

**MINUTES OF THE SEPTEMBER 8, 2020
CLATSOP COMMUNITY COLLEGE
BOARD OF DIRECTORS
WORK SESSION**

The Work Session on Program Prioritization was called to order by Chair Robert Duehmig at 5:50 p.m.

Board Members Present: Robert Duehmig, Rosemary Baker-Monaghan, Karen Burke, Sara Meyer, Anne Teaford-Cantor, and Dave Zunkel. Board Members Absent: Tim Lyman. Others Present: Jerad Sorber, Peter Williams, Deputy Clerk JoAnn Zahn, President Chris Breitmeyer, and Recording Secretary Pat Schulte.

Chair Duehmig said this work session is to learn more about program prioritization. He pointed out the program prioritization documents in the packet. President Breitmeyer said, other than accreditation, program prioritization is one of the most important processes being worked on since he has been at the College. He added that this process will address some of the accreditation recommendations we received. When we started the program prioritization process awhile back, it wasn't because we were going to be cutting anything. Since then, things have changed and serendipitously this will guide us as we need to make budget cuts. We will come back in the spring to give the Board the results of this process. The program prioritization process ranks the programs from the top to the bottom. If a program is at the bottom, it may mean it is not doing well or it may mean we need to devote more resources to it because we think it's important. This is a meaningful process that looks at a lot of data and metrics. President Breitmeyer said a good example is art – not a lot of artists are getting employed but there are other measures to rank it. We will look at qualitative and quantitative measures. It's not just about numbers. President Breitmeyer said one academic and three student support programs have filled out the program prioritization worksheets as examples. The process is based on the book *Prioritizing Academic Programs and Services* by Robert Dickeson. We have taken the outline provided in the book and tweaked it to fit CCC. We need to make wise choices to allocate the resources we have. Chair Duehmig noted that the primary function as a Board is fiduciary and it will need to make tough choices. President Breitmeyer said the first reason to use program prioritization is the short-term potential crisis in terms of funding. The second reason is to be visionary. He said he can envision a scenario where we say we can't justify this program right now but we may be able to in the future. The immediate need is how we balance the budget. VP Williams noted this is a snapshot in time. We also need to be innovative.

President Breitmeyer said we are going to talk about the "how" today and turned the discussion over to VP Williams. Referring to the documents in the packet, VP Williams

said the second page is the critical page. It provides some understanding of where we stand with limited resources. Being data driven is critical to what we are doing. There are six stages and we have completed the first stage. We've outlined the criteria. Now through the Wednesday before Thanksgiving, we will be gathering information. All the programs will be looking at the templates we have gathered. During December, College Council will be reading and scoring the applications. Then we will be doing an initial analysis and finally a report. We hope to make decisions in the winter and spring of 2021.

VP Sorber said when he arrived at the College a little over a year ago, College Council started working on program prioritization immediately. It's a structured process that gets everybody on the same page. College Council has been working on this throughout the entire year. There has been a lot of conversation about which weight each criteria should have. It has been an exercise in shared governance. Everyone understands what is going on. Three academic support programs (TRIO, pre-TRIO, Library) and one academic program (Nursing) completed the worksheets as a template. These programs are used to gathering a lot of data. The nursing program has a lot of external accountability. Now the rest of the programs have a nice template to work off of. This will help us with accreditation and will help us make progress toward making decisions using data and metrics. VP Sorber said he is excited about this process because it will help us systematize everything. President Breitmeyer said it will be an ongoing process. It's not just one and done.

VP Zahn said one important factor to consider is that we have a lot of one faculty programs. This is a really important component of the budgeting process and is tied to accreditation. It will be a link to institutional accountability. VP Zahn said she really sees this as a key process. It will be a challenging process especially as we go into the next biennium. It won't be an easy process, but it will be a transparent process. There will be a lot of work to do.

President Breitmeyer pointed out the criteria in the packet and said these are the questions we will be asking the programs. One of the most important criteria is how critical is this program to the mission and strategic plan. The worksheets that follow are what will be scored. The rubric at the back forces the scorer to yield meaningful results.

