

UMPQUA COMMUNITY COLLEGE

Umpqua Community College transforms lives and enriches communities.

Executive Session per ORS 192.660(2)(d); 4:00 P.M., HNSC 100

VOL. LII, No. 11 BOARD OF EDUCATION MEETING MAY 9, 2018; 4:30 P.M., HNSC 100

AGENDA

MEMBERS:

Steve Loosley, Chair _____
Guy Kennerly, V. Chair _____
Doris Lathrop _____
David Littlejohn _____

Joelle McGrorty _____
Betty Tamm _____
Wendy Weikum _____

ADMINISTRATION:

Debra Thatcher _____
Kacy Crabtree _____

- | | | | |
|------|-----------------------------|---------------|---------|
| I. | CALL TO ORDER | Chair Loosley | |
| II. | ATTENDANCE | Chair Loosley | |
| III. | PLEDGE OF ALLEGIANCE | Chair Loosley | |
| IV. | CONSENT AGENDA | Chair Loosley | pp 1-27 |

All matters listed under Consent Agenda are considered by the Board of Directors to be routine or sufficiently supported by information as to not require additional discussion. Consent Agenda items will be enacted by one motion. There will be no separate discussion of these items prior to the time the Board votes on them, unless a Board member requests a specific item be removed from the Consent Agenda for discussion and a separate vote.

- | | | | |
|----|------------------------------|---------------|--|
| V. | CHANGES TO THE AGENDA | Chair Loosley | |
|----|------------------------------|---------------|--|

VI. CITIZEN COMMENTS

The Board values inputs from citizens of the Umpqua Community College District. Citizens wishing to speak shall sign-in on the Public Comment sheet prior to the start of the meeting. At the time specified on the agenda, the citizen shall state their name, address, and city of residence. Comments will be limited to three to five minutes, at the discretion of the Board Chair. The Board may not respond directly to any issues raised but refer those issues to the President for appropriate action.

VII. INTRODUCTION & FOCUS PRESENTATIONS

- | | | | |
|----|--|----------------|------|
| A. | Introduction: SkillsUSA Students | Kevin Mathweg | p 28 |
| B. | Focus Presentation: Mainstream | Melinda Benton | p 29 |
| C. | Focus Presentation: Sabbatical Presentation | Emery Smith | p 30 |

VIII. REPORTS		pp 31-38
A. ASUCC Report	Byronna Thomas	
B. ACEUCC Report	Becky Kipperman	
C. UCCPTFA Report	Jeri Frank	
D. UCCFA Report	John Blackwood	
E. President's Report	Debra Thatcher, President	
F. OCCA Report	Doris Lathrop	
G. Recovery Report	Wendy Weikum	
H. Chair Report	Steve Loosley	
IX. OLD BUSINESS		
A. Tuition and Fee Increase Proposal – second hearing	Natalya Brown	p 39-43
B. Tuition Rule of Implementation	Chair Loosley	p 44
X. NEW BUSINESS		
A. UCCFA Contract	Lynn Johnson	p 45
B. First Reading of Policies	Debra Thatcher	pp 46-63
C. Vision, Mission, Values	Debra Thatcher	pp 64-65
XI. BOARD COMMENTS	Chair Loosley	
XII. ADJOURNMENT	Chair Loosley	

NEXT BOARD MEETING:

- Board Meeting, June 13, 2018, 4:30 pm, HNSC 100

Robynne Wilgus, Board Assistant, 541-440-4622 voice or 541-440-4626 TDD (Human Resource Office). The UCC Board will provide, upon request, reasonable accommodation during Board meetings for individuals with disabilities.

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item

Subject: Consent Agenda

Date: May 9, 2018

Recommend approval of:


- | | |
|---|----------|
| Minutes of College Board Meeting of April 11, 2018 | pp 1-4 |
| Minutes of College Budget Meeting of April 12, 2018 | pp 5-8 |
| Personnel Actions | p 9 |
| Resolution No. 11 – Approval to Spend Funds | pp 10-11 |
| Resolution No. 12 – Transfer of Appropriation | pp 12-13 |
| Resolution No. 13 – Approval to Spend Funds | pp 14-15 |
| Second Reading of Policies | pp 16-27 |
| 100.08 Duties and Responsibilities of Board of Education: Code of Conduct | |
| 100.14 Board Information Requests | |
| 600.09 Financial Exigency (to be deleted) | |
| 710.06 Tuition Waiver | |
| 720.03 Awarding of Umpqua Community College Honorary Degrees | |

The associated administrative procedures are presented as an "Information Item":

- 319.03 Vacation for Administrative Staff
- 710.06 Tuition Waiver
- 720.03 Awarding of Umpqua Community College Honorary Degrees

Recommendation by:

Approved for Consideration:



U.C.C. President

**UMPQUA COMMUNITY COLLEGE
BOARD MINUTES
April 11, 2018**

The Umpqua Community College Board of Education met on Wednesday, April 11, 2018, in Room 100 of the Bonnie J. Ford Health, Nursing, & Science Center at Umpqua Community College in Roseburg, Oregon. Board Chair Loosley called the meeting to order at 4:32 pm and the pledge of allegiance was given.

Directors present: Guy Kennerly, Doris Lathrop, David Littlejohn, Steve Loosley, Betty Tamm, and Wendy Weikum

Director excused: Joelle McGrorty

Others present:

Kacy Crabtree	Joshua Friedlein	Neila Kerkebane	Katie Workman	Jeri Frank
Robynne Wilgus	Andy Swan	Jason Aase	April Myler	Carol McGeehon
Charles Crosier	Marjan Coester	Cathy Chapman	Gregory M. Smith	Clay Baumgartner
April Hamlin	Tiffany Coleman	Becky Kipperman	John Blackwood	Vincent Yip
Vincent Rose	Lyandra Maina	Byronna Thomas	Roger Kennedy	Ian Fisher

Consent Agenda

- A. Minutes of College Board Meeting of March 21, 2018
- B. Personnel Actions
- C. Resolution No. 10 – Approval to Spend Funds
- D. Sabbatical Request – Jillanne Michelle, Spring Term 2019
- E. Second Reading of Policy 308 Use of Tobacco

The Consent Agenda was approved by general consent and the items will be attached to the permanent minutes.

Changes to the Agenda – There will not be a presentation from Umpqua University League of Legends.

Citizen Comments – There were none.

Introductions and Focus Presentations

Marjan Coester, Director of Student Life, introduced the two UCC students nominated as All Oregon Academic Scholars: Lyandra Maina and Neila Kerkebane. The student scholars will attend an awards luncheon in Salem with Governor Brown on April 23.

Andy Swan, Associate Director of Southern Oregon Wine Institute (SOWI), explained that SOWI is a multi-faced institution with the following components: viticulture & enology program, “living laboratory” vineyard, commercial winery, and a public tasting room. Mr. Swan reviewed the SOWI vision, industry and community relations, and future plans and goals. SOWI is a valued resource for the Oregon wine industry.

Reports

- **ASUCC – Byronna Thomas, President:** ASUCC has had a change in board meeting days and has hired five new senators. The new vice president is Nick Thomas; the new activities director is Patricia Ochs.

The Multi-Cultural Celebration is May 18. An election committee is being established for upcoming elections.

- **ACEUCC – Becky Kipperman, Interim President:** Two members received scholarships from the National Education Association to attend the recent March for Our Lives event in Washington, DC. The association has been in the bargaining process since last June. There are a few remaining articles on salary and benefits to be finalized. The association is looking forward to reaching an agreement through the mediation process that is beneficial for the association and the College.
- **UCCPTFA – Jeri Frank, President:** The association has begun the bargaining process for 2018-19. The current contract is in effect from 2016-19. The full contract will be re-bargained next year.
- **UCCFA – John Blackwood, President:** The association is looking forward to finalizing bargaining this month. UCC will be hosting the Oregon Community College Council of Computer Chairs this month.
- **President’s Report – Dr. Kacy Crabtree, Provost:** The College continues to move forward with implementing a more robust enrollment management system. Dr. Crabtree explained that the academic program enrollment is slightly downward, at 3.8% decrease, but the overall unduplicated headcount of anyone taking classes has an increase of 5.62%. In response to Dir. Lathrop’s question, Dr. Crabtree explained there are a significant number of faculty engaged in ongoing conversations with high schools and it is desired to have more campus wide participation.
- **OCCA – Dir. Lathrop:** Attention was brought to the letters included in the monthly report. Law alerts have been added to the OCCA reports.
- **Recovery – Dir. Weikum:** The recovery report will be the Memorial Committee update later in the meeting.
- **Construction – Dir. Tamm:** Since Tap^hòyt^ha’ Hall has been completed, this report can be removed from the agenda.
- **Chair – Chair Loosley:** There was no report.

OLD BUSINESS

Joshua Friedlein, former ASUCC Vice President, introduced himself and explained the Memorial Committee. The Committee has been meeting over the past year to decide what the October 1, 2015 memorial should embody. This process has included listening sessions with faculty, staff, and students. Presently, there is consideration for a two-part memorial on campus and a third site in Roseburg. Preliminary locations have been identified and the committee is ready to accept design proposals. The process has not been rushed. The Committee intends to take the time that is needed to be respectful of staff and community, including honoring the Umpqua Nine. Chair Loosley indicated the Board would like to have a first and second reading of the proposals from the Memorial Committee. He also requested the information to include details such as design, costs, etc.

NEW BUSINESS

Natalya Brown, Interim CFO, reviewed the financial reports for fiscal year 2017-18, ending March 31, 2018; the general fund was specifically reviewed. There was an expectation for the additional state allocation however it is still lower than several years ago. Labor represents about 85% of the budget. Savings this year have come from retirements, vacancies, etc. and also a 15% projected underutilization of Materials & Services. However, there is still the anticipation of cutting into the reserve by about \$200,000 in order to balance this year’s budget.

Ms. Brown reviewed highlights from a recent campus Budget Forum which focused on reviewing current fiscal year information and challenges. The challenges include limited resources, increases in expenditures, and

declining enrollment levels. The College has no control over the state allocation nor property taxes. Tuition and fees fill the financial gap of what is needed for operating the college. Funding, resources vs. expense comparison, and ending fund balance histories were reviewed. Dr. Crabtree mentioned changes the College is implementing to assist with both enrollment management and budget limitations: restructure of academic units/departments; enrollment management and retention unit of operation; viable academic advising model; removal of enrollment and academic barriers; working within our means; placement of curricular controls; and costs analysis for programs. The impact of the long-term changes may not be seen for 6-12 months. The campus is working together to implement these practices, which are common in higher education.

Chair Loosley suggested approaching the Tuition and Fees Increase Proposal into three sections: tuition, student fees, and non-student fees. He also shared student comments from a meeting on the previous day that included himself, Ms. Brown, and Dr. Crabtree.

Ms. Brown presented non-student fees for Board consideration. She explained the last time facility rental fees were raised was in 2007 and the proposed rates are competitive with similar entities. The non-student fees are attached to the permanent minutes.

Motion: I move to approve the non-student fees as presented in the Tuition and Fee Increase Proposal. Motion by Dir. Tamm, seconded by Dir. Weikum and carried unanimously.

In an effort to begin discussion, Chair Loosley suspended the Robert's Rule of Order point of speaking against one's own motion. For the purpose of opening discussion, a motion was made and seconded for the approval of student fees presented in the Tuition and Fees Increase Proposal. Ms. Brown reviewed a class costs chart and shared comparative costs. Dir. Littlejohn expressed concern of not understanding the cost per program. Dr. Crabtree indicated programmatic costs are still being reviewed; however, there is measurable lab costs information. There was further discussion.

Motion: I move to postpone the vote on student fees for more information. Motion by Dir. Kennerly, seconded by Dir. Weikum and carried unanimously.

Dir. Tamm indicated the Board has previously tied tuition to a consumer price index and a vote on the tuition proposal may not be necessary. Chair Loosley said research will be done on the matter. The tuition increase proposal will be moved to the next Board meeting. Ms. Brown said the decrease of out-of-state tuition may not be covered as Dir. Tamm just described.

Motion: I move to approve the decrease for out-of-state tuition as presented in the Tuition and Fees Increase Proposal. Motion by Dir. Littlejohn, seconded by Dir. Tamm and carried unanimously.

Lynn Johnson, Director of Human Resources, requested Board approval to award contracts for Administrator/Confidential Exempt employees and contracts for probationary and regular Faculty, for the 2018-19 fiscal year. The associated employee lists are attached to the permanent minutes.

Motion: I move to approve the renewal of Administrator/Confidential Exempt and probationary and regular Faculty contracts, as presented. Motion by Dir. Weikum, seconded by Dir. Lathrop and carried unanimously.

