



MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

A meeting of the Mt. Hood Community College District Board of Education will be held on July 13, 2022, with Regular Board Meeting at 6:30 pm held in the Board Room at Mt. Hood Community College, 26000 SE Stark Street, Gresham, Oregon, and via Zoom.

Join Zoom Webinar: Click URL to join

<https://mhcc.zoom.us/j/96461915211?pwd=QQ0s2cCtPVzVlWGIBZWFPSSdiUVhJQT09>

Join by Phone: 1-669-900-6833 (San Jose) or 1-253-215-8782 (Tacoma)

Webinar ID: 964 6191 5211

Passcode: 407363

AGENDA SESSION 1067

- | | | | |
|----------------|------------|---|-------------------------------|
| 6:30 pm | 1.0 | CALL TO ORDER / DECLARATION OF A QUORUM | |
| | 1.1 | Approval of Agenda | |
| 6:35 pm | 2.0 | ELECTION OF OFFICERS | |
| | 2.1 | Election of Board Chair for 2022-2023 | Annette Mattson |
| | 2.2 | Election of Board Vice Chair for 2022-2023 | Annette Mattson |
| 6:45 pm | 3.0 | PUBLIC INPUT | |
| | | <i>Persons wishing to provide public comment can sign up by using the "Hand Raise" feature available at the bottom right corner of the Zoom screen by clicking on the three horizontal dots labeled "More". If you join by phone, please press *9 to raise your hand. Please clearly state your full name, address, and organizational affiliation, if any, for the public record. Please limit comments to 3 minutes per speaker. Persons who wish to provide written comments can submit by email to Laurie.Popp@mhcc.edu no later than one calendar day prior to the meeting to be included in the official record for this meeting. Note: The start time for remaining agenda items may vary.</i> | |
| 6:55 pm | 4.0 | REPORTS (10 min report & 5 min Q & A) | |
| | 4.1 | Correspondence | Lisa Skari |
| | 4.2 | Strategic Planning Presentation | Daniel Iacofano
Sou Garner |
| 7:15 pm | 5.0 | BUSINESS / ACTION | |
| | 5.1 | Consent Agenda: Approvals & Information | |
| | | a) Minutes – Board Work Session 1063, June 1, 2022 | |
| | | b) Minutes – Board Regular Session 1064, June 15, 2022 | |



- c) Monthly Personnel Report
- d) Monthly Financial Report
- e) Monthly Head Start Report
- f) COVID-19 Activity Report
- g) Approve Board Calendar for 2022-2023
- h) Resolution to Appoint Budget Officer for 2023-2024 Budget
- i) Resolution to Approve Budget Calendar for 2023-2024 Budget
- j) Resolution to Transfer Budgeted Appropriations
- k) Approval to Use Goods and or Services Contracts in Excess of \$150,000
- l) MHCC Early/Head Start Child Outcomes Report 2021-2022

5.2 Approve Strategic Plan Lisa Skari

7:30 pm 6.0 BOARD MEMBER & COMMITTEE/LIAISON REPORTS (3 min each)

7:50 pm 7.0 CLOSING REPORTS

7.1 No ASG Report for this meeting

7.2 Advisory Representatives

- Full-Time Faculty
- Classified Employee Association
- Part-Time Faculty & Tutors

7.3 Executive Leadership (3 min each)

- Student Development
- Instruction
- Administrative Services
- College Advancement

7.4 President's Report

8:15 pm 8.0 ADJOURNMENT

Note: A board dinner is scheduled prior to the board meeting and is optional as a social gathering, and board business will not be discussed.

The next regular board meeting is scheduled on September 21, 2022.

Individuals requiring accommodations due to disability should contact Accessible Education Services at 503-491-6923 or aes@mhcc.edu



OFFICE OF THE PRESIDENT
Lisa Skari, Ed.D
President
503-491-7211
Lisa.Skari@mhcc.edu

July 13, 2022

TO: The Board of Education
 Annette Mattson, Chair
 Andrew Speer, Vice Chair
 LaVerne Lewis
 Diane McKeel
 Diane Noriega
 Kenney Polson
 Marie Teune

FROM: Lisa Skari, EdD
 President

SUBJECT: Board Letter for July 2022

July marks the start of a new academic year, and I am anxious for what lies ahead. The adoption of the new strategic plan will lay out our blueprint for the future. As I have said before, “there is much to be done, but I can’t think of a better place to spend my passion, time, and energy”.

Historically, the summer was a time of fewer classes, fewer students, and fewer meetings. Campus let out a collective sigh as it reflected on all that had been accomplished, assessed what worked, and what didn’t, and then worked on the foundation for the coming year. While we can agree the population on campus might be smaller, there is much activity, and finding time to catch your breath can be hard.

Our Unit Planning Process will wrap up this month, with assessment completed on last year’s tactics, with results being fed into finalizing this year’s Unit Plan and the management’s Individual Strategic Plans. This intentional alignment of planning, from the campus-wide level all the way down to the individual is a process to create synergy and consistency across campus and employees. While new, we should have results soon to assess how well the design is working, and what improvements need to be made.

In addition, I continue to be active with the Semiconductor Competitiveness Task Force, the Higher Education Coordinating Commission’s Community College Support Fund Work Group, and the Steering Committee for the Landscape Study on Oregon Higher Education. Each of these opportunities carries the potential for a significant impact on Mt. Hood Community College (MHCC), and I remain grateful that I am at the table and able to participate on behalf of the college, our students and employees, and our community.

Annual goal update

COVID response

The College continues to monitor COVID-19 in our community, including regular discussions with the local health department. Universal guidance in COVID-19 Operational procedures has been rolled out campus-wide. It replaces individual department reopening plans and the temporary pandemic administrative regulation. As Oregon and Multnomah County are beginning to see declines from the latest BA2 wave, the College is also seeing declining cases in our student and employee populations.

Strategic planning

The draft Strategic Plan Goals and Objectives were shared out to the college community and feedback was collected, consolidated and reviewed. We pushed the timeline out in order to allow time for review of the feedback and to allow for modifications. Each Workgroup reviewed the stakeholder feedback and minor edits were made. The Board of Education Subcommittee on Vision, Mission, and Values completed its work. MIG is in process of updating the information in order to provide a final Strategic Plan and Environmental Scan to the Board of Education for approval.

Accreditation

No new additional information since the June 2022 report.

Diverse workforce

The final report on The Current State of MHCC Hiring Practices was completed and submitted. The goal of the study was to understand the current state of hiring practices; to identify which positions were responsible for tasks; and, what level of responsibility did the responsible positions have (Control, Influence, Appreciation). The analysis took input from 170 employees from all employee groups (50 Managers and Confidential Employees; 50 Classified employees; 30 Faculty; 30 PT Faculty; and 10 unlisted). The results showed a notable variance among MHCC employees concerning their understanding of the college's current state hiring practices, which has led to significant misunderstandings, friction, and frustration. This information will be used in developing a standard process that creates consistency and clarity around hiring.

In closing, I look forward to the start of my fifth year at MHCC. It is hard to believe how quickly the time has gone. As I reflect on all that has happened and all that I have learned, I am even more committed to the success of all our students and the removal of barriers that hold them back, and to building a solid foundation that can withstand the whims of economics, enrollment, and state funding. I look forward to working with you as we move MHCC into the future.

Community/Educational Presentations and Selected Outreach Activities

- Jun 1 Respiratory Therapy Advisory Committee Meeting*
- Jun 1 MHCC Board of Education work session*
- Jun 2 MHCC Foundation Finance Committee meeting*
- Jun 2 Meeting with Jennifer Askew, On Semiconductor, with Al Sigala*
- Jun 2 Oregon Presidents' Council (OPC) June meeting*
- Jun 2 Higher Education Coordinating Commission (HECC) Community College Support Fund (CCFS) Work Group meeting*
- Jun 2 Northwest Athletic Commission Hall of Fame ceremony*
- Jun 3 Greater Gresham Chamber of Commerce Ribbon Cutting event*
- Jun 6 Meeting with Mark Mitsui, President, Portland Community College*
- Jun 7 Interview with Steve Brown, Pamplin Media*
- Jun 8 HECC Funding and Achievement Subcommittee meeting*
- Jun 8 Meeting with Dr. Nagi Naganathan, President, Oregon Institute of Technology*
- Jun 9 Semiconductor Competitiveness Task Force meeting*
- Jun 9 HECC Commission meeting*
- Jun 10 Meeting with Director McKeel*
- Jun 10 Meeting with Directors McKeel and Noriega*
- Jun 11 MHCC Commencement ceremony*
- Jun 13 Oregon Public Broadcasting (OPB) Board meeting*
- Jun 15 Tax Supervision and Conservation Commission hearing*
- Jun 15 MHCC Board of Education regular meeting*
- Jun 21 Meeting with David Todd, President, Portland Rose Festival*
- Jun 21 Interview with KGW*
- Jun 21 MHCC Board of Education special meeting (executive session)*
- Jun 22 Meeting with Sharla Trimm, Ellucian, with Al Sigala*
- Jun 22 Meeting with Director Mattson*
- Jun 22 Meeting with Directors Mattson and Speer*
- Jun 23 Greater Gresham Chamber of Commerce Board of Directors meeting*
- Jun 23 Interview with Sami Edge, The Oregonian*
- Jun 24 Meeting with Director Teune*
- Jun 27 OPC and the Oregon Council of Presidents (OCOP) Steering Committee meeting on Landscape Study on Oregon Higher Education meeting with National Center for Higher Education Management Systems (NCHEMS)*
- Jun 28 Meeting with Director Lewis*
- Jun 29 MHCC Foundation Annual Board meeting*

Select Media Mentions

Mt. Hood Community College Softball takes home NWAC title

<https://pamplinmedia.com/go/45-sports/547963-438531-mt-hood-community-college-softball-takes-home-nwac-title-#:~:text=Hood%20Community%20College%20softball%20wins,Sports%20Complex%20in%20Spokane%2C%20Wash.>

Saints student MIT-bound

<https://spotonoregon.com/or-colleges/or-college-newspapers/938087/saints-student-mit-bound.html>

'We made it': MHCC students successfully navigate COVID, other challenges

<https://pamplinmedia.com/go/42-news/548651-439004-we-made-it-mhcc-students-successfully-navigate-covid-other-challenges-pwoff>

'Community colleges facing a 'fiscal cliff' with depleted enrollment, uncertain state funding (Skari quoted)

<https://www.oregonlive.com/education/2022/06/community-colleges-facing-a-fiscal-cliff-with-depleted-enrollment-uncertain-state-funding.html>



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1a

CONTACT PERSON: *Laurie Popp, Executive Assistant to the Board of Education*

SUBJECT: APPROVAL OF MINUTES – June 1, 2022

Session 1063

A meeting of the Mt. Hood Community College District Board of Education was held on June 1, 2022, with a Board Work Session at 6:00 pm, held via Zoom.