Questions and comments from the Board:

- Dave Zunkel asked if it is a campus-wide process and if the major players have agreed. President Breitmeyer responded that we started this conversation about two years ago in College Council. It's been discussed in Cabinet, at all-campus meetings, and with the leadership of the Associations.

- Dr. Zunkel asked about the weighting. President Breitmeyer replied that all the categories except equity came from the Dickeson book.
- Rosemary Baker-Monaghan asked how they assess the external demand for classes that are community-based or academic-based for degrees. VP Sorber said it varies by the program. The library is often used by community members. TRIO is internally focused but can get to external demand by their transfer-out rates. For the pre-college TRIO program, almost everything they do is external because they work with high schools. It would really be odd for every program to excel in every single category. For example, counseling is focused on internal students. External demand would be a zero. Ms. Baker-Monaghan said her concern is how you are going to have balance for programs that have a more difficult time documenting external demand. President Breitmeyer said students signing up for classes could be an example of external demand.
- Anne Teaford-Cantor asked VP Zahn how well the timetable for this process syncs up with what she needs in terms of the budget process. VP Zahn replied that the timeline will be challenging because of the ERP implementation. The main part of the budgeting process is January through March. The budget is put together in April and presented in May at the Budget Committee meeting. There are challenges with ERP testing and making sure the system is working correctly. There will be several different factors to take into consideration this year. So much depends on what the funding for the next biennium will be. We will likely have a list of things we want to do but may not be able to put into the budget. VP Zahn said she is hopeful we can build it into the timeframe from January to March. This process would be much smoother if we weren't in a transition in the computer system.
- President Breitmeyer said this is a process that we need to do regardless of the timeline. There will be challenges with the new system in extracting data.
- Dr. Zunkel clarified that on the macro level, this will be completed by spring of 2021 and in another three years there will be another round of this. President Breitmeyer replied that hopefully this will be done as a normal cycle of the college.
- Chair Duehmig asked Ms. Baker-Monaghan if it would have been helpful to have this kind of process when the Board previously had to make difficult budget decisions. Ms. Baker-Monaghan said it would have been helpful because the Board was relying on information from staff; it was not data driven. Because there were people attached to the programs that were cut, it was heartbreaking and difficult. We cut criminal justice and a couple of years later, we were saying maybe we shouldn't have done that. It wasn't a data-based decision. Chair Duehmig said there will be some challenges on how we apply program prioritization to these decisions and how we use it to invest in the future. He said because we do so much online, students could go to any community college with online classes; they don't have to go to Clatsop. We have to figure out a way that we are offering the right classes.
- Dr. Zunkel asked if other community colleges in the state have been through this process recently. President Breitmeyer said we are a little ahead of the other

community colleges; we are kind of the guinea pig. Chair Duehmig said it makes us a leader.

- Ms. Meyer asked how this will be rolled out to the greater county community. President Breitmeyer replied that he has been talking about this process at different meetings he attends, like Rotary. Chair Duehmig said if we do have to make cuts, we can be more confident in our decisions and explain them better. We will be in a stronger position to explain what we do and why. In response to a question from Ms. Meyer, it was clarified that the program prioritization process has been going on for two years. VP Williams said one of the advantages to this process is that we have internal buy-in. It would have been hard to do if we had been reactive rather than proactive. President Breitmeyer said it's important for the Board to be united and supportive of this program.
- Dr. Zunkel asked if the Board needs to vote that it backs program prioritization. President Breitmeyer said there may be a resolution at a future meeting.
- Ms. Teaford-Cantor said she applauds this process because it will be very helpful in advocacy for the college. When potentially bad budget numbers for the state start coming out, we will have reasons for how we had to prioritize things.

With no further discussion, the Work Session was adjourned at approximately 6:30 p.m.

Chris Breitmeyer, President

Robert Duehmig, Chair

Pat Schulte, Board Secretary