Ms. Brown presented the first reading of policies as an information item:

- 100.08 Duties and Responsibilities of Board of Education: Code of Conduct
- 100.14 Board Information Requests
- 600.09 Financial Exigency (to be deleted)
- 710.06 Tuition Waiver
- 7XX Awarding of Umpqua Community College Honorary Degrees

The discussion on the Vision, Mission, and Values was postponed.

Board Comments:

- Dir. Lathrop attended the recent UCC Retiree Luncheon sponsored by the UCC Foundation. It was very nicely done and appreciated.
- In reference to the Sabbatical request placement on the Consent Agenda, Dir. Tamm said she really enjoys hearing from faculty about their sabbatical plans when their request is brought to the Board and also when they share reports upon their return.
- Chair Loosley appreciated the recent publication of Fast Facts. It is nicely done.
- There is a Budget Committee meeting tomorrow night. Dir. Littlejohn recognizes the pragmatic need right now but also wants to be fair to the process.
- Chair Loosley will email a spreadsheet to Board members comparing costs at Oregon community colleges.

Meeting adjourned at 6:39 p.m.

Respectfully submitted,

Approved,

Debra H. Thatcher, Ph.D.
Clerk of the Board

Steve Loosley
Chair of the Board

Recorded by Robynne Wilgus

Attached to permanent minutes:

- | | |
|-------------------|--------------------|
| Personnel Actions | Policy 308 |
| Res. No. 10 | Sabbatical Request |
| Non-student fees | |

**UMPQUA COMMUNITY COLLEGE
BUDGET COMMITTEE MINUTES**

On Thursday, April 12, 2018, the Umpqua Community College Budget Committee met on campus at the Danny Lang Teaching, Learning, and Event Center in Roseburg, Oregon. The meeting was called to order at 6:05 p.m. by Sally Dunn, 2017 Chair, and the pledge of allegiance was given.

Budget Directors Present: Hop Jackson, Sally Dunn, Sandy Henry, Chris Davidson, Randy Richardson, Steve Loosley, Guy Kennerly, Betty Tamm, David Littlejohn, Wendy Weikum, Doris Lathrop, and Joelle McGrorty

Budget Directors Excused: Janet Morse and Rex Stevens

Others present:

Debra Thatcher	Kacy Crabtree	Katie Workman	Joy Yori	Tiffany Coleman
Robynne Wilgus	Natalya Brown	Vincent Rose	Lynn Johnson	

Changes to the Agenda: Citizen Comments will be added at the conclusion of Budget Deliberations.

Organization for 2018-19:

Chair: Chair Loosley nominated BC Dunn, Dir. Kennerly seconded the nomination and a unanimous vote was cast.

Vice Chair: Chair Loosley nominated Dir. Lathrop, BC Davidson seconded the nomination and a unanimous vote was cast.

Secretary: Dir. Tamm nominated BC Jackson, Dir. Lathrop seconded the nomination and a unanimous vote was cast.

BC Dunn said Robert's Rules of Order with a quorum to consist of eight is recognized for the meeting.

Motion: I move for an adjournment time of 8:00 p.m. Motion by Dir. Tamm, seconded by BC Henry and carried unanimously.

President's Message

President Thatcher welcomed and thanked everyone for coming. She then introduced Natalya Brown, Interim CFO, who presented an overview of the proposed budget.

Ms. Brown introduced Katie Workman, Budget Assistant, who did a tremendous job in putting the document together. She then began an overview of the proposed Budget Document for 2018-19. Ms. Brown explained the budget review and planning was comprehensive with an emphasis on recruitment, retention, student success, and financial stabilization. The College is committed to balancing the budget without using reserves. The College has been working with the campus on re-evaluating spending, identifying priorities, examining new revenue streams, and improving practices. Some challenges the

College faces include: A projected \$1.2 million shortfall in the General Fund, declining enrollment, and increased contractual personnel, and Materials & Services costs.

Budget Highlights include contractual labor increases for all staff except new positions, 1% cost of living increase except for administrative staff; \$50 insurance increase for classified and faculty, a tuition increase of \$4 per credit based upon the Higher Education Price Index, a \$1 increase to the Global Fee for additional support to the Management Information Systems fund, and a new fee for all Lecture/Lab, Lab, and Clinical courses to offset the cost of instruction. A comparison of community college tuition was reviewed.

General Fund Highlights were reviewed: a proposed \$25.4 million General Fund budget, a balanced budget without using reserves, a slight enrollment increase tied to new athletic programs, increased fee revenue associated with the lab fee introduction, and Materials & Services that are tied to historical practices.

General Fund Resources shows state funding as the largest resource to UCC by providing 45% of the resources, tuition provides 25%, and taxes provide 14%. A graph chart showed a 10 year history of the three resources. Tuition in the budget is based upon flat enrollment but adjusted to the proposed tuition increase and additional student athletes in the new athletic programs.

General Fund Operating categories show Personnel Services & Fringe Benefits with an increase of \$369,000 even though there have been reductions in part-time instruction and administrative staff restructuring. It is very difficult to reduce spending with such a great amount in personnel costs. Materials & Services had a large decline of about \$300,000.

Labor & Fringe Growth 10 year history was reviewed. Even though there have been cuts, furloughs, and etc. during this time, the costs have still increased. Dir. Littlejohn asked if there were corresponding numbers indicating how many students and employees there were during the time period. Ms. Brown indicated a large driver of the labor costs increase is PERS. Later in the meeting BC Dunn agreed it would be good to know the number of full-time employees.

General Fund Transfers represent resources transferred from the General Fund to other funds that have no other revenue source. Notable fund increases include Federal Work Study, FSEOG, and Unemployment Compensation (which is related to last year's reduction in force). The Agency Fund provides transfers to student government, Phi Theta Kappa, and SkillsUSA. Professional development funds are contractually required.

Actual Ending Fund Balance 10 year history was shown on a graph chart; the College has been using the reserves for about six years. The projected ending fund balance for 2017-18 is \$3.1 million. The Government Finance Officers Association recommends a minimum balance of no less than two months of General Fund operating revenue or expenditures. For UCC, that is equivalent to \$3.34 million. Upon questioning about why some programs don't have an increase, it was explained that Engineering had a position funded 50% with a grant and Information Technology had a position previously covered by a grant but now it has been moved to the General Fund. President Thatcher also explained efficiencies built into athletics.

Grants & Contracts Fund has a budget of \$5.3 million for currently known Federal, State, and local grants and contracts. The fund is dependent upon grant and contract awards received during the fiscal year. Fund appropriations have decreased due to the loss of various federal grants. The Grants & Contracts Resources are 53% federal, 29% state, and 18% local revenue.

Grants & Contracts Requirements are allocated as 55% for Materials & Services, 45% for Personnel Services, and less than 1% for Capital Outlay. Discussion involved the timing of when the grant is received, planning for upcoming grants, and the College being a fiscal agent for a grant.

The Special Revenue Fund accounts for programs where monies are administratively restricted. Operation includes purchases of consumables for lab and clinical courses, material and contracted services for events, and labor for full- and part-time employees. Revenue is generated primarily through course and conference/seminar fees. The slight increase is recognized as a result of the growth in Community Education programs.

The Financial Aid Fund is resourced primarily by federal and state student aid programs; 70% of UCC students currently receive financial aid. A transfer from the General Fund is included this year to comply with the federal match requirement.

Capital Projects Fund covers capital projects, deferred maintenance, furnishings, and equipment. For the current fiscal year the Board requested an annual transfer of \$50,000 to Deferred Maintenance. An Industrial Arts building budget has been included for pre-design and design documents. The considerable decrease is due to the completion of Tap^hòyt^ha' Hall.

Debt Service Fund accounts for debt service activities related to the College's Full Faith and Credit Obligations (FFCO) and Pension Bonds Payable. The annual schedule of debt service was reviewed. The Legacy Fee funds debt service repayment schedule for FFCO 2014 was reviewed. Ms. Brown explained the College's limited ability to invest money. Per Dir. Littlejohn's suggestion, she will look further into the best interest of the college for repayment of the full amount.

The Insurance Fund has been reduced from FY 2018 due to the declining ending fund balance for retiree and unemployment insurance. Operations are funded through the transfer of resources from the General Fund and any unspent ending fund balance from the previous year.

The Enterprise Fund is for Bookstore, food services, catering, special events, incubator, wine seminars, and wine revenue/sales programs operations. Revenues are generated by providing goods and services to students, staff, and the public. The cafeteria will reduce its operating hours next year. The Bookstore will be providing a variety of breakfast and snack options. Ms. Brown explained higher education bookstores are changing from business operations to service operations; this is due mainly to Open Education Resources which provide no profit margin for bookstores.

Internal Service Fund accounts for operations of the motor pool and copier funds that generate revenue by providing services on a cost reimbursement basis to college operating funds. The PERS Reserves Fund is for future PERS expenses.

Agency Fund is for student government (ASUCC) and clubs activities. Revenues are generated from fundraising, club events, and student fees. The General Fund supports the fund by providing a \$35,000 transfer for ASUCC administration, Phi Theta Kappa, and SkillsUSA travel.

Upon questioning regarding tuition waivers, President Thatcher explained how tuition waivers pay a portion of a student's tuition, many students provide a service to the college for their waiver, and recent reductions of the waivers.

Ms. Brown explained there is a certain percentage of the budget that may be changed without the need to come back to the Committee for approval.

Citizen Comments: there were none.

Motion: I move for approval of the general operating fund for 2018-2019 as presented to include the College permanent tax rate of \$.4551/\$1000 of ad valorem property taxes to be certified for collection. Motion by BC Jackson, seconded by BC Davidson and carried unanimously.

Motion: I move for approval of the proposed Special Revenue Funds, as presented. Motion by BC Dunn, seconded by BC Jackson and carried unanimously.

Meeting adjourned at 7:48 p.m.

Respectfully submitted,

Approved,

Hop Jackson
Secretary

Sally Dunn
Chair

Recorded by Robynne Wilgus



Serving Douglas County Since 1964

TO: UCC Board of Education
FROM: Lynn M. Johnson, Director of Human Resources
SUBJECT: Personnel Actions
DATE: May 9, 2018

Board approval is requested on the following personnel action:

Administrative/Confidential-Exempt Contracts:

Craig Jackson, Athletic Director, July 1, 2018

Faculty Contract:

N/A

Resignation/Separations:

Susan Taylor, Executive Director of Advancement and the Umpqua Community College Foundation, June 6, 2018 – Resignation

Kelly Rigsby, Chief of Security, April 17, 2018 – Letter of notice without cause and non-renewal of contract

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item

Subject: Resolution #11, Approval to Spend Funds	Date: May 9, 2018
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This is a resolution to increase appropriation in the Special Revenue Fund-Grants and Contracts.

UCC was awarded \$1,700 from Douglas Education Service District for the operation of the Ready for Kindergarten Series. UCC will be the fiscal agent for the period of October 17, 2017 through June 30, 2018.

<p>Recommendation by:</p> <p><u>W. Brown</u></p> <p>UCC Interim Chief Financial Officer</p>	<p>Approved for Consideration:</p> <p><u>[Signature]</u></p> <p>U.C.C. President</p>
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UMPQUA COMMUNITY COLLEGE
Resolution No. 11 - FY 17-18
Approval to spend funds

WHEREAS, Umpqua Community College has been awarded \$1,700 from Douglas Education Service District, and;

WHEREAS, funds have been awarded, which could not have been anticipated in the budget process, and;

WHEREAS, the provisions of ORS 294.338 (2) allow for the expenditure of specific purpose grants in the year of receipts;

NOW, THEREFORE
BE IT RESOLVED, that the Board of Education at Umpqua Community College hereby adopts this resolution for the grant expenditures in the amount of \$1,700 for the operation of the Ready for Kindergarten Series.

Special Revenue Fund - Grants and Contracts

	17-18 Budget Through Resolution 10	Adjustment	17-18 Budget Through Resolution 10
REVENUES:	\$ 7,133,349	\$ 1,700	\$ 7,135,049
EXPENDITURES:			
Instruction	\$ 872,139	\$ -	\$ 872,139
Instruction Support	1,485,846		1,485,846
Student Services	3,249,257	-	3,249,257
College Support Services	683,698	-	683,698
Community Services	842,409	1,700	844,109
TOTAL	<u>\$ 7,133,349</u>	<u>\$ -</u>	<u>\$ 7,135,049</u>

ADOPTED: MAY 9, 2018

Clerk of the Board

UCC Board Chair

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item

Action Item

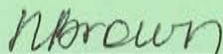
Subject: Resolution #12, Transfer of Appropriation

Date: May 9, 2018

This is a resolution to transfer appropriation in the General Fund.