1.0 CALL TO ORDER

Members present: Annette Mattson, board chair, Andrew Speer, board vice chair, Diane Noriega, LaVerne Lewis, Diane McKeel, Kenney Polson

Additional Attendees: Lisa Skari, president, Jennifer DeMent, vice president, Finance and Administration

Annette Mattson called the work session to order at 6:01 p.m.

2.0 BUSINESS

2.1 Board Policy Review – Continued First Reading: BP 7360 – Discipline and Dismissal – Employees

DeMent presented an update on Board Policy 7360: Discipline and Dismissal – Employees and stated the policy was sent to legal for review prior to the work session tonight. DeMent reviewed the changes to the policy and summarized the reasoning for the changes. The Board Policy 7360 – Discipline and Dismissal – Employees was moved forward to a second reading.

2.2 President’s Self-Evaluation Format

Skari shared an overview of the presidential self-evaluation format from last year, and provided a summary of the approach and expectations used in the format. She asked the board for feedback about the review process and if there were any changes they recommend for this year. Board members shared feedback about the review process, and commented there was a good balance of documentation and narrative from Dr. Skari, and the board letter she prepares each month contains a great deal of information for the board. The board would like to keep the same evaluation process for this year.



2.3 Strategic Planning – Vision, Mission, and Values

Skari provided an overview of the strategic planning process, and where the college is currently at in the process. The data collection for the mission, vision, and values work was a mix of stakeholder group input. The data for the values was collected from a survey sent to employees, students, and board members to get a sense of the values they thought the college should embody. The data for the mission and vision work was from survey questions sent to board members to complete.

Values

The board reviewed the weighted average summary data about the strategic planning values data collected from employees, students, and board members. Skari reviewed the top values according to the weighted average score for each group:

- Employees: Learning, Equity, Innovation, Service, Support, Accessibility, Access, Quality
- Students: Learning, Equity, Support, Quality, Innovation, Accessibility
- Board: Equity, Learning, Accessibility, Achievement, Perseverance, Support, Access

The board shared feedback about the values listed in each group, and there was an overall consensus to move forward with the values listed in the students' group.

Mission

Skari reviewed the key components of a mission statement, shared the current college mission statement, and presented three draft mission statements for board review and feedback:

- 1) Mt. Hood Community College provides a full range of education and training in a supportive environment to all members of our diverse community. We advance personal, professional and intellectual development for economic and social mobility.
- 2) Mt. Hood Community College provides comprehensive, affordable, accessible education and training to all members of our diverse community to support their educational, career, and personal development.
- 3) Mt. Hood Community College provides equitable educational opportunities for our diverse community for their personal and professional growth.

The board discussed the three draft statements, shared feedback, and developed the following draft mission statement:

In service to our diverse community, MHCC offers a full range of education and training in a supportive environment, impacting/meeting communities where they are to drive economic and social mobility. We advance their personal and professional growth.

There was a discussion about the values, and a suggestion was made about adding "community hub" in the statement, and to eliminate the duplicate "communities".

Vision

Skari reviewed the key components of a vision statement and shared the current college vision statement, and presented three draft vision statements to the board for review and feedback:



- 1) Through equitable student success, Mt. Hood Community College transforms lives and builds community.
- 2) Mt. Hood Community College is valued as a cornerstone of the community for opportunity, equitable student success, and financial stewardship.
- 3) Mt. Hood Community College will be recognized as a leader in student success and equitable outcomes, sustained by community collaborations and public trust.

The board discussed the three draft statements and there was a consensus in favor of the second statement, with a suggestion to add the words “affordability” and “Innovation” to the statement.

2.4 Board Retreat – Topics and Schedule

The board discussed draft agenda topics and a proposed schedule for the summer board retreat. The suggested topics included:

- Community and outreach
- What have we learned with Covid?
- Review board working agreements
- College website update
- Review board member expectations about attending board meetings. What is an excused absence? Have clarity around board member expectations about attending meetings in-person and online – what is acceptable?
- Update on progress for the hybrid board meetings (online and in-person)
- Discuss board committee assignments
- Discussion about data and metrics – prioritize what we want reported and how frequent it is reported. Review the data collected and how it informs decisions.
- Strategic Plan update – Have a discussion on: What does the board want to know? Have there been any changes? What will tell us about the changes? The strategic plan will have goals, action plans, and metrics. It would be helpful for the discussion to include demographics of students vs. demographics of faculty.
- Ongoing work on diversity, equity, and inclusion
- Guest speaker on DEI to grow our equity lens

2.5 Board Community Engagement

Board members shared their community engagement activities for the month of May.

2.6 Other Business

There was no additional business.

3.0 ADJOURNMENT

The work session was adjourned at 8:02 p.m.

Clerk

Board Chair

Minutes recorded by Laurie Popp, Executive Assistant to the Board of Education.



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1b

CONTACT PERSON: *Laurie Popp, Executive Assistant to the Board of Education*

SUBJECT: APPROVAL OF MINUTES – June 15, 2022

Session 1064

A meeting of the Mt. Hood Community College District Board of Education was held on June 15, 2022, with a TSCC Budget Hearing at 6:30 pm, and a Regular Board Meeting at 7:30 pm, both held via Zoom meeting.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC) HEARING
Public hearing regarding the 2021-2022 MHCCD Budget

1.0 CONVENE MHCCD BOARD/CALL TO ORDER / DECLARATION OF A QUORUM

Members present: Annette Mattson, board chair, Andrew Speer, board vice chair, Diane Noriega, Diane McKeel, LaVerne Lewis, Kenney Polson, Marie Teune

Additional Attendees: Dr. Lisa Skari, president, Jennifer DeMent, vice president, Finance and Administration, John Hamblin, vice president, Student Development, Al McQuarters, vice president, Instruction, Pete Szucs, dean of Mathematics and Science, Al Sigala, College Advancement and District Communications, Tambi Boyle, FTFA President, Christy Weigel, CEA President, Marilyn Pitts, PFTA President

Mattson called the meeting to order at 7:34 p.m. and declared a quorum was present.

1.1 Approval of Agenda

Noriega motioned to approve the agenda. Polson seconded the motion and it passed unanimously.

2.0 PUBLIC INPUT

There was no public input.

3.0 REPORTS

3.1 Correspondence

There was no correspondence.



3.2 Strategic Plan Presentation

The Strategic Plan presentation by MIG was postponed. Skari stated the survey for feedback on the draft goals and objectives closed last night, so they decided to pause and bring the work groups back together to review the feedback to see if there were any changes to be made before the final version is presented. The plan is for MIG to provide a presentation at the July board meeting, prior to the board vote for approval and adoption.

4.0 BUSINESS / ACTION

4.1 Consent Agenda: Approvals & Information

- a) Minutes – Board Work Session 1061, May 4, 2022
- b) Minutes – Regular Board Session 1062, May 18, 2022
- c) Monthly Personnel Report
- d) Monthly Financial Report
- e) Monthly Head Start Report
- f) COVID-19 Activity Report
- g) President’s Goals for 2022-2023
- h) Resolution to Transfer Budgeted Appropriations
- i) Consideration of Acceptance and Expenditure of Projects Funded in Whole or Partially by Non-District Funds
- j) Approval to Utilize Goods and/or Services Contracts in Excess of \$150,000

Noriega motioned to approve the consent agenda. Speer seconded the motion and it passed unanimously.

4.2 Consider Resolutions to Adopt and Make Appropriations for the Fiscal Year 2022-2023 Budget

DeMent presented the Resolution Adopting the Budget and the Resolution Making Appropriations for the Fiscal Year for 2022-2023 Budget.

Speer motioned to approve the Resolutions to Adopt and Make Appropriations for the Fiscal year 2022-2023 Budget. Teune seconded the motion. There was a roll call board vote and the motion passed unanimously.

4.3 Consider Resolution Imposing and Categorizing Taxes

DeMent presented the Resolution Imposing and Categorizing Taxes, which imposes the taxes provided for in the adopted budget at the rate of \$0.4917/\$1,000 of assessed value for operations, and that these taxes are hereby imposed and categorized for tax year 2022-2023 upon the assessed value of all taxable property within the district.

Speer motioned to approve the Resolution Imposing and Categorizing Taxes. Lewis seconded the motion. There was a roll call board vote and it passed unanimously.

5.0 BOARD MEMBER & COMMITTEE/LIAISON REPORTS



Board members shared their report of board committee and liaison activity since the last board meeting.

6.0 CLOSING REPORTS

6.1 ASG Representative

There was no ASG Report.

6.2 Advisory Representatives

Tambi Boyle (FTFA) – she shared they were excited for the three full-time faculty who received the Distinguished Teaching Award this year: Susan Spencer, Judit Szentirmay, and Jon Spindor. She shared information from one of their Geology instructors about their field trips this year, and that they had some students with mobility issues, but reported they were able to fully do all the trips, which was great to hear.

Christy Weigel (CEA) – she shared comments about the Outstanding Support Staff award recipients, and congratulated Richard Pauley, Lance Lannigan, and Sarah Aimone.

Marilyn Pitts (PTFA) – she shared comments about ensuring a safe working and learning environment at the college. She sent a survey on June 6 to part-time faculty and tutors to get feedback on their concerns about teaching and tutoring in face-to-face settings, and sent a memo with the survey results to Dr. Skari on June 7. She presented a summary of the survey results to board members and shared the first three concerns from the memo. She will forward a copy of the memo to board members after the meeting.

