can easily see stage of each building/project
- h. Be sensitive to perception and access for attendees to be involved

Mr. Fox called the meeting into recess (break) at 10:20 a.m. and reconvened at 10:30 a.m. Kori Ebenhack, Kirk Gibson, and Curtis Sommerfeld joined the meeting at this time.

3. Creating a Data Dashboard

A. What is a data dashboard?

- A summary of performance data that helps guide an organization toward stated goals.

President Kemper-Pelle reviewed a document titled *Table I: National Community College Benchmark Project Performance Indicators and Peer-selection criteria* (see file). The document has three sections:

- Outcome indicators
- Input indicators
- Peer-selection criteria

She noted that community colleges are open access not selective enrollment like universities. The piece community colleges have that four year universities don't have is the developmental completion rate.

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Cathy explained there are many indicators to select from as possible dashboard items. She noted the following as examples for access, progress and completion:

- # of applications processed
- # of students and their placement
- # of students by county and their intent to enroll
- # closed/wait-listed classes
- Financial aid awards
- % of returning students
- Pace of students
- Payment of financial aid
- 15 and 30 credit completions, did they enroll?
- Grade point average
- Graduation or certificate, GED, within 150% of time
- Transfers
- Loan debt
- Spending vs. completion
- Follow-up for tracking employment

Cathy reported we are a part of the Voluntary Framework of Accountability with the State of Oregon (see file). Portland Community College served as a test college wherein the state ran data for them for the first year. Cohort data is used which is important in analyzing student completions. The value of cohort analysis lets us see where the leaks are in the pipeline.

Dean Wendle asked about data for the success rate of developmental courses. Cathy indicated we are trying new strategies and changing the way we engage with those students. Ron Fox suggested it would be interesting to see our achievement results with developmental courses included and without.

Cathy reviewed ten charts included with the Voluntary Framework of Accountability presentation (see file).

Curtis Sommerfeld reported the Voluntary Framework of Accountability will be done for us beginning with fall 2010 data.

Ron Fox requested the Executive Team present to the Board, four or five indicators to consider as RCC's dashboard items. From those four or five, a suggestion was made to identify one or two indicators to be posted on a recurring basis at the top of the Board meeting agenda each month.

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4. 2016/17 Program and Program Light Presentation Topics

Historically, the College has annually provided three one-hour “Program” meetings in October, January and March and three “Program Light” meetings in November, February and May.

The program meetings have been one-hour meetings scheduled just prior to the monthly Board meetings as listed above, and are hosted by each division (Student Services, Instructional Services and College services) on an alternating basis. These presentations were originally provided to inform the Board of Education, Board Advisory Committee and Foundation Board members about college programs. (Normally, one meeting always features the topic of Safety and Security.) Over the years, only Board of Education members attended these presentations.

Program Light meetings have been fifteen minute presentations scheduled at the beginning of the regularly scheduled monthly Board of Education meetings as listed above and were also provided by college divisions on an alternating basis. These presentations were designed to brief, informational presentations regarding college programs.

This is being brought to the Board to determine the Program/Program Light topics of interest to the Board for this fiscal year.

The following thoughts/ideas were noted:

- Transfer students in/out
- Manufacturing
- Career/Technical education
- Allied Health
- Focus on policy questions and/or issues the Board needs to prepare policies around
- Needs to be more than informational, something of interest to take into the community, or something where policy is being changed
- Board members agreed the discussion with Wayne Young, Human Resources, Harry and David was robust, very informative and beneficial
- It is still important for the Board to hear about specific programs. It was suggested the Vice Presidents focus on certain programs during their report(s). Cathy suggested the Vice President Reports could be strategically planned for the year to provide this. Ron added he would like to hear what is going on at K-12 regarding developmental education. He would also like to hear about healthcare and the SOHOPE grant.

Board members liked the idea of hearing from external businesses. It was determined the Board Executive Committee would develop a schedule for the Board.

Board members were asked to forward any additional ideas for consideration of the Executive Committee to Denise Nelson.

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Vice Presidents Ebenhack, Gibson and Sommerfeld left the meeting at 12:00 p.m.

5. Board Advisory Committee

Ron Fox indicated the purpose of agenda item is to determine if the Board still wants to have a Board Advisory Committee.

The Board Advisory Committee was mandated by law for a period of ten years when RCC annexed into Jackson County. Board Advisory Committee members served on the District Budget Committee.

Dean Wendle reported, by law, the Budget Committee has staggered, three-year terms.

After discussion, it was determined to keep the committee. It was noted the Board Advisory Committee is also beneficial to the President. The Board requested that Cathy receive recommendations for committee members and provide the list of recommendations to the Board for review.

6. Activation of the President's Evaluation Committee

Mr. Fox reported the President's contract calls for the first year evaluation criteria to be mutually agreed upon by the Board and the President no later than October 15, 2016.

The President's Evaluation Committee was formed during the 2016/17 annual board organization process wherein Kevin Talbert was designated to serve as committee chair.

Dr. Talbert will convene the committee.

7. Adjournment

Board members thanked Ms. Schlegel for her excellent work facilitating the two-day meeting.

Ron Fox adjourned the meeting at 12:20 p.m.

(Note: See "Parking Lot" items on following page)

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Parking Lot Items

- Retention issue – funding for non-financial aid students
- What areas should be levered?
- Market stipend
- Tuition vs. cost of program
- Innovation funding for moving best practices
- Full/part-time faculty discussion +-
- Follow-up, consultant for Situational Analysis
- Follow-up, new I.R. position
- Continue discussion – Textbook rentals and open educational resources
- Continue discussion –Power generation (business plan, requirements for program)
- Continue discussion – One main campus
- Continue discussion – Top shelf concept
- Space/location issues for student services
- Use of space overall
- Art, Labs, Etc.
- Virtual campus
- Dorms, why and how?
- Outreach to business community – external affairs
- Innovation hub concept – City of Grants Pass
- Who/where is outreach already happening?
- Leadership training and succession planning
- Ph.D. no current incentive
- Current website does not have a place on it for families and businesses to connect with the College
- Board member zones/district maps on website
- Endowed chair with donated funds
- Strategic plan revision – refer to CCSSE data
- Title IX – Formality with increased expectations forthcoming, provide documentation to Board regarding this