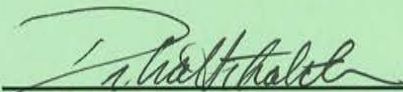
A transfer of appropriation from General Fund Contingency to General Fund Student Services is necessary in order to ensure sufficient budget for unforeseen expenses.

Recommendation by:



UCC Interim Chief Financial Officer

Approved for Consideration:



U.C.C. President

UMPQUA COMMUNITY COLLEGE
Resolution No. 12 - FY 17-18
Approval to spend funds

WHEREAS, the provisions of ORS 294.463 (2) allow for the transfer from Contingency to another existing appropriation;

NOW, THEREFORE BE IT RESOLVED, that the Board of Education at Umpqua Community College hereby adopts this resolution to transfer appropriations from General Fund Contingency to Student Services in the amount of \$60,135.

	General Fund		
	17-18 Budget Through Resolution 11	Adjustment	17-18 Budget Through Resolution 12
REVENUES:	\$ 23,889,270	\$ -	\$ 23,889,270
EXPENDITURES:			
Instruction	\$ 8,629,021	\$ -	\$ 8,629,021
Instruction Support	1,571,984	-	1,571,984
Student Services	1,809,122	60,135	1,869,257
College Support Services	4,779,339	-	4,779,339
Financial Aid	864,998	-	864,998
Plant Operations	2,100,084	-	2,100,084
Transfers	2,227,214	-	2,227,214
Operating Contingency & Reserve	1,907,508	(60,135)	1,847,373
TOTAL	<u>\$ 23,889,270</u>	<u>\$ -</u>	<u>\$ 23,889,270</u>

ADOPTED: MAY 9, 2018

Clerk of the Board

UCC Board Chair

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item

Subject: Resolution #13, Approval to Spend Funds Date: May 9, 2018

This is a resolution to increase appropriation in the Special Revenue Fund-Grants and Contracts.

UCC was awarded \$31,500 from The Ford Family Foundation for the recruitment and retention of Early Childhood Education students. The grant is for one year, January 2018 through December 2018.

Recommendation by: W Brown
UCC Interim Chief Financial Officer

Approved for Consideration: Matthew Hill
U.C.C. President

UMPQUA COMMUNITY COLLEGE
Resolution No. 13 - FY 17-18
Approval to spend funds

WHEREAS, Umpqua Community College has been awarded \$31,500 from The Ford Family Foundation, and;

WHEREAS, funds have been awarded, which could not have been anticipated in the budget process, and;

WHEREAS, the provisions of ORS 294.338 (2) allow for the expenditure of specific purpose grants in the year of receipts;

NOW, THEREFORE BE IT RESOLVED, that the Board of Education at Umpqua Community College hereby adopts this resolution for the grant expenditures in the amount of \$31,500 for the recruitment and retention of Early Childhood Education students.

Special Revenue Fund - Grants and Contracts

	17-18 Budget Through Resolution 12	Adjustment	17-18 Budget Through Resolution 13
REVENUES:	\$ 7,135,049	\$ 31,500	\$ 7,166,549
EXPENDITURES:			
Instruction	\$ 872,139	\$ -	\$ 872,139
Instruction Support	1,485,846	31,500	1,517,346
Student Services	3,249,257	-	3,249,257
College Support Services	683,698	-	683,698
Community Services	844,109	-	844,109
TOTAL	<u>\$ 7,135,049</u>	<u>\$ 31,500</u>	<u>\$ 7,166,549</u>

ADOPTED: MAY 9, 2018

Clerk of the Board

UCC Board Chair



BOARD POLICY

TITLE: DUTIES & RESPONSIBILITIES OF BOARD OF EDUCATION: CODE OF CONDUCT
BOARD POLICY # 100.08

POLICY:

The Umpqua Community College Board of Education adopts the following code of conduct for board members. Each board member:

- Understands that the Board sets the standards for the community college through board policy, and does not manage the college on a day-to-day basis.
- Understands that the Board makes decisions as a team.
- Understands that individual board members may not commit the board to any action.
- Respects the right of other board members to have opinions and ideas that differ.
- Recognizes that decisions are made by a majority vote and should be supported by all board members.
- Makes decisions only after the facts are presented and discussed.
- Understands the chain of authority and responsibility and refers problems or complaints to the proper administrative office.
- Recognizes that the Board must comply with the Public Meetings Law and has authority to make decisions only at official board meetings.
- Insists that all board and college business is ethical, honest, open and fair with no hidden agendas.
- Understands he or she will receive confidential information that cannot be shared.
- Recognizes that the President advises the Board and should be present at all meetings, except when the Board is considering the President's evaluation, contract or salary.
- Takes action only after allowing the President an opportunity to make recommendations.
- Refuses to use board membership for personal or family gain or prestige, and announces conflicts of interest before board action is taken.
- Refuses to bring personal or family problems into board considerations.

- Gives the staff the respect and consideration due skilled professional employees.
- Presents personal criticism of college operations to the President, via the Board chair, not to college staff or to a board meeting.
- Respects the right of the public to attend and observe board meetings.
- Respects the right of the public to be informed about college decisions operations as allowed by law.
- Keeps informed about educational and other issues relevant to community colleges.
- Is expected to attend college-sponsored events, state-wide conferences and meetings, and national conferences to the greatest extent possible.

The Board shall have all of the powers and duties specified in ORS Chapter 341, and other applicable statutes and regulations: <http://www.leg.state.or.us/ors/341.html>

RESPONSIBILITY:

The Board of Education is responsible for implementing and updating this policy.

NEXT REVIEW DATE:

DATE OF ADOPTION:

DATE(S) OF REVISION:

DATE(S) OF PRIOR REVIEW:



BOARD POLICY

TITLE: BOARD INFORMATION REQUESTS

BOARD POLICY # 100.14

POLICY:

All requests about College operations and related information needed by individual Board members will be requested through the Board Chair, who will in turn make the request to the College President.

The College administration will attempt to obtain the information in a timely manner. In the event the requested information proves to be an overburden to provide, the President will inform the Board. At that point the Board will determine the cost/benefit to obtaining the requested information. This does not restrict casual conversations, general information questions, or relaying a constituent concern.

RESPONSIBILITY:

The Board of Education is responsible for implementing and updating this policy.

NEXT REVIEW DATE:

DATE OF ADOPTION:

DATE(S) OF REVISION:

DATE(S) OF PRIOR REVIEW:



ADMINISTRATIVE PROCEDURE

TITLE: Vacation for Administrative Staff

ADMINISTRATIVE PROCEDURE # 319.03

RELATED TO POLICY # 319.03 Vacation for Administrative/Confidential-Exempt

1. Approval

Vacation for 1 or 2 days must be requested in advance and are subject to approval by the supervisor. For vacation requests of 3 to 10 days, requests must be made at least 5 working days in advance and are subject to approval by the supervisor. Supervisors have the discretion to make exceptions to the advance notice in the case of exceptional circumstances. Vacations extending beyond 10 working days are to be approved in advance by the supervisor and the President.

Supervisors have the responsibility to assure that the operations of the College continue when employees are on vacation. As such, supervisors may approve or deny requests based upon the needs of the College and may require coordination of vacation requests with other employees.

2. Accrual

Administrative employees accrue vacation at 6.667 hours per pay period to equal 160 hours per year. Vacation begins accruing upon date of hire. On July 1 of each year, carry forward of accrued vacation is limited to 160 hours.

In order to facilitate the transition from frontloading to accrual of vacations, the College will temporarily permit employees to maintain negative vacation balances. The right to maintain negative vacation balances will be limited to fiscal year 2018-2019, unless special circumstances exist to justify negative vacation balances that extend beyond that fiscal year. All negative vacation balances must be approved by the employee's immediate supervisor and the Human Resources Director.

3. Payout at Separation

Effective July 1, 2018, administrative employees who separate from employment for any reason will receive a vacation payout for accrued but unused vacation hours for the current contract year up to the date of separation. This will be added to any vacation pay carried forward from the previous contract year. All other vacation hours are forfeited.

Employees may not elect to receive pay in lieu of earned paid leave except upon separation from the college.

Any exceptions to this Administrative Procedure will only be made with expressed consent of President.

RESPONSIBILITY:

The Director of Human Resources is responsible for implementing and updating this procedure.

NEXT REVIEW DATE:

DATE OF ADOPTION:

DATE(S) OF REVISION:

DATE(S) OF PRIOR REVIEW:

POLICY / ADMINISTRATIVE PROCEDURE REVISION FORM

Complete for Revisions Only

Policy Number:	600.09
Administrative Procedure Number:	
Title:	Financial Exigency
Revision Date:	

Current Policy / Procedure	Proposed Policy / Procedure
<p>In the event of a decline in revenue or due to a natural disaster, at the recommendation of the president, the Board of Trustees may declare financial exigency.</p> <p>Such a declaration may allow the college to terminate some debts, contracts and/or employment contracts. See collective bargaining agreements.</p> <p>UCC complies with all state and federal regulations under the Americans With Disabilities Act of 1992 (ADA) and/or Oregon statute ORS 659.415 by recognizing reinstatement rights as legally required and as contained in the ACE UCC and UCCFA collective bargaining agreements.</p> <p>DATE OF ADOPTION: DATE(S) OF REVISION(S): 6/08/11 by Board DATE OF LAST REVIEW:</p>	<p>Delete</p>

Policy & Procedure must be submitted together.



BOARD POLICY

TITLE: TUITION WAIVER

BOARD POLICY # 710.06

POLICY:

Umpqua Community College offers tuition waivers as encouragement for students to continue their education. Tuition waivers are performance-, program-, or academic-based. Students are eligible for only one waiver per term, and waivers are used for tuition only. Cash refunds are not given, and unused funds are not credited toward future terms. Any exceptions to the tuition waiver policy are approved by the President.

RESPONSIBILITY:

The Provost is responsible for implementing and updating this policy. Specific guidance for policy implementation may be found in the associated Administrative Procedure(s).

NEXT REVIEW DATE:

DATE OF ADOPTION:

DATE(S) OF REVISION:

DATE(S) OF PRIOR REVIEW:



ADMINISTRATIVE PROCEDURE

TITLE: Tuition Waiver

ADMINISTRATIVE PROCEDURE # 710.06

RELATED TO POLICY # 710.06 Tuition Waiver

1. Categories of Tuition Waivers

- a. **Merit tuition waivers** for distinguished service to the college. These include athletics, student leadership, student ambassadors, *The Mainstream* student newspaper, and fine and performing arts.
- b. **Program-specific tuition waivers** for participation in a college program or as a community service. These include GED/Adult High School Diploma (AHSD), Student Support Services (SSS)/Transfer Opportunity Program (TOP), Upward Bound (UB), and Educational Talent Search (ETS), UCC Scholars, community partner awards, and state-mandated waivers.
- c. **Employee and dependents tuition waivers** as described in bargaining agreements for faculty and classified employees and in Board Policy 322 for administrative employees.

2. General Terms and Conditions for all Waivers

- a. The number of tuition waivers for any type of award is determined by senior administrators.
- b. A student may receive only one tuition waiver per term. The waiver covers only tuition for credit classes taken during the approved term and has no cash value. Unused portions will be forfeited for further use and cannot be exchanged, refunded, or transferred. The student is responsible for all fees and textbooks.
- c. An application with original signatures must be submitted by the deadline established by the program and no later than the Friday of the first week of the term. A late application will be processed the following term. The student must have a minimum of a 2.0 GPA to be awarded a tuition waiver. Some programs may have higher GPA requirements.
- d. The student must be registered for any required courses designated on the waiver and meet all program requirements. The student may be required to repay the waiver if these requirements are not fulfilled.
- e. Any exceptions to the tuition waiver procedure are approved by the President.