6.3 Executive Leadership

John Hamblin (Student Development) – he shared there were almost 300 students who participated in commencement this year, and thanked the board, Dr. Skari, and all the volunteers who helped make commencement a wonderful event this year. They will take all the feedback shared tonight, and plan to send a survey to students to get their feedback on what students want regarding commencement next year.

Pete Szucs (Instruction) – he shared that the Bachelor of Applied Science in Cybersecurity was approved, and thanked Al McQuarters, Kristen Lima, and the Cybersecurity faculty for all their efforts in getting this approved. He shared that the process was designed in such a way that it can be replicated as we start to see additional demand for Bachelor of Applied Science programs across our service district.

Jennifer DeMent (Administrative Services) – she commented on the construction projects that are underway at the college, and responded to a question about the reopening of the Dental Hygiene lab.

Al Sigala (College Advancement) – he thanked board members for taking part in commencement this year to celebrate our students, and thanked board members who attended the High School Scholarship Award events to award the MHCC Foundation scholarships to students.



6.4 President's Report

Lisa Skari provided her President's Report to the board:

I want to start by saying, "We did it" another successful completion of another year. From the beginning of the year, we started with the Equity Award, the BAS degree, graduation, and everything that happened in between, and to cap it off tonight, with another successful ratification from the TSCC on our budget. I would like to start off by thanking the board members for participating in commencement last Saturday. As you all mentioned, it was an amazing event. I did want to also add that although they were not all there, we did award nearly 1200 degrees and certificates this year. It was amazing to be there and witness up-close-and-personal that pride and excitement that comes in the faces of our graduates and their families. I hope we all take great pride in knowing that the roles we play wherever we are in the institution supports these students on their educational dreams. I cannot think of a better job or a better way to be connected in our community.

Also, since our last meeting we celebrated some of our own. On June 9, we had our staff service awards, our staff and faculty awards, and recognized our retirees. I would like to take a moment and recognize our Outstanding Support Staff and Distinguished Faculty again. As you heard mentioned by Christy, the Outstanding Support Staff awards this year went to Lance Lannigan, Sarah Aimone, and Richard Pauley. For our faculty, we had six Distinguished faculty, three part-time faculty and three full-time faculty members. Our three part-time awardees were Patty Martin, who teaches American Sign Language, Janice Gollihur-Davidson, who teaches in the Medical Office program, and Ryan Montgomery, who teaches History. Our three full-time awardees this year were Susan Spencer, who teaches Biology, Anatomy, and Physiology, Judit Szentirmay, who teaches ESL, and Jon Spindor, who teaches Math. For our service awards, we recognized 155 individuals who have collectively given 1835 years of service to the institution, which went from 5 years of service up to 40 years of service. We also took some time to bid farewell to our 12 retirees.

I would like to thank my amazing team for all they do every day in leading Mt. Hood Community College, and my President's Cabinet team, and all the faculty and staff. This is a collective effort and we could not do this if everyone did not pitch in. I would also like to thank the board for your leadership... for your attentiveness to our operations, for always asking the tough questions, your unwavering commitment to our students, and your support of me and my team. We are able to do what we do because of you. So, thank you for another wonderful year, and here's looking to see what we can do in 2022-2023.

Clerk

Board Chair

Minutes recorded by Laurie Popp, Executive Assistant to the Board of Education.



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: July 13, 2022

ITEM TITLE: 5.1c

CONTACT PERSON: Ross Hume, Interim Associate Vice President, Human Resources

SUBJECT: MONTHLY PERSONNEL REPORT

NEW EMPLOYEES:			
Name	Position	Department	Hire Date
Hall, Benjamin	Customer Service Representative-PT	Aquatics	6/3/2022
Callahan, Addison	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/3/2022
Schmidt, Ellie	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/8/2022
Creech, Jace	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/9/2022
Moffat, Margaret	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/9/2022
Sickon, Dalton Marie	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/9/2022
Larson, Taz	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/9/2022
Moffat, Sam	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/9/2022
Harris, Cortnee	Quality Improvement Specialist	Preschool Promise / CCR&R	6/14/2022
Mitchell, Howard	Adviser and Outreach Specialist/Apprenticeship-PT	Workforce Development	6/21/2022
Anand, Susanna	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/22/2022
Waldron, Ian	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/22/2022
Cook, Kody	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/22/2022
Nelson, Talina	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/22/2022
East, Khai Lyn	Program Specialist-PT	CCR&R	6/23/2022
Nelson, Titus	Customer Service Representative-PT	Aquatics	6/24/2022
Newman, Zander	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/24/2022
Bumpbell, Tamara	Library Public Service Assistant-PT	Library Resource Center	6/27/2022
Shakiba, Roxana	Library Public Service Assistant-PT	Library Resource Center	6/27/2022
Gustafsson, Freya	IT Business & Project Mgmt Analyst	Information Technology	6/27/2022



Escutia, Zarah	Library Public Service Assistant-PT	Library Resource Center	6/27/2022
Schubert, Olivia Rose	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/29/2022

TRANSFERS/CHANGE IN STATUS:

Name	Position	Department	Effective Date
Deli, Natalia	Registration Specialist-PT	Enrollment Services	6/9/2022
Arciniega, Gabe	Swim Instructor/Pool Lifeguard-PT	Aquatics	6/10/2022
Grey, Abel	Registration Specialist-PT	Enrollment Services	6/13/2022
Logan, Gabriel	Interim Dean of Health Professions	Health Professions	6/13/2022
Hendrickson, Brittany	Customer Service Representative-PT	Aquatics	6/17/2022
Lee, Fredrick	Lead Cook	Child Development & Family Services	6/27/2022
Morales Escobedo Uxul, Gabriela	Program Assistant	Child Development & Family Services	6/27/2022

SEPARATIONS/RETIREMENTS:

Name	Position	Department	Term Date
Brewer, Felisha	Executive Assistant to the President	President's Office	6/1/2022
Ceja Rodriguez, Brian	Tool Room Lab Tech	Automotive	6/1/2022
Monteverde, Gay	PT Faculty	Literature & Composition/English	6/6/2022
Sotin, Renee (September)	PT Assistant Teacher	Child Development & Family Services	6/9/2022
Campbell, Scott	Assistant Men's Basketball Coach	Athletics/Intramurals	6/9/2022
Nguyen, Christine	Swim Instructor/Pool Lifeguard	Aquatics	6/10/2022
Donohue-Mercier, Corinne	Program Assistant	Child Development & Family Services	6/10/2022
Morrow, Jonathan	FT Faculty	Literature & Composition/English	6/10/2022
Conrad, Katherine	FT Faculty	Nursing	6/10/2022
Szentirmay, Judit	FT Faculty	ESL/Adult Basic Skills	6/10/2022



Spencer, Susan	FT Faculty	Biology, Anatomy & Physiology/Life Sciences	6/10/2022
Costello, Anna	Public Safety Officer	Public Safety	6/11/2022
Chan, Sik Yin	FT Faculty	Mental Health & Human Services	6/13/2022
Arden, Jodi	Classroom Aide-EHS	Child Development & Family Services	6/16/2022
Cousineau, Robin	PT MESA Regional Coordinator	Science, Math & Engineer	6/17/2022
Darling, Savannah	Head Pool Lifeguard	Aquatics	6/21/2022
Motyko, Tatiana	Bilingual Office Assistant	Adult Basic Skills	6/22/2022
Moran, Lauren	PFCE Specialist	Child Development & Family Services	6/24/2022
Herrington, Joshua	FT Faculty	Psychology	6/30/2022
Rykken, John		Information Technology	6/30/2022
Zordich, Garie	Administrative Coordinator	Instructional Services	06/30/2022
Mohtasham, Javid	Chemistry Instructor	Science	6/30/2022
Straub, Elizabeth	EMT Lab Assistant	Workforce Development	6/30/2022
Geddes, Meadow	Physical Therapist Assistant Program Instructor	Health Professions	6/30/2022
Moore, Sasha	Community Ed Instructor	Workforce Development	6/30/2022
Whalen, Karin	Community Ed Instructor	Workforce Development	6/30/2022
Eslinger, Elizebett	Community Ed Instructor	Workforce Development	6/30/2022
Eburne, Andre	Community Ed Instructor	Workforce Development	6/30/2022
Ferguson, Lorretta	Community Ed Instructor	Workforce Development	6/30/2022
Tsering, Catherine	Community Ed Instructor	Workforce Development	6/30/2022



