

## **OCCA Executive Committee Retreat August 23-24, 2005**

### In Attendance:

Chuck Clemans, Jim Sorensen, Marilyn Lane, Connie Lee, Frank Toda, Preston Pulliams, Andrea Henderson, Kathryn Dysart, Karen Smith, Julie Suchanek, Lori Sattenspiel, Cindy McKinney, Ken Van Osdol.

### Funding – 1.1

Chuck Clemans-Clackamas opened the meeting by welcoming everyone and beginning the discussion with funding. It was agreed that the emphasis for the next year would be on **appropriation**, not distribution. Clemans explained that Marilyn Lane-Clatsop would be chairing the Legislative Committee during the interim period, and that the desired outcome would be for increased funding for all 17 community colleges, thus the change in verbiage. Jim Sorensen – Treasure Valley explained that the goal should be to raise the appropriation to a level that renders the distribution model insignificant. Frank Toda-Columbia Gorge mentioned having heard rumblings about the unity pledge and its having been forsaken for local gain.

Clemans said that the list for capital construction should be revamped with all 17 colleges still in consideration. The legislature should be prepared for some of the colleges to reappear, and it should be stressed that the situation with SOCC was an anomaly. It was agreed that there is a need for standards and a model for defining and pricing projects. The colleges need to police themselves on this. Leadership, from Presidents' Council to the Business Managers group, need to devise and conform to these standards. In addition, there should be a model for determining the priority of each project. Andrea Henderson-OCCA said that the lobbyists would maintain continuous contact with the legislature about capital during the interim. Henderson was asked if projects could be added in the E-Board process, which was a slight possibility.

### Protection – 1.2

In continuing to protect the colleges from unexpected legislative action, Henderson explained that the issues of governance, the insurance pool and part-time employee benefits would likely come up again. She asked that the presidents listen for any discussion of these topics during their meetings around the state and bring those ideas to the legislative committee. Questions were raised by the committee about the representation of community colleges to various work groups and commissions, such as the Joint Boards Articulation Commission and the Excellence in Delivery and Productivity Work Group, and the need to ensure that those who represent community colleges reflect the statewide perspective of the colleges.

### Positioning and Clout – 1.3 & 1.4

Clemans noted that the messaging was consistent to the legislature this session, with good results. It is important to carry that same consistency to local government, whether city, county or planning. This year we built bridges with the governor's staff; the governor spoke the right words, but his actions did not support them.

Henderson stressed that it is important that OCCA position itself as a *policy association* instead of an advocacy group. The association also needs to wield its clout in the governor's race, stressing the community colleges' importance to workforce development. It is important to produce policy statements and direction so as to change the public perception to policy and avoid the politics-based disdain. She also stressed the importance of strengthening the colleges' ties to business.

#### Coalitions – 1.5

It was agreed that ramping up the relationships between the colleges and business/economic development would enhance the colleges' opportunities while better serving business. It was said that in some community college service areas, companies are doing occupational training without the knowledge of the colleges. Better relationships would help the colleges protect themselves from such a situation.

#### Training – 2.1

In the area of training, Henderson offered a number of new programs being proposed by OCCA. In September, OCCA will offer its first Board Member Training session, open to any board members or presidents, but structured to serve first-time board members. Clemans urged that presidents and board secretaries be contacted several times and asked to encourage participation. OCCA is also defining traditional dates for the annual conference, a legislative reception during each session, Student Scholar Day, and training for new board members. Henderson also recommended holding single day, policy-based workshops, which could address, and encourage board members to discuss, pertinent issues. It was suggested that the events be scheduled two years out for the convenience of the participants. Toda suggested that we look for ways to use the convention to educate legislators about what community colleges do. It was suggested that the gubernatorial candidates be invited in next spring, during the primaries. Henderson suggested holding training sessions at the colleges to allow the legislators to see what the colleges do and to better understand the issues facing them. The business community could also participate to illustrate the economic impact the colleges have.

#### Communications – 4

Toda has arranged regular meetings each month on Wednesday before the OPC meetings between Henderson, Toda, Cam Preus-Braly-CCWD and Joe Johnson-Clackamas. Kathryn Dysart-OCCA discussed the capability of OCCA to be an important resource to the colleges through increased services. For example, OCCA could offer follow-ups on legislative issues that affect the colleges, such as sex-offender legislation, the PERS bill, public contracting and earthquake preparedness. In addition, Dysart could be a resource for communication strategies for the colleges. Clemans asked that OCCA put together a list of resource services they could offer to the colleges.