3. Merit Waiver Terms and Conditions:

Merit Waivers are awarded to students who demonstrate a specific athletic ability, skill set or talent, leadership capabilities and academic promise. Recipients of merit waivers are required to serve the college in a notable capacity as listed below.

a. Athletics

A tuition waiver may be granted to a student-athlete. The student-athlete must be enrolled full-time with a 2.0 term/cumulative GPA. The student-athlete must fulfill all program and course requirements as outlined in Department of Athletic guidelines. Athletic waivers will be awarded in compliance with all Federal, State, NWAC and other applicable rules and regulations. The authorizing party is the Director of Athletics.

b. ASUCC Student Leadership

A maximum of 12 credits/term may be granted to a ASUCC Leadership Team officer. The student-leader must be enrolled in, maintain, and earn a minimum of nine credits with a 2.5 term/cumulative GPA and fulfill the responsibilities of the student leadership role. The authorizing party is the Director of Student Life and Campus Engagement.

c. Student Ambassadors

A maximum of 12 credits/term may be granted to a Student Ambassador. The ambassador must be enrolled in, maintain, and earn a minimum of twelve credits with a 3.0 cumulative GPA and fulfill the responsibilities of the position. The authorizing party is the Director of Student Life and Campus Engagement.

d. *The Mainstream*

A maximum of 12 credits/term may be granted to The Mainstream student staff. The student must be enrolled in, maintain, and earn a minimum of twelve credits with a 2.0 term/cumulative GPA and fulfill the responsibilities of the position. The authorizing party is The Mainstream faculty advisor.

e. Fine and Performing Arts

A maximum of 12 credits/term may be granted to a student in the Fine and Performing Arts department. The student must be enrolled full-time with a 2.0 term/cumulative GPA and fulfill the responsibilities of the program. The authorizing parties are the full-time faculty in the following departments: music, theater, and fine arts.

4. Program Specific Terms and Conditions:

a. Adult Basic Skills (ABS)

Up to 12 credits may be awarded to a GED/AHSD student at any ABS site and Wolf Creek Job Corps under one of the following programs:

- i. **Concurrent Enrollment (CE):** A second and/or third term participant, approved based on program eligibility. The credits may be spread out over more than one term, and remaining credits must be used within one year after the GED completion date.
- ii. **Upon Graduation:** A GED or Adult High School Diploma (AHSD) graduate who has completed at least 60 hours of instruction in an ABS program. The tuition waiver must be used within one year of completing the GED Certificate or AHSD.

HD100 or HD136 is required for both programs, unless waived by the authorizing party, who is the department chair or Director of College Transitions.

b. **Educational Talent Search (ETS)**

A one-time 7-credit tuition waiver may be granted to an active participant of ETS who is also a recent high school graduate. The waiver must be used either summer or fall term immediately following high school graduation and program completion. The authorizing party is the Director of ETS/UB.

c. **Upward Bound (UB)**

A one-time 12-credit tuition waiver may be granted to an active participant of UB who is also a recent high school graduate. The waiver must be used either summer or fall term immediately following high school graduation and program completion. The authorizing party is the Director of ETS/UB.

d. **Transfer Opportunity Program (TOP)**

A 1-credit tuition waiver may be granted to an active TOP participant to complete the following: HD 100, HD 101, HD 110, and/or HD 214. The waiver must be used for the approved term and course indicated. The student must be enrolled full-time unless approval for part-time enrollment is received prior to the beginning of the term. The authorizing party is the Director of TOP.

e. **UCC Scholars**

A 12-credit/term tuition waiver may be granted to a student approved to participate in the UCC Scholars Program. The participant must meet all the criteria outlined in the UCC Scholars Program participation agreement. The authorizing party is the Director for Student Life and Campus Engagement.

f. **Community Partners**

- i. **ADAPT-RSAT:** Up to 12 credits may be granted to a participant of the ADAPT-RSAT program who has successfully passed the following program courses with a grade of C or higher: CJ 243, HS 205, and SOC 225. The tuition waiver must be used within six months of program completion, and the student must sign up for HD 100 as part of the 12

credits. Failure to register and enroll in this course will be considered grounds for revoking the tuition waiver, and the student shall bear all financial responsibility of the cost of tuition.

- ii. **Project HOPE:** Up to 12 credits may be granted to a graduate of Project HOPE who has successfully completed Program Phases I, II, III, & IV. The tuition waiver must be used within six months of graduating from Project HOPE, and the student must sign up for HD 100 as part of the 12 credits. Failure to register and enroll in this course will be considered grounds for revoking the tuition waiver, and the student shall bare all financial responsibility of the cost of tuition. The authorizing party is a judge for the 16th Judicial District in Douglas County.
- iii. **Performing One Act:** Up to 12 credits each for fall, winter, and spring terms may be granted, to be used immediately following high school graduation.
- g. **Veterans' Dependents:** Covered under UCC Policy 710.07, this state-mandated waiver is for dependents of veterans who are 100% service-connected disabled. The waiver is applied after scholarships, other tuition waivers, and federal aid with the exception of loans.
- h. **Other:** Other tuition waivers may be added at the discretion of the President.

5. Employees and Dependents

Employees and their dependents are eligible for tuition waivers as described in Board Policy 322 for administrative personnel and non-represented part-time classified employees, and in the respective bargaining agreements for faculty, part-time faculty, and classified staff. Employee tuition waiver forms can be found on <http://www.umpqua.edu/myucc> under the Resources tab.

RESPONSIBILITY:

The Provost is responsible for implementing and updating this procedure.

NEXT REVIEW DATE:

DATE OF ADOPTION: 4/3/2018

DATE(S) OF REVISION:

DATE(S) OF PRIOR REVIEW:



BOARD POLICY

TITLE: AWARDING OF UMPQUA COMMUNITY COLLEGE HONORARY DEGREES

BOARD POLICY # 720.03

POLICY:

The honorary associate's degree is the highest form of recognition offered by Umpqua Community College. The purpose of honorary degree awards is to recognize persons whose lives serve as examples of the College's aspirations for its students and who have demonstrated meritorious and outstanding service – to the College and/or to the community at large – that benefits the College. Honorary degrees are awarded by the Board of Education and are conferred at Commencement ceremonies.

RESPONSIBILITY:

The President is responsible for implementing and updating this policy. Specific guidance for policy implementation may be found in the associated Administrative Procedure(s).

NEXT REVIEW DATE:

DATE OF ADOPTION:

DATE(S) OF REVISION:

DATE(S) OF PRIOR REVIEW:

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item

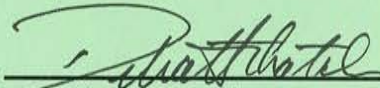
Subject: Introduction of SkillsUSA Students

Date: May 9, 2018

Kevin Mathweg, Automotive Instructor, will introduce students who participated in the recent SkillsUSA competition.

Recommendation by:

Approved for Consideration:



U.C.C. President

BOARD OF EDUCATION
 UMPQUA COMMUNITY COLLEGE
 DOUGLAS COUNTY, OREGON

Information Item
 Action Item

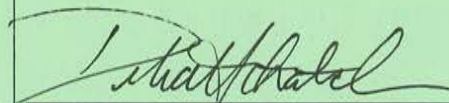
Subject: Focus Presentation:
The Mainstream Student Newspaper

Date: May 9, 2018

Melinda Benton, Humanities/Social Science instructor and *The Mainstream* student newspaper adviser, will provide an update on the status of the student newspaper.

Recommendation by:

Approved for Consideration:




U.C.C. President

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item

Subject: Focus Presentation: Sabbatical Presentation	Date: May 9, 2018
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Associate Professor Emery Smith will provide a review of his sabbatical taken during fall term of 2017.

Recommendation by: _____	Approved for Consideration:  _____ U.C.C. President
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BOARD OF EDUCATION
 UMPQUA COMMUNITY COLLEGE
 DOUGLAS COUNTY, OREGON

Information Item

Action Item

Subject: Reports

Date: May 9, 2018

ASUCC Report

Byronna Thomas

ACEUCC Report

Becky Kipperman

UCCPTFA Report

Jeri Frank

UCCFA Report

John Blackwood

President's Report

Debra Thatcher, President

OCCA Report

Doris Lathrop

Recovery Report

Wendy Weikum

Chair Report

Steve Loosley

Recommendation by:

Approved for Consideration:



U.C.C. President

OFFICE OF BUSINESS SERVICES BOARD REPORT
May 2018
Natalya Brown, Interim CFO

Office of Business Services; Natalya Brown, Interim CFO

- Compiling data for building forecasting model. Annual data extracted and provided to Forecast5 for all funds from FY13 through FY18.
- Leading Budget preparation process.
- Cleaning Student Accounts web page.
- Working with the Office of Information Technology on a monthly report that would aid with monthly reconciliations of Direct loans.
- Launched DocuWare application for Accounts Payable, vendor invoices processing. We are working on some issue resolutions with the provider.
- Revising Special events forms to match the new procedure.

Budget; Katie Workman, Budget Assistant

- The External Budget Committee approved the FY2018-19 proposed budget on April 12th
- Budget work is continuing with the preparation of the document for adoption of the budget and the lawfully required publication and reports

Purchasing; Jules DeGiulio, Purchasing Manager

- Bids for next year's quarterly schedules were evaluated and the work awarded to Eagle Web Press.
- Bids for the summer's gym floor painting and refinishing project were evaluated and the work awarded to Phenom Flooring.
- The RFP for Gym Lighting Upgrade was issued on 4/30/2018

Cafeteria, Catering & Special Events; Greg Smith; Director

- Currently have 6 students training and working in the Café and in Catering
- Changing coffee vendor to Cow Creek freshly roasted Takelma coffee for a cost savings and quality improvement
- Finalizing contract with UACT for the summer "Little Mermaid" musical which is scheduled to open July 26th. The show will involve complex video projection/production and wire acts which will showcase Jacoby Auditorium's capabilities

**Office of Advancement
May 2018 Report**

Scholarships

- UCC Foundation scholarship season closed on March 13th with 366 submitted applications. The Foundation had 46 volunteer reviewers score the applications.
- Scholarship Decision Day was held on April 4th with the UCC Foundation Scholarship Committee, who awarded 209 awards for a total of \$239,158 for the 2018-2019 academic year. Another round of UCC Foundation scholarships will be awarded in August/September.
- The Scholarship Recipient and Donor Reception will be held May 22nd from 4:00 – 6:00 PM in the Lang Center for scholarship recipients to have the chance to connect with UCC Foundation donors.
- The UCC Foundation has also awarded Olive Bridge emergency funds to seven students so far this year, totaling \$1,554. Small grants are made available to students for pressing emergencies.

UCC Foundation and Fundraising

- The UCC Foundation has raised \$43,488 since March in new funding for scholarships and program support.
- The UCC Foundation hosted the 2nd Annual UCC Retiree Luncheon on April 10th with approximately 40 attendees. Retirees had the opportunity to connect with each other, hear updates about UCC from Dr. Thatcher and Athletics Director Craig Jackson, and tour Tap^hòyt^ha' Hall.
- We were invited to speak at the press conference kicking off registration for the Umpqua Strong 9K+5K. They have provided significant funding in the past to the UCC Foundation for scholarships in names of the Umpqua Nine, and this year they plan to host a grants program for nonprofits and schools.

Grant Development

- New grant award: UCC was awarded the Community College and Rural Employer Partnership Grant through the Ford Family Foundation. The purpose of the grant is to strengthen career-connected learning in Douglas County. Our project will provide Snap-On Mechanical and Electronic Torque Certification to our current automotive students and local employers in the automotive, wood products and manufacturing industries.
- New grant award: UCC was awarded the First-Generation Student Success Grant offered by the HECC. This grant supports student assistance programs that increase the number of underserved, low-income and first-generation college-bound students who enroll in community college and progress toward a degree or certificate. Our project, "Soar to Success" aims to recruit and retain 60 non-traditional age students by providing targeted support in the forms of advising, scholarships and connecting students to cohorts of peers. Students will build confidence and a sense of community while learning college success strategies in a one-credit "Gateway to College" class and skill building workshops.

COMMUNICATIONS & MARKETING PRESIDENT'S REPORT

March/April 2018

Tiffany Coleman, Director

Campus Monitor Project

To help support the campus' increased retention efforts, the Office of Communications and Marketing launched a project to unify campus-wide messaging. Using cost-efficient technology, we worked with the Facilities Department and UCC's Media Services personnel to deploy television monitors with Wi-Fi-enabled Chromebits in five campus locations: Library, Student Center, HNSC (first floor), Cafeteria, and the workout/weight room in the PE complex. We will deploy these units in the Gym, Bookstore, Jacoby Lobby, and HNSC (second floor student area) within the next few weeks.

All of these monitors display the same messaging in every location using a dedicated page through the UCC website. The information displayed on the monitors can be view from any location, using any device (PC, tablet, smartphone, etc.) that has web access using <https://www.umpqua.edu/whats-happening>. The messaging is designed to keep students informed about what is happening all across campus. Examples: a student in library will now see what's happening or on sale at the bookstore, a student in HNSC will know what's for lunch in the cafeteria, and a student in the gym will be informed about exhibits and events in the Whipple Fine Arts Building.

The UCC Foundation recently stepped forward and agreed to match the Office of Communications and Marketing's contribution toward purchasing and installing these monitor units. The match means these units will be installed in a number of other high-volume student gathering areas within the next few months.

NCMPR National Conference

I had the opportunity to attend the NCMPR National Conference in Las Vegas March 17-21. It was an outstanding opportunity to interact with communications and marketing peers across the country. I learned a number of best practices that I look forward to passing along to others on campus.