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1d

CONTACT PERSON: *Romy Tong, Associate Vice President of Finance*

SUBJECT: MONTHLY FINANCIAL REPORT

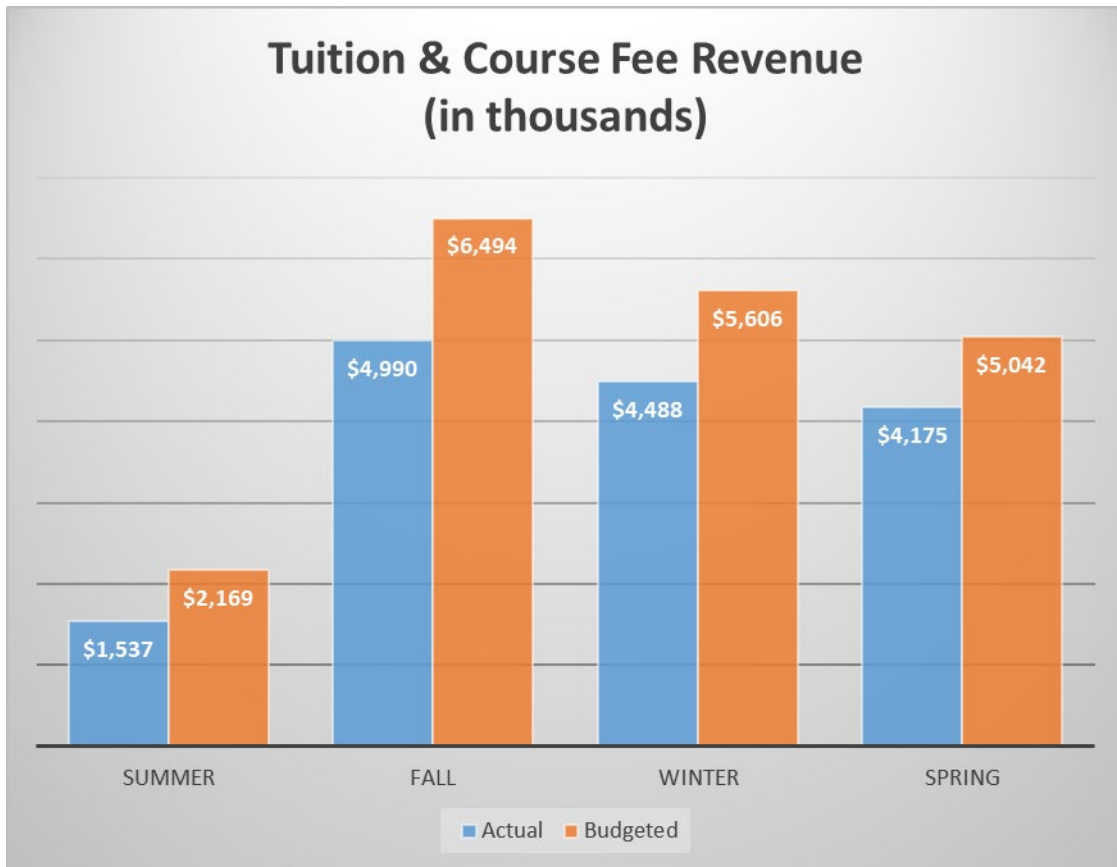
This report reflects 2021/22 activity through the month of May.

Revenues:

MHCC's General Fund operations are funded in fiscal year 2021/22 45% (\$33M) from the State, 29% (\$21M) from tuition and fees, 20% (\$15M) from property taxes, 4% (\$3M) from Federal grants, and 2% (\$1.5M) from other revenues.

- State support revenue is received quarterly in August, October, January, and April. The amount budgeted for 2021-2022 reflects Mt. Hood's estimated share of the biennial state support amount of \$675 million. The legislatively approved amount is \$699 million, which will result in resources above budgeted amounts over the biennium.
- The counties distribute property tax revenue monthly, with the most significant payments received in November and December. The 2021-2022 adopted budget includes a 3% increase in property tax revenue over 2020-2021.
- Fall term enrollment in tuition-bearing courses decreased by 13.45% (-173 students), and winter term enrollment in tuition-bearing courses decreased by 15.38% (-172 students) compared to 2020/21. Summer, fall and winter terms combined tuition and fee revenue year to date is -25% (\$3,752,976) below this time last year. Current enrollment numbers for spring term indicate a decline of 14.34% (-147 students). 2021/22 enrollment¹ was forecasted to be flat compared to the previous year. This enrollment decline will result in a revenue shortfall as compared with budgeted amounts.

¹ Final enrollment numbers for each term are measured at the close of the third week of each term.



Expenditures:

As of May 31, year-to-date expenditures were \$190,290 (0.34%) below this time last year; however, they meet forecast expectations. As an educational institution, the majority of costs are incurred between September and June.

- Salaries are not paid evenly over the year because most full-time faculty, who comprise about 50% of total salary expense, work ten months and are paid over twelve months. Therefore, three months of faculty salary is recorded in June, and Extra-teach is calculated and paid in June as well. Budget amounts include step increases, cost of living increases, and longevity for eligible employees.
- Fringe and tax costs are paid based on a percentage of salary, so the ratio of budget remaining is similar to salaries, as expected.
- Debt Service is paid according to a prescribed schedule, with payments occurring in December and June.
- Transfers to other Funds occur in June and include budgeted amounts of \$87,292 for aquatic center support, \$200,000 for student aid required federal match, and \$400,000 for facilities capital projects. The transfer for student aid match will not be necessary due to the college receiving a Title III waiver.



MT. HOOD COMMUNITY COLLEGE DISTRICT
General Fund Financial Report
Fiscal Year 2021/22
As of May 31, 2022

	Actual Year to Date May 2020	Actual Year to Date May 2021	Actual Year to Date May 2022	\$ / % Increase (decrease) over prior year	Amended Budget 2021-22	Percentage of Budget Remaining	
Beginning Fund Balance	9,027,630	9,557,976	15,402,319	5,844,343	61.1%	10,254,233	
Revenues							
State Support	32,437,777	24,098,110	35,103,009	11,004,898	45.7%	33,151,497	-6%
Property Taxes	12,935,704	13,675,057	14,092,774	417,717	3.1%	14,652,000	4%
Tuition and Fees	21,864,820	21,883,985	16,812,772	(5,071,213)	-23.2%	21,216,788	21%
Federal Grants	-	225,516	238,781	13,265	5.9%	3,000,000	92%
Other Revenues	801,199	361,273	383,196	21,923	6.1%	1,503,647	75%
Transfers from Other Funds	-	-	(16,887)	(16,887)	0.0%	16,887	200%
TOTAL REVENUES	68,039,501	60,243,942	66,613,645	6,369,703	10.6%	73,540,819	9%
Expenditures							
Salaries	31,459,432	30,188,607	30,004,275	(184,332)	-0.6%	39,487,578	24%
Health Care	6,100,592	5,702,786	5,490,689	(212,097)	-3.7%	6,454,607	15%
Fringe/Taxes	11,246,966	11,126,144	10,965,770	(160,374)	-1.4%	14,699,099	25%
Personnel Subtotal:	48,806,990	47,017,537	46,460,734	(556,803)	-1.2%	60,641,284	23%
Materials & Supplies	6,457,027	5,771,265	6,724,298	953,033	16.5%	9,593,066	30%
Grants in Aid/Tuition Waiver	816,887	856,852	727,823	(129,029)	-15.1%	1,045,602	30%
Debt Service	2,271,825	2,409,225	2,439,025	29,800	1.2%	2,491,277	2%
Transfers to Other Funds	1,100,000	487,292	-	(487,292)	-100.0%	687,292	100%
TOTAL EXPENDITURES	59,452,728	56,542,171	56,351,880	(190,291)	-0.3%	74,458,521	24%
Rev Greater (Less) Than Exp	8,586,772	3,701,771	10,261,765	6,559,994	177.2%	(917,702)	
Beginning Fund Balance	<u>9,027,630</u>	<u>9,557,976</u>	<u>15,402,319</u>			<u>10,254,233</u>	
Ending Fund Balance						<u>9,336,531</u>	
<i>As a percentage of expenditures</i>						<i>13%</i>	



GLOSSARY

Revenues:

State Support includes funds received through the Community College Support Fund allocated to each of the 17 community colleges in Oregon. Funding allocations are based on student full-time equivalent (SFTE) and a growth management component. The amount budgeted for 2021-2022 reflects Mt. Hood's estimated share of the biennial state support amount of \$675 million. The legislatively approved amount is \$699 million, which will result in resources in excess of budgeted amounts over the biennium.

Property Taxes include current and prior year taxes assessed at a permanent rate of .4917 per \$1,000 of assessed value for Multnomah, Clackamas, and Hood River Counties. Current year property taxes are a component in the community college revenue allocation formula for State Support.

Tuition and Fees include all tuition, course fees, and instructional service fees. Tuition for 2021/22 is \$118.00 per credit hour recorded in the General Fund. A technology fee of \$6.50 per credit hour and an Associated Student Government (ASG) fee of \$4.25 per credit hour are in addition to the tuition rate and recorded in separate funds. A College Service Fee of \$3.50, Safety and Security Access Fee of \$3.50, and Instructional Access Fee of \$3.50 are all assessed on a per-credit basis in addition to the tuition rate for up to 15 credits. Students that became eligible for the tuition pledge in 2015/16, 2016/17, or 2017/18 will continue paying the tuition rate in effect when they began, provided they continue to meet eligibility criteria. New students starting in 2018/19 will not be eligible for the tuition pledge at that rate and will be subject to any future tuition increases.

Federal Grants include lost revenue due to decreased enrollment and other items related to COVID-19.

Other Revenues include rental charges, interest earnings, grant and foundation indirect cost recoveries, transfers in, and sales revenue.

Expenditures:

Salaries consist of the wages and salaries paid to all employees from all employee groups.

Health Care consists of the employer-paid portion of medical, dental, and vision insurance premiums.

Fringe/Taxes are all other employer-paid fringe costs and include PERS (26.8%), Social Security (6.2%), Early Retirement (3.5%), Medicare (1.45%) and Long-term disability, life, workers compensation, unemployment insurance, statewide transit tax and tax-sheltered annuity payments (combined 1.3%).

Materials & Supplies consists of all non-personnel costs such as supplies, repair of equipment, printing and photocopying, contracted services, travel, and capital outlays.

Grants in Aid/Tuition Waivers include tuition and fee waivers for students as established by board policy, as well as staff tuition waivers as established by collective bargaining agreements.



Debt Service consists of principal and interest payments on general long-term debt.

Transfers to Other Funds represents the required general fund match for the federal financial aid programs and transfers from the general fund for facilities capital projects.



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1e

CONTACT PERSON: *Josi Kisa, Executive Director, Child Development & Family Support Programs*

SUBJECT: MONTHLY HEAD START REPORT

Mt. Hood Community College Head Start Program Report
Head Start/Early Head Start News from the Director
June 2022

News:

Improve student success:

- CDFS Head Start teachers completed the final assessments for children for the year. Staff shared results with families and discussed the growth that children have made as well as goals that families would like to set for future learning for their child/children.

Strengthen community engagement:

- CDFS ended another successful year with head start on engineering. OMSI opened their doors to the families from our Sunrise classrooms that participated in head start on engineering this year. They were provided dinner as they explored the museum.