#### Strengthen OCCA as an Organization – 3.1

Clemans stated that part of the work in this area would take place at the Strategic Planning Conference. There was some general discussion about the conference, but most was reserved for the meeting with Ken Van Osdal – SAIF, who will be facilitating the

Strategic Planning Conference. Julie Suchanek – OCCA suggested that we include in the conference a discussion of ways to obtain federal funding for community college projects. She suggested that highway funds might be available for parking lots. It was also suggested that an investment could be made in federal lobbying. OCCA could also offer special services outside its traditional scope.

#### Roles – 5.4

Clemans stressed the importance of increasing the involvement of board members who are not presently engaged. Henderson added that pressing on-campus issues and geography kept some members from being able to participate as much as others. Clemans and Henderson offered a take-home list of steps to take to increase involvement, including reaching out to individual board members and visits to campuses in an effort to take the discussions to the board members.

In an effort to reinforce the relationship between OCCA and OPC, it was agreed that some administrative items would be filtered to OPC, that Presidents' Council could be the starting point for some legislative actions and positions, and that the bonds with CCWD and SBE would be strengthened.

#### Strategic Planning

Ken Van Osdol – SAIF will be facilitating the Strategic Planning Conference, and he joined the retreat on the second day to discuss plans and desired outcomes. He stated that the first step is to make sure that the plan is a core desire. Then we need to decide where we want to go with the process.

Clemans pointed out that we have never had a strategic plan before, so this is unique. He also raised the question of how joint decisions would be made within the organization, and noted that the answer might serve as a template for other issues the organization faces. Toda stated the need for absolute clarity of shared goals, shared vision and shared strategies. Preston Pulliams – PCC said that his touchstone is relevance. Van Osdol felt that different levels of view would define relevance; some are good with a broad view, while some need more detail. It is important to find a balance.

Sorensen asked if the strategic plan is to address all that they do, or just to address major goals. It was agreed that major goals would be the focus. Dysart thought it should only address desired areas of change. Van Osdol asked if we really want an operating blueprint. Some of the things addressed will be part of a blueprint, but we don't want to map everything; it would not be an efficient use of time. Pulliams wanted large areas defined, not small pieces. Henderson pointed out that it would be helpful to know where the colleges collectively want to go; the job of OCCA is to help them get there. Sorensen observed that it must be a living document going out, realistically, three years. Pulliams stated that it was important to elevate the community college profile to that of K12 and 4 year colleges so that policymakers realize our impact on the economy. Clemans discussed the timeline, offering that 3 years is too short, but is good for a first analysis; 10-15 years is a preferred broad plan. We should plan for benchmark dates to revisit the plan.

Henderson asked what board members have heard from their peers about statewide planning. How will they react to the discussion? Connie Lee – COCC returned to the idea of relevance. We must explain the need to avoid/mitigate state involvement. How will OCCA address and resolve the dilemmas that arise? Marilyn Lane – Clatsop added that the boards are just beginning to understand the necessity of strategic planning. Clemans noted that people on his board who are older members would take a leave-us-alone attitude, essentially saying “get us the money and don’t let anything bad happen.” Lane stressed that we need to make Business understand that education cannot be run like a business. Our service is more nurturing. This would be a basis for broader understanding. Sorensen said that strategic planning lets us maximize our resources and *make* good things happen rather than *avoiding* bad things. Henderson reiterated that the boards must be given the tools to engage equally in the planning process.

Van Osdol then began to ask the questions needed to structure the process. He asked if the focus would be community colleges in Oregon or the direction of OCCA. If the focus is community colleges in Oregon, what roles do the presidents and OCCA staff play? Who are the participants? Are there any outside stakeholders? Just the board of 34? Executive committee? How is staff involved? Full boards? Administrators?

What should be the number of people involved? If we include a large number, that involves a proportionate increase in the prep-work of trends and patterns. Henderson stated that there is a lot of trend data available, all of which is demographics-specific but it excludes the political ramifications. If we need data on educational needs, numbers of students, demographics and governance, WICHE should have that information. It was suggested through discussion that we include the OCCA board, the Executive Committee, OCCA staff, CCWD, SBE, Governors Office, OEA Uniserv, OCCSA, CIA, CSSA and OBC. Sorensen stated that there would be a great deal of feedback and hoops to go through after the conference. Clemans suggested that an abbreviated agenda and letter of intention/scope/intended outcome be incorporated into the invitation.

Van Osdol asked what would we guess to be the 5-6 big issues to be addressed. Suggestions were articulation – position with K12 and 4 year; governance – broad based; appropriation/capital funding; mission – who do we serve?; workforce development/developmental education/ transfer; delivery of services-are we following or driving the change; economy workforce; accountability and proficiency-based standards in learning.

With that, the meeting adjourned to be continued during the OPC retreat.