Current Campus Promotions

Worked with a company to produce an animated video promoting academic transfer called Start Your Adventure at UCC: <https://youtu.be/I5xxsvHaZFs>. In addition to digitally marketing the video, a landing page was created that links to all kinds of information about our transfer degrees.

Next big projects:

- Working with a local production company to produce a campus tour video
- Beginning phases of creating a digital campus map
- Partnered with the Pacific Racing Association to sponsor Fan Appreciation Night at the Douglas County Speedway. The date is Saturday, July 6. On that night, all fans will receive free admission courtesy of UCC. Community and Workforce Training will be using the night to promote everything it has on wheels. We will also be working to promote our many Career & Education Programs throughout the season.

ACEUCC Board Report
May 2018
Becky Kipperman, ACEUCC Interim President

- Association members will have an officer election in May for the positions of President and Secretary. Leadership positions in the Association are held for 2-year terms.

- Update from the bargaining session scheduled for May 2.

- In spring the Association also holds an election for Outstanding Classified Member of the Year, an award that has been generously sponsored by the Foundation. Staff from all over campus are invited to nominate a full-time and part-time classified employee for the award. The results will be announced at the end of the year.

UCCFA Board Report
May 2018
John Blackwood, UCCFA President

Good evening Chair Loosley, Vice Chair Kennerly, members of the Board, and Dr. Crabtree:

My name is John Blackwood and I represent UCC's full-time faculty. I am a full-time instructor in the Computer Information Systems Department, where we instruct in networking and cybersecurity topics.

This month's faculty update includes the following items:

1. Administration and faculty concluded our contract negotiations in April. We look forward to Board approval of our agreement.
2. OCCC statewide meeting was held Friday, April 20, in the Danny Lang Center. CIS and CS instructors from all 17 community colleges and the seven public universities were represented at this meeting, which is held twice each year.
3. UCC students participated in the SBDC's annual Google for Entrepreneurs event the weekend of April 20. A team of UCC-CIS students won the event for the third time in the past four years.

Respectfully submitted,

John Blackwood
UCCFA President

UCCPTFA Board Report

May 2018

Jeri Frank, President, UCCPTFA

During spring term UCCPTFA is planning to hold monthly Executive Committee meetings and a General Meeting. We also have active email communication with part-time instructors to keep everybody informed and involved. We are always focused on teaching our classes and supporting student success during each term.

We have started our bargaining process on Article 7 – Compensation. Last year’s bargaining sessions went smoothly, and we were pleased with the results. We look forward to our sessions this spring and summer and hope for continued positive results for all part-time instructors.

As required in our bargaining agreement, the Human Resources Department has provided a report of part-time instructors teaching each term. The report shows 120 part-time instructors teaching classes in spring term.

Part-time instructors teach about half of the classes at UCC, so we play a crucial role in the college’s ability to provide quality instruction in the wide variety of programs available. We are proud to be such an important part of the college and to be recognized for our dedication to our students and the college.

ASUCC REPORT
May 2018
Byronna Thomas, ASUCC President

- Elections have begun. Deadline for submitting applications to run for office is May 4th at 5pm.
- Candidate forums Tuesday May 8th and 9th from 12-1pm in student center cafeteria.
- Elections to be held Monday May 14th, Tues May 15th, and Wed. May 16th. Results will be announced Friday the 18th.
- Student body will be encouraged to write in nomination for student elected “faculty of the year award.”
- Multicultural Celebration, “Creatively celebrating you” will be Friday May 18th from 10 am to 4pm.

BOARD OF EDUCATION
 UMPQUA COMMUNITY COLLEGE
 DOUGLAS COUNTY, OREGON

Information Item

Action Item

Subject: Tuition and Fee Increase Proposal
 Second Reading

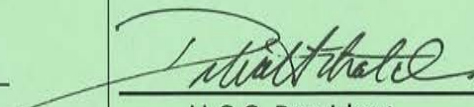
Date: May 9, 2018

Approval is requested to increase/(decrease) tuition and fees as presented in the proposal effective the beginning of the academic year, commencing summer term 2018.

Recommendation by:

Approved for Consideration:

 UCC Interim Chief Financial Officer



 U.C.C. President

Tuition	Basis	2017-18 Rate	Proposed \$ Increase/ (Decrease)	2018-19 Proposed Rate	Description	Fund
Tuition, in-state (in district and out of district border states)	Per credit hour	\$ 93.00	\$ 4.00	\$ 97.00	To support increased costs, tied to HEPI (Higher Education Price Index)	General
Tuition, out of state	Per credit hour	\$ 209.00	\$ (97.00)	\$ 112.00	To expand opportunities for non-border states students	General
Tuition, international	Per credit hour	\$ 209.00	\$ -	\$ 209.00		General

Student Fees	Basis	2017-18 Rate	Proposed \$ Increase/ (Decrease)	2018-19 Proposed Rate	Description	Fund
* Lab fee	Per Lab, Practicum, Clinical or combination Lecture/lab	\$ -	\$ 100.00	\$ 100.00	To cover costs of instruction	General
Transcript Fee	Per transcript	\$ -	\$ 4.00	\$ 4.00	To recover costs with transition to using National Student Clearinghouse	General
Test Fee Proctoring	Per test	\$ 20.00	\$ 5.00	\$ 25.00	To cover increasing costs associated with a proctor	General
Global Fee change name to Student Resources Fee	Per credit hour	\$ 11.50	\$ 1.00	\$ 12.50	To support increasing software costs such as Banner and Oracle	Administratively Restricted
Graduation Fee	Per graduation	\$ 25.00	\$ 25.00	\$ 50.00	To cover costs of graduation, diplomas, ceremony expenses	General
Graduation Fee ABSD students		\$ 15.00	\$ 15.00	\$ 30.00	To cover costs of graduation, diplomas, ceremony expenses	General
Rush Fee	Per request	\$ 10.00	\$ 5.00	\$ 15.00	To cover increasing costs of labor	General

Emergency Medical Services

EMT Part 1	Per course EMS 151	\$ 350.00	\$ 150.00	\$ 500.00	Increase to cover costs of consumables, equipment repair and replacement used within department	Administratively Restricted
EMT Part 2	Per course EMS 152	\$ 350.00	\$ 150.00	\$ 500.00		
Paramedic Part 1	Per course EMS 251	\$ 500.00	\$ 100.00	\$ 600.00		
Paramedic Part 2	Per course EMS 252	\$ 500.00	\$ 100.00	\$ 600.00		
Paramedic Part 3	Per course EMS 253	\$ 500.00	\$ 100.00	\$ 600.00		
Paramedic Part 4	Per course EMS 254	\$ 500.00	\$ 100.00	\$ 600.00		
Clinical Experience Part 1	Per course EMS 261	\$ 200.00	\$ 50.00	\$ 250.00		
Clinical Experience Part 2	Per course EMS 262	\$ 200.00	\$ 50.00	\$ 250.00		
Field Internship	Per course EMS 263	\$ 200.00	\$ 50.00	\$ 250.00		

Welding

Welding Processes & Applications	Per course WLD 101	\$ 85.00	\$ 40.00	\$ 125.00	Accounts for increased market cost of consumables and equipment replacement.	Administratively Restricted
SMAW	Per course WLD 111	\$ 85.00	\$ 40.00	\$ 125.00		
SMAW I	Per course WLD 112	\$ 85.00	\$ 40.00	\$ 125.00		
SMAW II	Per course WLD 113	\$ 85.00	\$ 40.00	\$ 125.00		
SMAW III	Per course WLD 114	\$ 85.00	\$ 40.00	\$ 125.00		
GMAW	Per course WLD 121	\$ 85.00	\$ 40.00	\$ 125.00		
GMAW Pulse	Per course WLD 122	\$ 85.00	\$ 40.00	\$ 125.00		
FCAW Gas Shielded	Per course WLD 141	\$ 85.00	\$ 40.00	\$ 125.00		
FCAW Self Shielded	Per course WLD 142	\$ 85.00	\$ 40.00	\$ 125.00		
GTAW I	Per course WLD 150	\$ 85.00	\$ 40.00	\$ 125.00		

* See alternative proposal

GTAW II	Per course WLD 251	\$ 85.00	\$ 40.00	\$ 125.00
GTAW III	Per course WLD 252	\$ 85.00	\$ 40.00	\$ 125.00
Aluminum Only I	Per course WLD 160	\$ 85.00	\$ 40.00	\$ 125.00
Aluminum Only II	Per course WLD 261	\$ 85.00	\$ 40.00	\$ 125.00
Aluminum Only III	Per course WLD 262	\$ 85.00	\$ 40.00	\$ 125.00
Pipe Welding & Fitting I	Per course WLD 222	\$ 85.00	\$ 40.00	\$ 125.00
Pipe Welding & Fitting II	Per course WLD 223	\$ 85.00	\$ 40.00	\$ 125.00
Advanced Welding & Fabrication III	Per course WLD 123	\$ 85.00	\$ 40.00	\$ 125.00
Advanced Welding & Fabrication IV	Per course WLD 124	\$ 85.00	\$ 40.00	\$ 125.00
Welding Problems	Per course WLD 161	\$ 85.00	\$ 40.00	\$ 125.00

Nursing

Application Fee - RN	Per application	\$ 25.00	\$ 25.00	\$ 50.00
Proctored Essay Fee - RN	Per essay	\$ 25.00	\$ 25.00	\$ 50.00
Application Fee - PN	Per application	\$ 25.00	\$ 25.00	\$ 50.00
Proctored Essay Fee - PN	Per essay	\$ 25.00	\$ 25.00	\$ 50.00

To cover labor costs within the nursing department for admissions.

General

Engineering /CIS (Computer Information Systems)

Intro to Windows and PCs	per course CIS100	\$ -	\$ 10.00	\$ 10.00
Computer Systems Config	per course CIS111	\$ 5.00	\$ 19.00	\$ 24.00
Intro to CIS	per course CIS120	\$ -	\$ 10.00	\$ 10.00
Orientation to Programming	per course CIS122	\$ -	\$ 24.00	\$ 24.00
Computer Applications for Auto Tech	per course CIS125A	\$ -	\$ 24.00	\$ 24.00
Computer Apps-Database	per course CIS125D	\$ -	\$ 24.00	\$ 24.00
Computer Apps	per course CIS125E	\$ -	\$ 24.00	\$ 24.00
Writing Web Pages	per course CIS125H	\$ -	\$ 24.00	\$ 24.00
Computer Apps-Present Software	per course CIS125R	\$ -	\$ 24.00	\$ 24.00
Computer Apps-Spreadsheets	per course CIS125S	\$ -	\$ 24.00	\$ 24.00
Computer Apps-Word Proc06/15	per course CIS125W	\$ -	\$ 24.00	\$ 24.00
Intro to Program-I-Visual	per course CIS133CS	\$ 5.00	\$ 19.00	\$ 24.00
Intro-Linux Operating Systems	per course CIS140L	\$ 5.00	\$ 19.00	\$ 24.00
Intro-MS Operating Systems	per course CIS140M	\$ 5.00	\$ 19.00	\$ 24.00
Intro to Windows	per course CIS140W	\$ -	\$ 24.00	\$ 24.00
Computer Forensics for Ethical Hac	per course CIS 145	\$ -	\$ 24.00	\$ 24.00
Network Essentials	per course CIS151C	\$ 5.00	\$ 19.00	\$ 24.00
Intro to Basic Switch-Routers	per course CIS152C	\$ -	\$ 24.00	\$ 24.00
Interm Routing-Switching	per course CIS153C	\$ 5.00	\$ 19.00	\$ 24.00
WAN Protocols	per course CIS154C	\$ 5.00	\$ 19.00	\$ 24.00
Authoring for the Web I	per course CIS195	\$ -	\$ 24.00	\$ 24.00
Intro to Programming Visual II	per course CIS233CS	\$ -	\$ 24.00	\$ 24.00
Install-Config Windows Server	per course CIS240M	\$ 5.00	\$ 19.00	\$ 24.00
Project Management	per course CIS245	\$ -	\$ 24.00	\$ 24.00
Intro to Database Mgmt Sys I	per course CIS275	\$ 5.00	\$ 19.00	\$ 24.00
Intro DBMS II 4	per course CIS276	\$ -	\$ 24.00	\$ 24.00
MS Windows Server Admin I	per course CIS279M	\$ 5.00	\$ 19.00	\$ 24.00
Network Security Fundamentals	per course CIS284	\$ -	\$ 24.00	\$ 24.00
Ethical Hacking	per course CIS 285A	\$ -	\$ 24.00	\$ 24.00
CCNA Security	per course CIS285B	\$ -	\$ 24.00	\$ 24.00
Cloud Services Technologies	per course CIS 285C	\$ -	\$ 24.00	\$ 24.00
Virtualization Technologies	per course CIS 286A	\$ -	\$ 24.00	\$ 24.00
MS Windows Server Admin II	per course CIS 288M	\$ -	\$ 24.00	\$ 24.00

Accounts for increased market cost of consumables and software contracts.