Increase excellence in operations:

- CDFS Program Planning and Evaluation Leadership Team has been working on identifying CORE values for the program to help guide long term goals and program planning.
- CDFS is working on an onboarding system for new employees
- CDFS Child Care Resource & Referral has been successfully filling new positions that are being funded by additional grant money that has been awarded to the program. The new funds will help to expand CCR&R's staffing and services for children and families throughout all of Multnomah county.
- The Facilities team is partnering with CDFS (Head Start/CCRR) on an office area improvement at the Maywood Park Center, including cubicles for adequate spacing and space use, carpet, and paint.

Enrollment Report for May 2022

This report shows the number of children enrolled in Head Start and Early Head Start. The Head Start Act 642(d)(2) requires a report of program enrollment periodically to the Policy Council and the Board.

Este informe muestra el número de niños matriculados en Head Start y Early Head Start. La Ley de Head Start 642 (d) (2), requiere un informe periódicamente de la inscripción en el programa a Policy Council y a la Directiva.

В этом рапорте показано также количество детей в Head Start и Early Head Start. Акт 642(d)(2) требует периодические рапорты о количестве обслуживаемых детей для подачи в Совет Стратегии и в Совет Директоров.

May 2022 Data:

EHS funded: **298**

EHS Enrollment: **178**

EHS Waitlist: **270**

HS Funded: **939**

HS Enrollment: **497**

HS Waitlist: **362**

North Powellhurst					79%	66%	61%	70%	*nr	*nr	*nr		69%
Rockwood 181									66%	63%	66%		
Rockwood Stark													
Russellville	68%	72%		92%			68%	71%	69%	77%	68%		74%
Sunrise				72%	72%	70%	72%	90%	69%	67%	70%		75%
Troutdale				78%	78%	70%	72%	72%	72%	69%	71% 79		73%
Program ADA	78%	84%	88%	87%	78%	47%	54%	77%	75%	71%	71%		74%

Average Daily Attendance for Early Head Start

Center	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
Division													
Earl Boyles													
Early Childhood Center	87%	75%		71%	58%	77%	54%	96%	74%	72%	75%		74%
Gethsemane (2 EHS, 6 BP)	93%	82%		86%	93%	95%	95%	90%	*nr	*nr	*nr		90%
Hazelwood	88%	88%		88%	84%	75%	*nr	83%	74%	70%	72%		84%
Rockwood Stark													
Russellville	79%	90%		88%	*nr	*nr	*nr	100%	100%	91%	75%		89%
Troutdale													
Willow Tree	92%	88%		69%	83%	93%	60%	100%	79%	88%	100%		83%
Program ADA	78%	78%		77%	77%	51%	47%	58%	82%	78%	73%		74%

Most of the Head Start/Early Head Start sites were virtual in September so we did not report percentages for these. Earl Boyles and Lincoln Park were in-person, but I have not yet re-established the system for collecting attendance for these sites.

*nr = not reported. During the Month of March, the EHS & HS sites that are not reported are due to site consolidations. This does not include CCP site attendance data.

Average Daily Attendance for Early Head Start Child Care Partnerships

Center	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
David Douglas High School			*nr	*nr	95%	62%	82%	67%					76%
Discovery Garden Child Care	57%	65%											61%
Gresham High School				43%	86%	*nr	*nr						64%
KinderCare	80%	77%	55%	61%	66%	64%	50%	83%	78%	79%			67%
Little Friend's Day School	79%	81%	93%	92%	94%	86%	85%	85%	69%	93%			87%
Love Bugs	70%	80%	84%	86%	80%	67%	63%	64%	71%	72%			74%
Love Bugs Too	64%	50%	87%	84%	67%	85%	77%	75%	71%	74%			74%
Melody's Munchkins	83%	86%	78%		58%	92%	40%	45%	47%	55%			59%
Melody's Munchkins – Little Blooms	83%	86%	78%	78%	85%	87%	66%	56%	71%	*nr			77%
Pixie Child Care	65%	77%	82%	69%	70%	*nr	46%	*nr	*nr	*nr			68%
Pixie Plus							100%	63%	100%	92%			
Reynolds Learning Academy			74%	88%	68%	42%	31%	38%	35%	48%			57%
Program ADA	78%	78%	79%	77%	77%	51%	47%	58%	72%	73%			74%

*nr = not reported

May 2022

Mt. Hood Community College Head Start Financial Report

This is a monthly report of the Head Start program grants and budget including credit card expenditures as required by the Head Start for School Readiness Act of 2007. 642(d)(2)

The Head Start Financial Report will be provided on a quarterly basis.



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1f

CONTACT PERSON: *Corey Sippel, Manager, Risk and Environmental Health & Safety*

SUBJECT: COVID-19 ACTIVITY REPORT

The COVID-19 Concern Report is a daily monitoring log and reporting tool. The tracked metrics provide a source of information to the Mt Hood Community College Board of Directors and the district's stakeholders regarding:

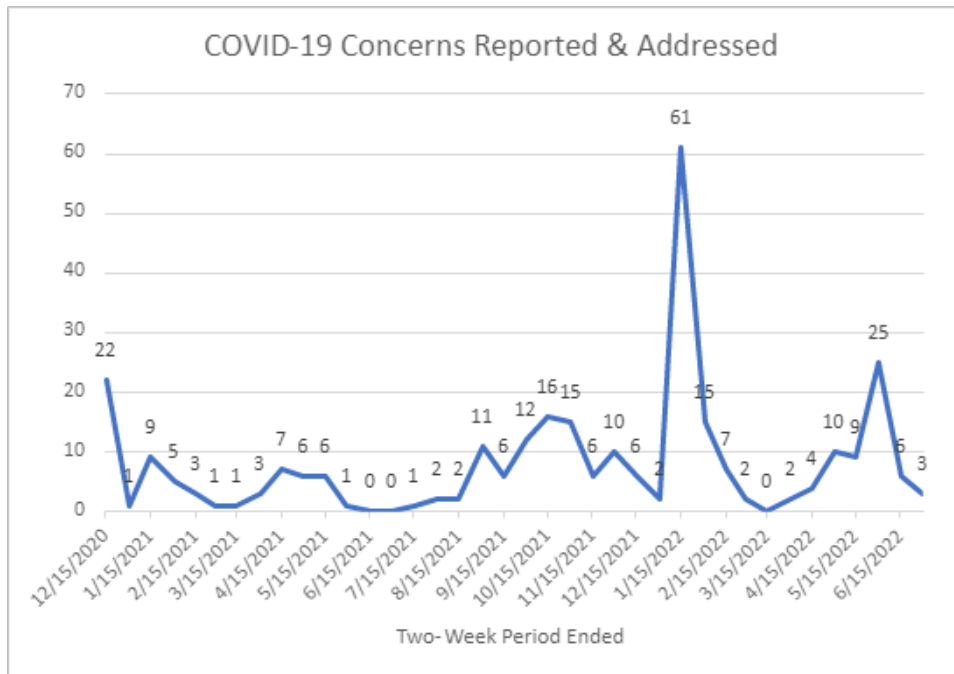
- The number of COVID-19 related reports submitted to the college;
- A quantified rate of responsiveness to these concerns;
- The number of outstanding/open concerns requiring closure; and
- Differentiate internal and external cases and concerns (outbreak tracking) and the Institutional Effectiveness Council comments.

The top two reporting areas are external reporting metrics to show fluctuations in COVID-19 activity occurring on campus. The third bullet is an internal metric to help guide the needs and resources required to mitigate outstanding concerns to an appropriate and amicable resolution.

2-Week Period Ended	COVID-19 Concerns Reported	COVID-19 Concerns Addressed	COVID-19 Concerns Open
12/15/2020	22	22	0
12/31/2020	1	1	0
1/15/2021	9	9	0
1/31/2021	5	5	0
2/15/2021	3	3	0
2/28/2021	1	1	0
3/15/2021	1	1	0
3/31/2021	3	3	0
4/15/2021	7	7	0
4/30/2021	6	6	0
5/15/2021	6	6	0
5/31/2021	1	1	0
6/15/2021	0	0	0
6/30/2021	0	0	0
7/15/2021	1	1	0
7/31/2021	2	2	0
8/15/2021	2	2	0
8/31/2021	11	11	0
9/15/2021	6	6	0
9/30/2021	12	12	0
10/15/2021	16	16	0
10/31/2021	15	15	0
11/15/2021	6	6	0
11/30/2021	10	10	0
12/15/2021	6	6	0
12/31/2021	2	2	0
1/15/2022	61	61	0
1/31/2022	15	15	0
2/15/2022	7	7	0
2/28/2022	2	2	0
3/15/2022	0	0	0
3/31/2022	2	2	0
4/15/2022	4	4	0



4/30/2022	10	10	0
5/15/2022	9	9	0
5/31/2022	25	25	0
6/15/2022	6	6	0
6/30/2022	3	3	0



NOTES:

Site Control/outbreak information: MHCC has had no outbreaks on campus at this time.

Institutional Effectiveness Council: No recent updates



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: **5.1g**

CONTACT PERSON: *Annette Mattson, Board Chair*

SUBJECT: APPROVE BOARD CALENDAR FOR 2022-2023

MHCC Board of Education Calendar 2022-2023

Date	Time	Activity
July 13, 2022	6:30 pm	Regular Meeting
August 24, 2022	11:00 am 1:00 pm – 5:00 pm	Executive (Closed) Session Board Retreat
September 7, 2022	6:00 pm	Work Session
September 21, 2022	5:00 pm 6:30 pm	Executive (Closed) Session Regular Meeting
October 5, 2022	6:00 pm	Work Session
October 19, 2022	6:30 pm	Regular Meeting
November 16, 2022	6:30 pm	Regular Meeting
December 14, 2022	6:30 pm	Regular Meeting
January 4, 2023	6:00 pm	Work Session
January 18, 2023	6:30 pm	Regular Meeting
February 1, 2023	6:00 pm	Work Session
February 15, 2023	6:30 pm	Regular Meeting
February TBD, 2023	TBD	Board Retreat
March 1, 2023	6:00 pm	Work Session
March 15, 2023	6:30 pm	Regular Meeting
April 5, 2023	6:00 pm 7:00 pm	Budget Committee Work Session
April 19, 2023	6:00 pm 6:30 pm	Budget Committee Regular Meeting
May 3, 2023	6:00 pm	Work Session
May 17, 2023	6:30 pm	Regular Meeting
June 7, 2023	6:00 pm	Work Session
June 17, 2023	10:00 am	Commencement
June 21, 2023	6:30 pm 7:30 pm	TSCC Budget Hearing Regular Meeting



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1h

CONTACT PERSON: *Jennifer DeMent, Vice President, Finance and Administration*

SUBJECT: RESOLUTION TO APPOINT BUDGET OFFICER FOR 2023-2024 BUDGET

The first step in the budget process is the appointment of the budget officer. The Budget Officer, appointed by the board, is responsible for preparing the budget calendar, the proposed budget document and publishing the notices of Budget Committee meetings.