Administratively Restricted

Microsoft Windows Server Admin III	per course	CIS 289M	\$ -	\$ 24.00	\$ 24.00
Authoring for the Web II	per course	CIS295	\$ -	\$ 24.00	\$ 24.00
Intro to Computer Science	per course	CS160	\$ -	\$ 24.00	\$ 24.00
Computer Science I	per course	CS161	\$ 5.00	\$ 19.00	\$ 24.00
Computer Science II	per course	CS162	\$ 5.00	\$ 19.00	\$ 24.00
Data Structures	per course	CS260	\$ -	\$ 24.00	\$ 24.00
Computer Architecture & Assembly L	per course	CS271	\$ -	\$ 24.00	\$ 24.00
CAD: Civil3D & Virtual Design	per course	CIV214	\$ -	\$ 24.00	\$ 24.00
CAD I	per course	DRF112	\$ 5.00	\$ 19.00	\$ 24.00
CAD II	per course	DRF113	\$ 5.00	\$ 19.00	\$ 24.00
Engineering Orientation I	per course	ENGR111	\$ -	\$ 40.00	\$ 40.00
Problem Solving-Technology	per course	ENGR/FOR112	\$ 5.00	\$ 19.00	\$ 24.00
Electrical Fundamentals I	per course	ENGR201	\$ -	\$ 24.00	\$ 24.00
Electrical Fund II	per course	ENGR202	\$ -	\$ 24.00	\$ 24.00
Electrical Fund-Signals-Controls	per course	ENGR203	\$ -	\$ 24.00	\$ 24.00
Statics	per course	ENGR211	\$ -	\$ 24.00	\$ 24.00
Dynamics	per course	ENGR212	\$ -	\$ 24.00	\$ 24.00
Strength of Materials	per course	ENGR213	\$ -	\$ 24.00	\$ 24.00
Engineering Graphics and Design	per course	ENGR245	\$ -	\$ 24.00	\$ 24.00
Digital Logic Design	per course	ENGR271	\$ -	\$ 24.00	\$ 24.00
Digital Logic Design Lab	per course	ENGR272	\$ -	\$ 24.00	\$ 24.00
Intro to Forestry	per course	FOR111	\$ -	\$ 54.00	\$ 54.00
The Digital Earth	per course	GIS203	\$ -	\$ 24.00	\$ 24.00
Intro to GIS I	per course	GIS/FOR234	\$ 5.00	\$ 19.00	\$ 24.00
GIS II-Data Analysis-Application	per course	GIS235	\$ -	\$ 24.00	\$ 24.00
Intro to Photogrammetry	per course	SUR/FOR209	\$ -	\$ 54.00	\$ 54.00
Surveying I	per course	SUR161	\$ 5.00	\$ 19.00	\$ 24.00
Plane Surveying	per course	SUR162	\$ -	\$ 24.00	\$ 24.00
Route Surveying	per course	SUR163	\$ -	\$ 24.00	\$ 24.00
Land Descriptions-Cadastre	per course	SUR242	\$ -	\$ 24.00	\$ 24.00
Wastewater Treatment	per course	WQT227	\$ -	\$ 10.00	\$ 10.00
Wastewater Collection	per course	WQT228	\$ -	\$ 10.00	\$ 10.00
Water Treatment	per course	WQT260	\$ -	\$ 10.00	\$ 10.00
Water Distribution	per course	WQT261	\$ -	\$ 10.00	\$ 10.00

Lab Fee Alternative Proposal FY 2019

Two options are presented for Board consideration:

Option No. 1

Description: \$3.00 instructional fee per credit assessed on all students

Option No. 2

Description: \$50.00 instructional fee per lab and
\$25.00 instructional fee per lecture/lab

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item

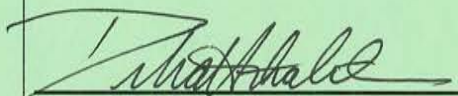
Subject: Tuition Rule of Implementation	Date: May 9, 2018
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Whereas, the Board of Education enacted a rule of implementation by linking tuition to the consumer price index on May 8, 2013,

Therefore, it is now requested to discontinue linking the rate of tuition to the consumer price index.

Recommendation by:

Approved for Consideration:



U.C.C. President

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

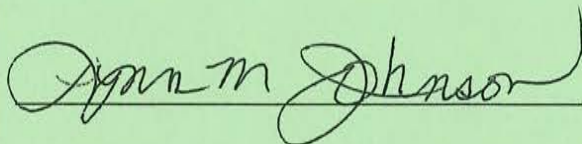
Information Item
 Action Item

Subject: Umpqua Community College Faculty
Association Contract

Date: May 9, 2018

Board approval is requested to ratify the Salary portion of the Faculty Association Collective Bargaining Agreement effective from July 1, 2017 through June 30, 2021.

Recommendation by:



Ryan M. Johnson

Approved for Consideration:



U.C.C. President

BOARD OF EDUCATION
 UMPQUA COMMUNITY COLLEGE
 DOUGLAS COUNTY, OREGON

Information Item
 Action Item

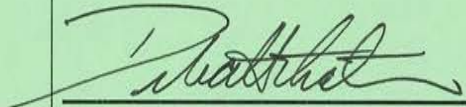
Subject: First Reading of Policies	Date: May 9, 2018
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The following policies are coming to the Board for a first reading:

<u>Pol. #</u>	<u>Title</u>
201	UCC Art Gallery
211	Public Art
322	Employee Tuition Waiver
325	Special Admission to College Events
400	Facilities Use / Events

The associated administrative procedures are being shared as an information item:

<u>AP #</u>	<u>Title</u>
201	UCC Art Gallery
211	Public Art
400.01	Facilities Use

Recommendation by: _____	Approved for Consideration:  _____ U.C.C. President
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POLICY / ADMINISTRATIVE PROCEDURE REVISION FORM

Complete for Revisions Only

Policy Number:	201
Administrative Procedure Number:	
Title:	UCC Art Gallery
Revision Date:	1/29/2018

Current Policy / Procedure	Proposed Policy / Procedure
<p>PURPOSE The major purpose and function of the UCC Art Gallery shall be to exhibit quality works of art for the educational and cultural benefit of the students of UCC and the citizens of Douglas County. AUTHORITY AND RESPONSIBILITY Final authority for all policies and procedures regarding the Art Gallery shall rest with the UCC Board. The College administration shall be responsible for carrying out Art Gallery policies approved by the Board and shall establish appropriate administrative procedures for carrying out those policies. ART GALLERY ADVISORY COMMITTEE The Art Gallery Advisory Committee will act in an advisory capacity to College administrative staff regarding the operating policies of the gallery, represent the county-wide art community, and participate in the planning of art gallery activities. Membership on the committee shall consist of no less than seven and no more than nine persons. The UCC Fine and Performing Arts Department Chairperson shall serve as permanent chair, and the Dean of Arts and Sciences shall serve as an ex-officio member of the committee. Members of the committee will be appointed for a term of three years. New members will be suggested and approved by the existing committee and recommended to the College administration. Membership on the committee should be representative of the College District.</p>	<p>The primary purpose and function of the UCC Art Gallery is to exhibit quality works of art for the educational and cultural benefit of the students of UCC and the citizens of Douglas County.</p> <p>RESPONSIBILITY: The Art Gallery Director is responsible for implementing and updating this policy. Specific guidance for policy implementation may be found in the associated Administrative Procedure(s).</p>

POLICY / ADMINISTRATIVE PROCEDURE REVISION FORM

Complete for Revisions Only

Policy Number:	
Administrative Procedure Number:	201
Title:	UCC Art Gallery
Revision Date:	1/29/2018

Current Policy / Procedure	Proposed Policy / Procedure
<p>TITLE: UCC ART GALLERY Supervision and Scheduling of the Art Gallery Facility: General supervision shall be the responsibility of the Fine and Performing Arts Chairperson. All exhibits planned for the Art Gallery must be approved by the chairperson. Exhibits: The Advisory Committee will select the annual schedule of exhibits for the Art Gallery and submit it to the College administration for approval. The Fine and Performing Arts Chairperson may exercise discretion in the selection of alternate exhibits in the event of non-availability of scheduled exhibits. Funding: Funding for general operation of the Art Gallery shall be provided by the College. Funding for Art Gallery-sponsored exhibits shall derive primarily from the Endowment Fund managed by the UCC Foundation, grants, and private donations. Permanent Collection: A permanent collection shall be developed by the Art Gallery for general exhibition throughout the College campus. All purchases and/or additions to the collection shall be recommended by the Advisory Committee and submitted to the College administration for approval. Rental of Facilities: The Art Gallery may be rented for public or private functions in accordance with the Facilities Use Policy.</p>	<ol style="list-style-type: none"> 1. Supervision and Scheduling of the Art Gallery Facility: General supervision is the responsibility of the Art Gallery Director. All exhibits planned for the Art Gallery must be approved by the Director. 2. Exhibits: The Art Gallery Director, in consultation with UCC's art faculty, is responsible for selecting exhibits. The Art Gallery Director may exercise discretion in the selection of alternate exhibits in the event of non-availability of scheduled exhibits. Art Gallery exhibited works are not covered by college insurance. 3. Funding: Funding for general operation of the Art Gallery is provided by the College. Funding for Art Gallery sponsored exhibits will derive primarily from an endowment fund managed by the UCC Foundation, grants, and private donations. 4. Permanent Collection: A permanent collection is maintained by the Art Gallery for general exhibition throughout the college campus. All purchases, additions, and deletions to the collection are made in accordance with Board Policy 211 and Administrative Procedure 211 Public Art. The permanent collection is insured by the College. (Is college capitalized?) 5. Rental of Facilities: The Art Gallery may be rented for public or private functions in accordance with the Facilities Use Policy. <p>RESPONSIBILITY: The Art Gallery Director is responsible for implementing and updating this procedure.</p>



BOARD POLICY

TITLE: PUBLIC ART
BOARD POLICY # 211

Public art is visual art that is placed in an accessible location to be shared by the campus community and campus visitors. Umpqua Community College recognizes that the visual arts support the mission of the College by engaging students and the community in understanding and appreciating culture, aesthetics, and diversity. Campus public art may be:

- Temporary, semi-permanent, or permanent
- Installed inside or outside
- Created by students, faculty, staff, or professional artists

Art media may include drawing, painting, photography, printmaking, sculpture, ceramics, fiber arts, electronic and digital media, and mixed media.

All pieces of public art installed on campus must be based on the academic mission of the College and must promote appreciation of culture, aesthetics, and diversity. Public art installations are evaluated by a campus Public Art Committee (PAC) based on established criteria and requirements. The committee makes recommendations to the College President regarding:

- Petitions from the college community to install works of art
- Requests for public art proposals
- Donations of public art through the UCC Foundation to the College
- Inclusion of public art works on campus

RESPONSIBILITY:

The Art Gallery Director is responsible for implementing and updating this policy. Specific guidance for policy implementation may be found in the associated Administrative Procedure(s).

NEXT REVIEW DATE:
DATE OF ADOPTION:
DATE(S) OF REVISION:
DATE(S) OF PRIOR REVIEW:



ADMINISTRATIVE PROCEDURE

TITLE: Public Art

ADMINISTRATIVE PROCEDURE # 211

RELATED TO POLICY # 211 PUBLIC ART

1. Composition of the Public Art Committee

The Public Art Committee (PAC) is called by the College President and includes:

- Art Gallery Director (required to be a faculty member) - Committee Chair
- Executive Director of the UCC Foundation
- One additional faculty
- One additional administrator
- Two classified staff
- Two students
- Representative of Facilities to be consulted as needed

2. Authority of the Public Art Committee

The PAC advises the President on matters related to the installation of visual art in public spaces (with the exception of the Art Gallery and exhibit spaces within Whipple Fine Arts Building, which is overseen by the Fine Arts Department). The final decision on the disposition of public art rests with the College President. The PAC:

- a. Makes recommendations to the College President to accept or deny proposed public art installations
- b. Works with College departments to ensure that the installation is feasible, safe, appropriate, secure, and aligned with the mission of the College
- c. Encourages inclusion of public visual art in major renovations and new campus building construction
- d. Oversees proper signage of works of public art in consultation with Communications and Marketing, Facilities, and the College President

3. Types of Proposals Considered

The following definitions apply to proposals requiring review by the Public Art Committee and its recommendation to the College President:

- a. Permanent installation: Permanent property of the College and/or installed for more than three (3) years
- b. Semi-permanent installation: May or may not be property of the College; installed for one (1) to three (3) years
- c. Temporary installation: May or may not be property of the College; typically installed for one (1) week to one (1) year, as appropriate to the type of art and its location

4. Method of Selection/Acquisition

The following acquisitions may be made in consultation with the PAC:

- a. Donation through the UCC Foundation with or without restrictions
- b. Direct selection that is purchased or commissioned
- c. Open competition
- d. UCC student art connected to the student's academic coursework in the visual arts
- e. Community-based projects involving the leadership of an artist

5. Selection Process

- a. **Selection Rubrics.** The PAC develops rubrics that are specific to different types of visual art to be used in the selection process. The rubrics address:
 - i. Rationale for the acquisition/installation
 - ii. Fit with the College's mission
 - iii. Contribution to developing appreciation for culture, aesthetics, and diversity
 - iv. Medium and category of art
 - v. Artistic merit
 - vi. Artist/artist selection
 - vii. Condition of the art
 - viii. Proposed location
 - ix. Installation, maintenance, and removal costs
 - x. Signage
 - xi. Activities associated the acquisition/installation
 - xii. Storage capacity for permanent acquisitions
- b. **Donations.** Any potential donated work must first be discussed with the Executive Director of the Foundation and the Chair of the PAC before any agreements are made with the donor or any art is accepted by the College.
 - i. Preliminary review addresses and documents the appropriateness of the work to the College, including fulfillment of a need to diversify the College's art collection, artistic merit, size, material, condition, site suitability, installation costs, and maintenance costs.

- ii. If a recommendation is to give the work further consideration, the PAC meets to evaluate the work using the appropriate rubric.
- iii. The committee may also call for open meetings with specified campus parties to further discuss the acquisition.

The PAC makes a recommendation to accept or to decline the gift to the College President. The President's final decision is conveyed to the donor by the Executive Director of the Foundation. No works can be accepted with a guarantee in perpetuity concerning circumstances of its use or exhibition or with other restrictions regarding its disposition.

- c. **Purchases.** Any department or group of college community members may propose to purchase works of art, if they have the funds to do so. Purchases are subject to all procurement rules, including nepotism prohibition. The purchasing group must submit a proposal to the PAC that addresses criteria listed in the appropriate rubric. The PAC makes a final recommendation to accept or to decline the purchase to the College President.
- d. **Competitions.** Any department or group of college community members may propose to host a competition that will result in the acquisition of public art, if they have the funds to host the competition and to make a purchase of art. Hosts/purchasers must provide a proposal to the PAC that includes:
 - i. Scope of visual arts and types of artists to be included
 - ii. Description of the competition, including responsible parties and marketing plans
 - iii. Budget and source of funds
 - iv. Schedule for the competition
 - v. Installation timeline

In addition, the hosts/purchasers must address all criteria in the appropriate rubric(s) developed by the PAC. The PAC makes recommendations to the College President.

- e. **Semi-Permanent and Temporary Installations.** The PAC entertains proposals from groups or individuals in the College community. The PAC reviews proposals with the appropriate rubrics for the type of art under consideration. The PAC makes recommendations to the College President. As part of the proposal review process, artists must be notified that the College does not provide insurance for semi-permanent and temporary installations.
- f. **Installation of Works by UCC Student Artists.** In general, works of public art by UCC student artists are semi-permanent or temporary. Proposals to the PAC for installation of UCC student works of public art must include:

- i. Explanation of the student's academic and artistic work, including medium, category, and artistic merit
- ii. Written endorsement from a UCC visual arts faculty member
- iii. Proposed location for the installation
- iv. Proposed dates of the installation
- v. Length of the exhibition
- vi. Installation, maintenance, and removal costs
- vii. Signage
- viii. Activities, if any, associated with the installation

The PAC makes recommendations to the College President.

6. Valuation of Donations

- a. Donors bear the responsibility to determine the value of their gift(s) and to seek independent appraisal when appropriate.
- b. Tax reporting responsibility rests with donors seeking a tax deduction for gifts valued at \$5000 or more.
- c. College personnel are unable to evaluate gifts. Appraisals must be prepared by a "disinterested party", and the Art Department does not qualify as a "disinterested party" for IRS purposes. See the Tax Reform Act of 1984 for more information.
- d. Neither the PAC nor the Art Gallery Director will advise or counsel donors on tax benefits or procedures.

7. De-accessioning

- a. De-accessioning is the practice of refining and improving the quality of art collections.
- b. De-accessioning will not serve to provide operating funds; the process must be used only for acquisitions, student scholarships, or conservation of works of art.
- c. An object, subject to de-accession, will fall under one of the following conditions:
 - i. Work is judged to be of poor quality, either intrinsically or in comparison with other objects of the same type
 - ii. Work is redundant or duplicate
 - iii. Work is clearly outside the collecting scope of the collections
 - iv. Work's physical condition is so poor that restoration exceeds value

Responsibility:

The Art Gallery Director is responsible for implementing and updating this procedure.

NEXT REVIEW DATE:
DATE OF ADOPTION:

DATE(S) OF REVISION:
DATE(S) OF PRIOR REVIEW:

POLICY / ADMINISTRATIVE PROCEDURE REVISION FORM

Complete for Revisions Only

Policy Number:	322
Administrative Procedure Number:	
Title:	Employee Tuition Waiver
Revision Date:	February 23, 2018

Current Policy / Procedure	Proposed Policy / Procedure
<p>See ACEUCC and UCCFA collective bargaining agreements.</p> <p>All full-time current Administrative/ Confidential-Exempt employees of Umpqua Community College, their spouses and their immediate families (legal resident dependent) on a space available basis will be granted tuition-free enrollment in all classes offered by the college with the exception of Community Education courses.</p> <p>A tuition waiver on an available space basis shall be granted to part-time employees, or their spouses and their immediate families (legal resident dependent), who meet the following requirements:</p> <p>A. Current Administrative/ Confidential-Exempt and part-time classified employees (not in the union) who have worked at least an average of 10 hours per week for a period of six months.</p> <p>B. Current Adjunct faculty who are at the following steps of the adjunct faculty salary structure receive the following tuition waiver:</p> <ul style="list-style-type: none"> • Adjunct faculty on steps 1-5: 4 credit hours per term while employed. • Adjunct faculty on steps 6-8: 6 credit hours per term while employed. 	<p>See ACEUCC, UCCFA, and UCCPTFA collective bargaining agreements regarding tuition waivers for represented employees.</p> <p>All current full-time Administrative/ Confidential-Exempt employees of Umpqua Community College, their spouses and their immediate families (i.e., legal resident dependents), on a space available basis, will be granted tuition waivers in all credit-based courses offered by the college; recipients of the tuition waivers are responsible for payment of fees, materials, and supplies. Tuition waivers do not apply to non-credit, fee-based courses.</p> <p>A tuition waiver, on a space available basis, will be granted to non-represented part-time employees who have worked at least an average of 10 hours a week for six months. The tuition waiver applies only to the part-time employee and does not cover fees, materials, and supplies.</p> <p>Student workers are not eligible for employee tuition waivers.</p> <p>The Director of Human Resources is responsible for implementing and updating this policy. Specific guidance for policy implementation may be found in the associated Administrative Procedure(s).</p>

Policy Revision

POL#325: SPECIAL ADMISSION TO COLLEGE EVENTS

4/20/2018

Current Policy	Proposed Policy
<p>All full-time and part-time employees may attend *college-sponsored events free of charge. However, in order to take advantage of this policy, staff members must reserve tickets at least three days in advance of performance time.</p> <p>*A "college-sponsored event" is any event generated by the instructional program of the college. On-going programs such as Recreation Night and the Summer Recreation Program are not considered to be "events" and are not covered by this policy. Arrangements are to be made for complimentary tickets through the UCC Fine Arts Department for plays and concerts.</p> <p>All full-time employees, their spouses, and their legally-dependent families may attend intercollegiate athletic events free of charge, upon presentation of a staff identification card at the door. (Availability of adequate seating in the gymnasium makes this policy possible; however, seating in other campus facilities is more limited.)</p> <p>It is the policy of the College Board that those 60 years and older will be admitted to intercollegiate athletic events free of charge, and to other college-sponsored events at the student ticket price.</p> <p>DATE OF ADOPTION: 11/19/2015 by Board DATE(S) OF REVISION(S): 11/3/2015 by College Council DATE OF LAST REVIEW:</p>	<p>Full-time employees, their spouses, and their legally-dependent family members may purchase tickets to fee-based College events at the advertised rate. On occasion, reduced rates or free admission may be made available and will be announced in advance of an event. Free admission may have a limited number of seats available and may require advance reservations.</p> <p>All full-time employees, their spouses, and their legally-dependent family members may attend intercollegiate athletic events free of charge, upon presentation of an employee identification card at the door.</p> <p>Individuals who are at least 60 years old will be admitted to intercollegiate athletic events free of charge and to other fee-based College events at the student ticket price.</p> <p>The Director of Human Resources is responsible for implementing and updating this policy.</p> <p>DATE OF ADOPTION: 11/19/2015 by Board DATE(S) OF REVISION(S): 11/3/2015 by College Council DATE OF LAST REVIEW:</p>

Complete for Revisions Only

Current Policy / Procedure	Proposed Policy / Procedure
<p>BOARD POLICY SERIES NUMBER: 400 TITLE: FACILITIES USE / EVENTS UCC reserves the right to determine who has access to campus facilities.</p> <p>UCC has the right to establish requirements for security, insurance and copyright provisions.</p> <p>UCC has the right to require that necessary support services be utilized and paid for as arranged prior to the event.</p> <p>UCC's Food Service will have the right of first-refusal for all food served on campus. This policy does not apply to staff coffee breaks or parties.</p> <p>UCC is not responsible for renters of facilities who oversell tickets; and users should be prepared to make refunds if this takes place.</p> <p>UCC's SOUTHERN OREGON WINE INSTITUTE will have the right of first-refusal for all alcohol served on campus.</p> <p>DATE OF ADOPTION: DATE(S) OF REVISION(S): 3/12/2014 DATE OF LAST REVIEW:</p>	<p>TITLE: FACILITIES USE/EVENTS BOARD POLICY #400</p> <p>Policy: Consistent with the primary mission of Umpqua Community College, the needs of UCC's educational programs are to be given first priority in determining use of buildings and facilities. The College will make its buildings and facilities available for community use, providing such use does not interfere with or is not in conflict with the needs of its educational programs or disrupts the operations of the college. Fees, as appropriate, may be charged for use of college facilities.</p> <p>RESPONSIBILITY: The Chief Financial Officer is responsible for implementing and updating this policy. Specific guidance for policy implementation may be found in the associated Administrative Procedure(s).</p> <p>NEXT REVIEW DATE: DATE OF ADOPTION: DATE(S) OF REVISION: DATE(S) OF PRIOR REVIEW:</p>



ADMINISTRATIVE PROCEDURE

TITLE: Facility Use

ADMINISTRATIVE PROCEDURE # 400.01

RELATED TO POLICY # 400 FACILITY USE / EVENTS

1. **Scheduling Priority.** Consistent with the primary mission of the College, the following facility use priorities will be given based on the user priority and then chronologically by date requested. The following is the user priority in the order listed:
 - a. *College Instruction:* Events related to the academic mission of the college including classes and open lab hours.
 - i. *Process:* In each academic term, credit and continuing education courses will be given first priority in scheduling. The specific facility space may be preassigned by the academic scheduler. Other room assignments will be made based on available room features, course requirements, and room capacity, as approved by the academic scheduler. Additional pre-assignments may be considered to accommodate the needs of specific instructors for courses.
 - b. *College Business:* Events related to college business such as faculty/staff trainings, orientations and department meetings.
 - i. *Process.* All internal College meetings and events must have a space reserved in the college's web-based space scheduling software. College faculty and staff must make a request for all spaces (<https://www.umpqua.edu/events-ticketing>). For best consideration, the request must be made well in advance of the meeting or event to ensure that a space is approved and reserved. The scheduling and use of services such as food service, media service, etc. will not be scheduled or considered without a reservation.
 - c. *Sponsored Events:* Events where Umpqua Community College, Umpqua Community College Foundation, and/or officially recognized student organizations partner with outside groups or organizations to sponsor educational programs and events which contribute to college students' out-of-classroom learning experiences or which foster a more healthful, multi-cultural, and respectful campus community.
 - i. *Eligibility:* Events must meet all three of the following requirements in order to be eligible for sponsorship:

- The requestor must be either a UCC department or a student organization recognized by the College.
 - The event must support the academic mission of the college.
 - The event must be educational in nature, be open to all college students, and/or have the potential for campus-wide impact.
- ii. Process: The requesting college department or student organization must complete and submit a location reservation in the college's web-based space scheduling software, which will be held tentatively until the approval process is complete, and an [Event Sponsorship Request Form](#) to the Special Events Office at least 30 days prior to the event. The sponsorship must be approved by the Senior Leadership Team (President's leadership group). If the event is approved, the external organization involved will be required to complete and sign a [Facility Use Agreement](#).
- iii. Terms and Conditions: In addition to Sections 2, 3, and 4 of this procedure the following apply:
- The UCC sponsor is responsible for coordinating all activities before, during, and after the event.
 - One department representative or two student organization representatives must be present at the event for the duration of the reservation period, including any rehearsal, set-up, and/or takedown periods.
- iv. Fees: The facility rental fee may be waived or reduced for a sponsored event. However, other charges and fees may apply.
- d. *UCC Student Events*. Events organized by the ASUCC Leadership Board, ASUCC Leadership Team, or students completing an academic course assignment.
- i. Approval: All student events involving the use of college facilities at any location must be approved by the Director of Student Life and Campus Engagement. As part of the approval process, risk assessment will be conducted and determination will be made as to whether additional liability insurance is required.
- ii. Space Use Priority: Student activities have priority use of the public spaces in the LaVerne Murphy Student Center.
- iii. Terms and Conditions: In addition to Section 2, 3, and 4 of this procedure the following apply:
- The Director of Student Life and Campus Engagement will assist in the identification of all necessary services including the following:
 - Facilities
 - Set-up/Teardown
 - Technical support (media, theater sound/lighting/stage)

- Custodial
 - Security
 - Emergency Medical Technician
 - Catering
 - Alcohol Service
 - The organizer of an approved program or event must reserve the desired facility in accordance with campus policy and based on facility availability.
 - The organizer of the event is responsible for coordinating all activities before, during, and after the event, and must be physically present for the entire duration of the event.
 - Distribution of materials related to the student event can be found in Board Policy 723 and related administrative procedure 723.01.
- iv. Fees: The facility rental fee is waived for a student event. Any services which incur a fee must be paid for by the student organization.
- e. *Non-College Events*: Any event organized by an individual or organization unaffiliated with the College.
 - i. Process: Special Events is responsible for processing and approving all non-college facility use requests.
 - A completed Facility Use Agreement is required for all non-college events in order to request Special Events services.
 - The contract must be submitted to Special Events no later than 30 days prior to the first date of the event.
 - Special Events services will not be scheduled until the completed contract is received.
 - ii. Terms and Conditions: In addition to Sections 2, 3, and 4 of this procedure, the following will apply:
 - Approval of submitted applications to use college facilities does not constitute college endorsement of views expressed or held by the using groups or individuals, and no advertisement will indicate college support of the scheduled function.
 - Prior to final application approval, all external groups and individuals using the college facilities must present to the College a certificate of liability insurance naming Umpqua Community College as an additional insured in an amount deemed appropriate at the sole discretion of the College.
 - The College assumes no liability for injuries or losses, which results from the actions of such groups or individuals.
 - The College reserves the right to revoke an applicant's application to use its facilities if the College determines that any information contained in the application is false, misleading, or a misrepresentation of the sponsor or intended activity.

- Public/community groups must release the College from any and all expenses that may be incurred from necessary rescheduling, relocation, or cancellation of approved events.
- Public/community groups may not publicize the event for which college facilities are being requested prior to receiving approval from Special Events.
- College facilities may not be used for activities which duplicate college classes, programs, or activities which are in conflict with established college objectives or policies.
- The College is not responsible when users/renters oversell tickets. Refunds due to the over-sale of tickets is the responsibility of the user/renter.
- When promoting an event, the organization may use the college and the campus name to direct attendees. The use of the college logo is prohibited.

iii. Fees

- The UCC Board of Education establishes a fee schedule for the use of college facilities for non-college events. The fee schedule differentiates between non-profit and for-profit organizations. The [Facility Rental Fees schedule](#) is available online
- Additional fees may be incurred for the following Special Events services:
 - Technical support (media, theater sound/lighting/stage)
 - Custodial
 - Security
 - Set-up/Teardown
 - Cancellation Fee
 - Coordination Fee
 - Catering
 - Alcohol Service
- Fee adjustments and exceptions must be approved by the Food Services and Special Events Director. Organizations with past due accounts from previous events will not be approved for future events until the balance has been paid.

2. **General Terms and Conditions.** The following general terms and conditions apply to all events:

- a. The College reserves the right to waive any specific conditions or to place other requirements or restrictions on the use of a college facility as deemed necessary for the efficient operation of the College.

- b. The use of college facilities will be automatically closed when the College must close due to inclement weather or other emergency conditions and the applicant will be provided with a full refund.
- c. The College reserves the right to reschedule, relocate, or cancel a facility reservation due to extraordinary circumstances. Affected groups will be notified in advance when possible, to allow alternative arrangements to be made.
- d. The Food Services and Special Events Director is responsible for final decisions in resolving scheduling conflicts.
- e. The College reserves the right of first refusal for the provision of food services. If the College determines that it is unable to provide the needed service, food may only be provided by licensed commercial caterers.
- f. The Southern Oregon Wine Institute will have the right of first refusal for all alcohol served on campus.
 - A completed Request to Serve Alcohol form is required for all internal and external events in order to request the use of alcohol. The form must be submitted to Special Events no later than 30 days prior to the event date. Alcohol service will not be scheduled until the completed form is received.
 - Payment for alcohol with college funds is not allowed. The payment source for alcohol will be stated on the Request to Serve Alcohol form.

3. Responsibilities of Users. Users of all college facilities are responsible for:

- a. Complying with applicable federal, state, and county regulations.
- b. Adhering to all college policies and procedures, including campus parking regulations, the Use of Alcohol, Intoxicants and Controlled Substances, Smoking and Use of Tobacco Policy and Procedures, etc. Alcoholic beverages may not be served on college premises without the written approval of the President or designee and securing the proper licensing, permitting, insurance, and meeting all local and state requirements related to usage control.
- c. Assuming all financial responsibility for damages caused to individuals and to college property during its use.
- d. Using the area designated as reserved and no other area of the college facility, except public areas (e.g., restrooms, vending areas).
- e. Using the requested facilities "as is." Users may not temporarily or permanently alter any element of any facility on campus.
- f. Notifying Special Events of the intent to cancel the reservation of facilities in advance of the scheduled event.
- g. Restoring the facility to pre-use condition, unless other arrangements are made with the Facilities and Special Events departments.
- h. Not altering, covering, or removing art and exhibits.
- i. Making financial restitution for any damage incurred during the event for which college facilities were reserved. If damages are incurred, users/renters, at the

discretion of the College, may not be permitted to reserve future events. Final decisions regarding damages will be made by the Chief Financial Officer.

4. Restrictions on College Facility Use.

- a. College officials may not be refused entry to college facilities at any time.
- b. Users of college facilities may not limit, restrict, disrupt, or in any way inhibit the normal instructional programs of the College or other college activities.
- c. Users of college facilities may not alter college facilities as described below:
 - A facility user may not mark, puncture, or deface in any manner equipment and furnishings, including floors, doors, windows, mirrors, walls, and ceilings.
 - A facility user may not remove or displace furniture, equipment, college-related signs, banners, posters, etc., without the written permission of the College.
 - Permission must be granted by Facilities prior to hanging of any signage. Once permission is granted, signage must be hung as directed and removed by the user at the conclusion of the event.
 - For additional restrictions users should refer to the [Facility Use Agreement](#).
 - Non-compliance with these requirements may result in additional charges to the user for costs incurred by the College.
- d. Sex offender registrants seeking to attend any college function/event or to enter any college facility are required to obtain college approval from the Office of the Provost in conjunction with the Security department. On a case by case basis, the College may decide to restrict access to college facilities that are not for the sole purpose of attending classes and participating in any class-related activity or preparation.
- e. Sex offender registrants who are the parent or legal guardian of a student who will be participating in an event, such as commencement, program completion, sporting event, or performance, must jointly with the student seek approval from the Office of the Provost in conjunction with the Office of Facilities and Security prior to attending any college function/event or entering any college facilities.
- f. Individuals trespassed from campus facilities are not allowed on college property.
- g. Use of the Gymnasium:
 - i. Use of the gymnasium is limited to:
 - current UCC students, faculty, and staff;
 - other teams invited by the Director of Athletics;
 - events and functions approved through the sponsorship or use of facilities processes; and
 - College approved events.

- ii. Other gymnasium rentals are considered on a case-by-case basis with approval of the Director of Athletics.
- iii. Non-marking athletic shoes are required by all users on the court floor. Cleats are not permitted in the gym at any time. High heels may not be worn on the court floor or adjacent team seating areas. Footwear restrictions, other than cleats, are waived if the gym floor is covered by protective matting.
- iv. Hanging on the basketball rim is not permitted.
- v. Hitting, kicking, or bouncing of balls against the walls, divider curtain, or bleachers, or using these surfaces as a practice surface is not permitted.
- vi. The use of basketballs, volleyballs, indoor soccer balls, tennis balls, and whiffle golf balls are permitted in the gymnasium. Hitting of baseballs is permitted only within the netted area and with appropriate floor matting/padding.
- vii. The use of tape or other adhesive materials that may come in direct contact with the finished floor surface is prohibited.
- viii. The gymnasium is a shared use facility for the UCC community. All college policies and procedures apply to the intended use and care of the facility. Appropriate sanctions may apply to persons, teams, or guests found to be in violation of college policies and procedures.

RESPONSIBILITY:

The Chief Financial Officer is responsible for implementing and updating this procedure.

NEXT REVIEW DATE:

DATE OF ADOPTION: 9/9/2009

DATE(S) OF REVISION: 4/10/2018 by CC

DATE(S) OF PRIOR REVIEW:

BOARD OF EDUCATION
UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

Information Item
 Action Item


Subject: Vision, Mission, and Values

Date: May 9, 2018

President Thatcher will review draft statements for UCC's Vision and Values. Additionally, she will share draft explanation statements for the College's Mission.

Recommendation by:

Approved for Consideration:



U.C.C. President

VISION

Umpqua Community College will be a model for educational innovation, empowering all students to contribute to an ever-changing, diverse world with confidence, competence, and compassion.

MISSION

Umpqua Community College transforms lives and enriches communities.

UCC is committed to an accessible education that:

"...transforms lives..."

Students are immersed in adventurous opportunities to explore new ideas and interact with others who have varied life experiences, cultures, careers, and ages. Whether taking one class or earning a certification or degree, enhancing career competencies or enriching personal skills, students are guided by a talented, encouraging faculty and staff. Students have a wide range of opportunities to grow and learn, from designing products with new technologies to writing for the student newspaper, conversing in a new language, competing in athletic events, volunteering to tutor young children, or hiking along the Umpqua River – and so much more. Every step, milestone, and achievement students make instill a sense of pride they will carry through life.

"...enriches communities..."

Through education and programming, UCC enhances the quality of life of communities in which we learn, live, and work. UCC's performing arts programs, art exhibits, guest speakers, special events, and athletic competitions are vehicles for people to communicate, learn about the world, enhance social bonds, reflect on significant events, and experience personal growth. The economic vitality of the area is elevated as a result of workforce training and partnerships with varied industries, businesses, and agencies. Students' personal transformation helps our communities thrive and contributes to community transformation: college education translates to enhanced earning capacity, increased ability to be self-supporting, strengthened opportunities to maintain good health, heightened likelihood that education is valued by family, and expanded engagement in communities.

VALUES

Knowledge

We value knowledge and recognize that knowledge empowers and opens doors to new opportunities. Knowledge, which is an active process of exploring, creating, sharing, and applying concepts and ideas, is at the core of everything we do and is the essence of who we are.

Sense of community

With a commitment to diversity, equity, and inclusion, we celebrate both community and individuality. We cultivate a learning environment where all people feel like they belong, they matter, and they are supported.

Integrity

We act with fairness and respect for others in our learning and working environments. Our actions are consistently aligned with our conviction to offer an atmosphere of openness and trust. We are accountable to ourselves, colleagues, and communities we serve.

Continual improvement and innovation

We encourage an adventurous spirit, characterized by exploration of new ideas and bold risk-taking, which breaks away from traditional ways of thinking and uses change to our advantage. We take ownership of our work, reflect upon our effectiveness and efficiency, and continually seek ways to improve our performance.