In accordance with ORS 294.331, which directs the college “to designate a budget officer for the district who shall supervise the preparation of the annual school budget,” administration recommends the appointment of Jennifer DeMent as the 2023-2024 budget officer.

RECOMMENDATION:

To approve the appointment of Jennifer DeMent as the budget officer for the 2023-2024 budget, in accordance with ORS 294.331.



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1i

CONTACT PERSON: *Jennifer DeMent, Vice President, Finance and Administration*

SUBJECT: RESOLUTION TO APPROVE BUDGET CALENDAR FOR 2023-2024 BUDGET

The budget calendar outlines the meetings schedule as well as the required elements of the process.

At a minimum, the following steps must be included in the calendar:

1. Governing Body appoints Budget Officer.
2. Governing Body appoints Budget Committee Members. Note: MHCC Board acts as Budget Committee.
3. Budget Officer prepares Proposed Budget.
4. Budget Officer publishes Notices of Budget Committee Meetings 5-30 days prior to the meeting or posts notice on district's web site.
5. Budget Committee meets.
6. Budget Committee approves budget and establishes maximum property tax levy rate or dollar amount.
7. Approved Budget filed with TSCC by May 15.
8. Approved Budget Summary and Notice of Budget Hearing published 5- 30 days prior to public hearing.
9. Tax Supervising & Conservation Commission (TSCC) Budget Hearing held with Governing Body.
10. Governing Body adopts budget and enacts Resolutions, including response to TSCC Certification Letter by June 30.
11. Adopted Budget and Certification Letter response filed with TSCC 15 days after adoption.
12. Levy Certification filed with assessor's office by July 15.
13. Budget document filed with county clerk by September 30.

RECOMMENDATION:

Approve the budget calendar for the 2023-2024 budget.

July 2022 - June 2023

July

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Board appoints budget officer; approve budget calendar, ORS 294.331

Board & President Goal Setting

January

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Board receives audit; selects Budget Committee chair.

August

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

Board reviews 2nd quarter results and budget assumptions.

September

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

March

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Board approves Tuition & Fees

Public notice newspaper- Budget committee meeting ORS 294.426

Public notice website- Budget committee meeting ORS 294.426

October

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Budget Committee receives proposed budget ORS 294.40

Public notice website- Budget committee meeting ORS 294.426

Public notice newspaper- Budget committee meeting ORS 294.426

Budget Committee Meeting: Approve budget, levy taxes.

November

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Board enrollment update & budget impact; review prior year results.

May

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Submit approved budget to TSCC –as soon as it is compiled (by May 15th)

Public notice website – Budget hearing ORS 294.448

Public notice newspaper - Budget hearing ORS 294.448

December

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

TSCC Budget Hearing ORS 294.453

Adoption of budget by Board of Education ORS 294.456

File adopted budget with TSCC by July 15th

Certify levy with assessor's office ORS 294.458



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1j

CONTACT PERSON: *Jennifer DeMent, Vice President, Finance and Administration*

SUBJECT: RESOLUTION TO TRANSFER BUDGETED APPROPRIATIONS

Whereas, on June 15, 2022, the Board of Education of Mt. Hood Community College District adopted the fiscal year 2022-23 budget and made appropriations; and whereas the budget amounts appropriated for the fiscal year beginning July 1, 2022, are in excess of actual needs in certain appropriation categories and not sufficient to accommodate actual in others.

Whereas, Mt. Hood Community College District has determined that it is necessary to make the following transfers between appropriation categories for the fiscal year beginning July 1, 2022, therefore, BE IT RESOLVED that on July 13, 2022 the Board of Education hereby transfers the following amounts between appropriation categories of funds as delineated below for the fiscal year beginning July 1, 2022.

It is requested to transfer the appropriated budget from General fund (01) Contingency, Plant Additions and Plant Operations and Maintenance to General fund (01) Instruction, Instructional Support and College Support Services. \$86,000 in reallocations will be used to fund an additional Public Safety Officer, \$18,447 represents salary increases due to the new Part Time Faculty and Tutor contract and transfer \$40,545 equipment allocation to instruction.



Transfer request by function:

General Fund (01)	Adopted Budget June 2022	Transfer	Amended Budget
Function			
Instruction	32,650,847.00	49,340.00	32,700,187.00
Instructional Support	10,640,638.00	9,652.00	10,650,290.00
Student Services	7,663,955.00	-	7,663,955.00
Community Services	103,562.00	-	103,562.00
College Support Services	16,999,164.00	51,000.00	17,050,164.00
Plant Operations and Maintenance	5,686,226.00	(51,000.00)	5,635,226.00
Plant Additions	360,000.00	(40,545.00)	319,455.00
Financial Aid	1,030,914.00	-	1,030,914.00
Transfers	4,287,292.00	-	4,287,292.00
Contingency	7,130,897.00	(18,447.00)	7,112,450.00
Total Appropriations	86,553,495.00	-	86,553,495.00
Unappropriated Fund Balance	1,731,413.00	-	1,731,413.00
Total Budget	88,284,908.00	-	88,284,908.00

Transfer request by object:

General Fund (01)	Adopted Budget June 2022	Transfer	Amended Budget
Object			
Personnel Services	61,527,998.00	24,447.00	61,552,445.00
Materials & Services	9,672,967.00	34,545.00	9,707,512.00
Capital Improvements	360,000.00	(40,545.00)	319,455.00
Debt Service	2,543,427.00	-	2,543,427.00
Grants in Aid	1,030,914.00	-	1,030,914.00
Transfers	4,287,292.00	-	4,287,292.00
Contingency	7,130,897.00	(18,447.00)	7,112,450.00
Total Appropriations	86,553,495.00	-	86,553,495.00
Unappropriated Fund Balance	1,731,413.00	-	1,731,413.00
Total Budget	88,284,908.00	-	88,284,908.00



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1k

CONTACT PERSON: *Jennifer DeMent, Vice President, Finance and Administration*

SUBJECT: APPROVAL TO USE GOODS AND OR SERVICES CONTRACTS IN EXCESS OF \$150,000

Mt. Hood Community College has completed a competitive solicitation for vendors to provide Website Information Architecture and Wireframe Templates Development Services. Four (4) proposals were received in response to the solicitation. The RFP Committee and administration recommends awarding the Contract to Madison Ave. Collective (MAC). The Terms of this contract will be through approximately 06/30/2024 and approximately \$175,000.

RECOMMENDATION: Approval to award contracts to Madison Ave. Collective.



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.1I

CONTACT PERSON: *Josi Kisa, Executive Director, Child Development & Family Support Programs*

SUBJECT: MHCC EARLY/HEAD START CHILD OUTCOMES REPORT 2021-2022

MHCC Early/Head Start Child Outcomes

2021-2022

Comparison between fall 2021 and spring 2022 outcomes show significant gains across all developmental domains for Head Start age children and all but two for Early Head Start age children. In the fall of 2021 all center based classrooms were providing services virtually or with limited in-person care. Classrooms returned to in-person services in February of 2022.

Beginning in February, classrooms focused on social-emotional skill development, language, and literacy. This is reflected in the outcomes across all population groups. The developmental domain of science shows a decrease or very little increase, it is determined that due to Covid 19, very few sensory and science opportunities were provided in group settings, limiting scientific reasoning and hands on exploration.

Education & Inclusion Data Reports

EHS: Brenda Dolan

HS: Suzie Campbell

6.9.22

Report Details



Program Outcomes



School Readiness Goals



Report data
taken
from Teaching
Strategies Gold
spring 2022
checkpoint

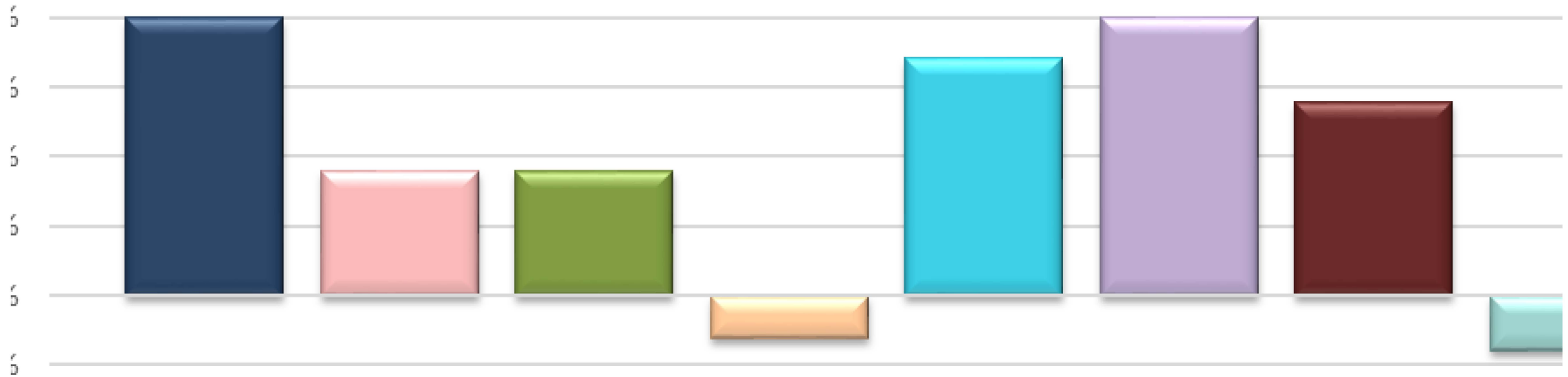


Child Outcomes



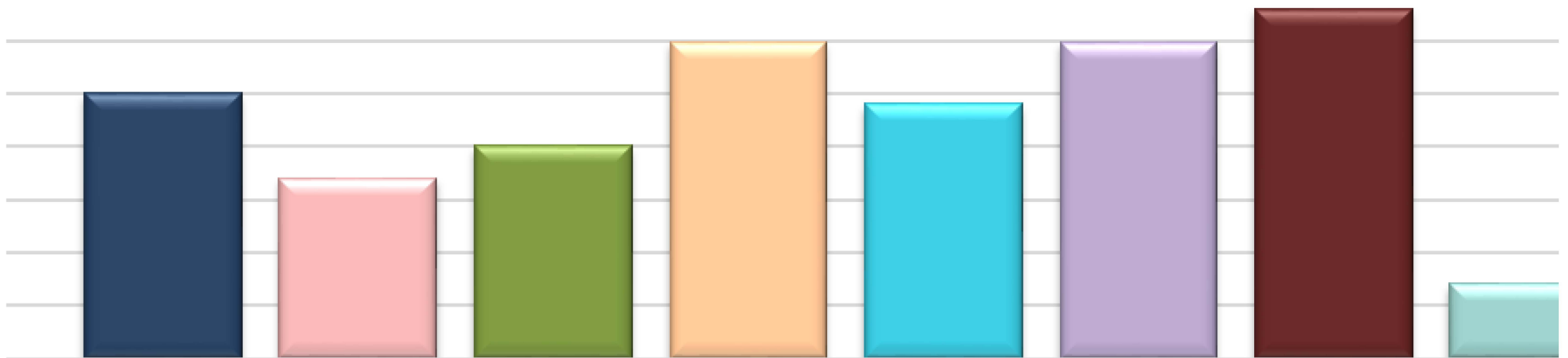
EHS Gains/Losses Fall to Spring

Gains



- Social Emotional
- Gross Motor
- Fine Motor
- Language
- Cognitive
- Literacy
- Math
- Science

HS Gains/Losses Fall to Spring



Gains

■ Social-Emotional ■ Gross Motor

■ Fine Motor

■ Language

■ Cognitive

■ Literacy

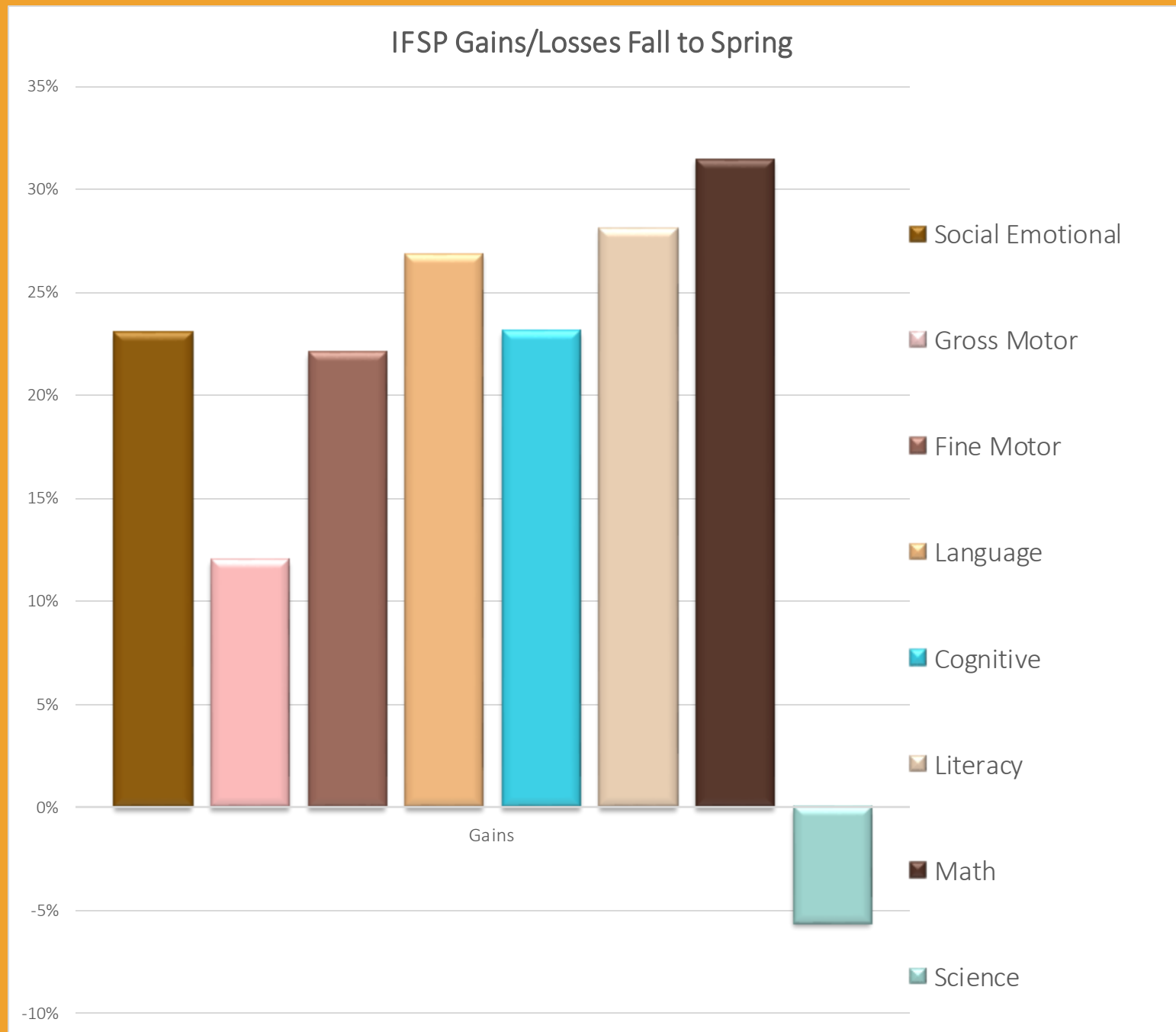
■ Math

■ Science



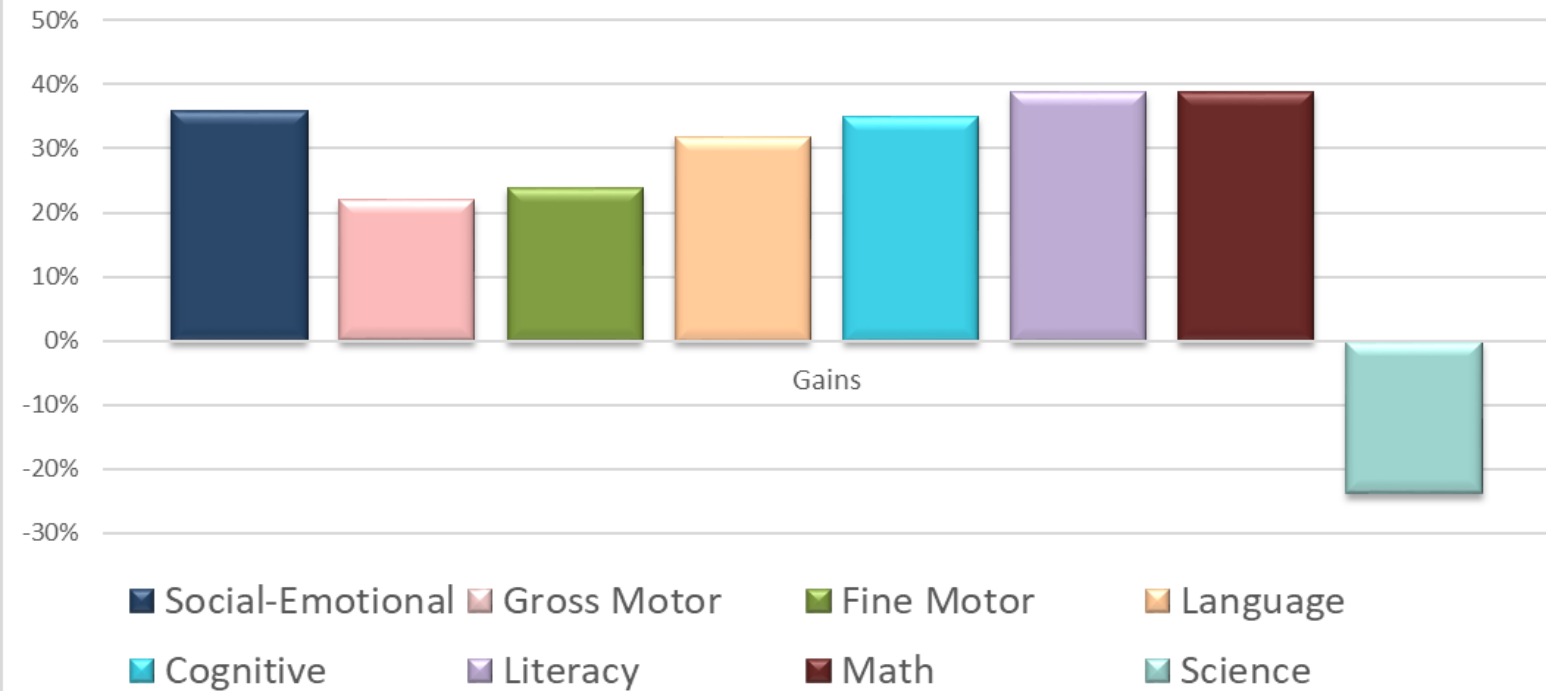
Specific Populations

Change Across Time: Children on IFSP

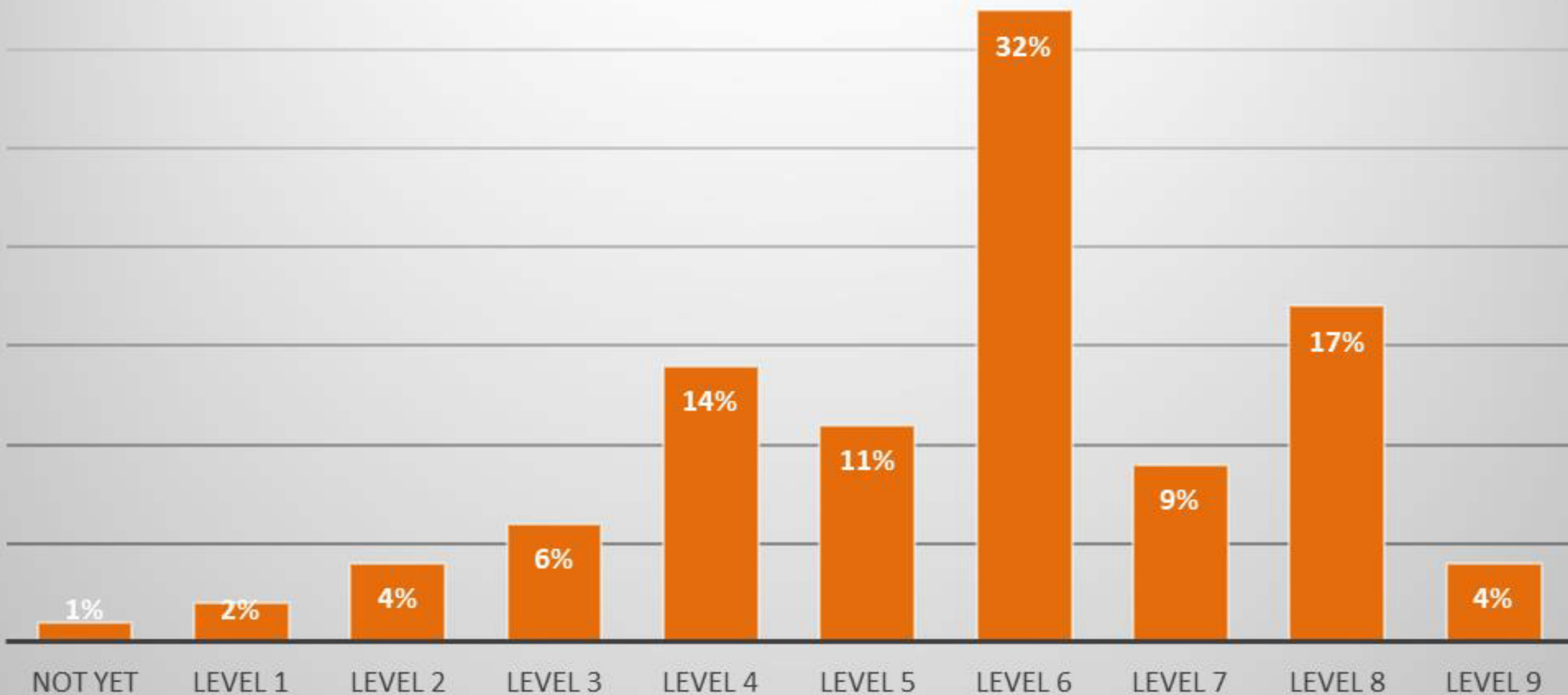


Children Across Time: Children Learning English (ELL)

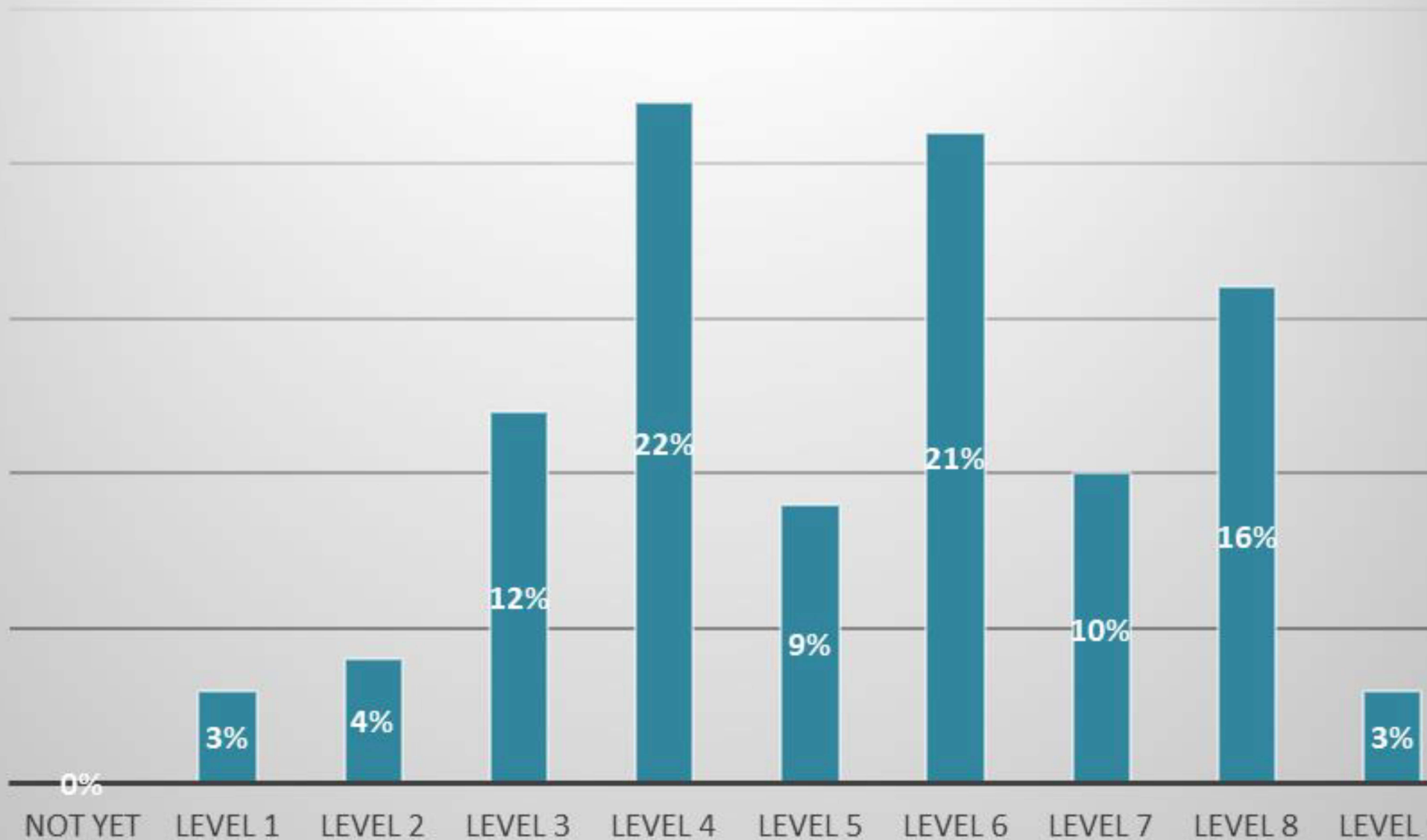
ELL Gains/Losses Fall to Spring



English Language Acquisition: Receptive



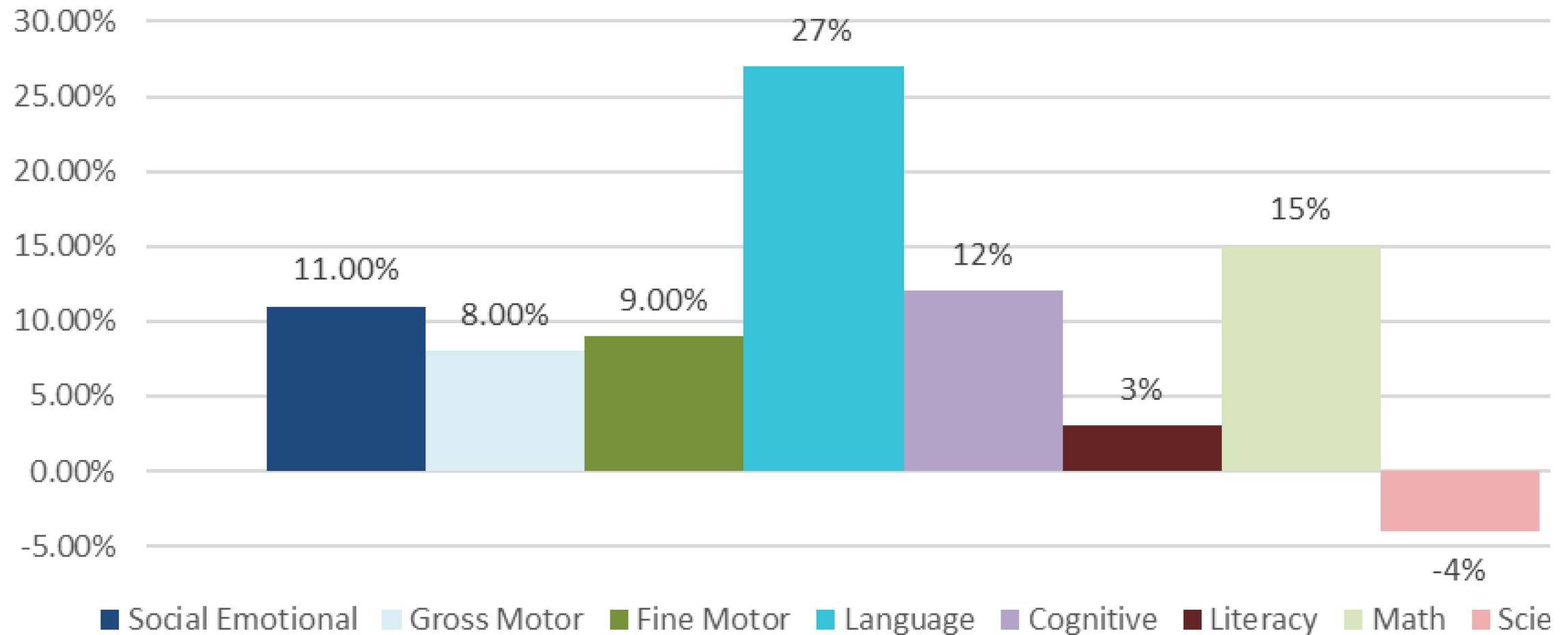
English Language Acquisition: Expressive



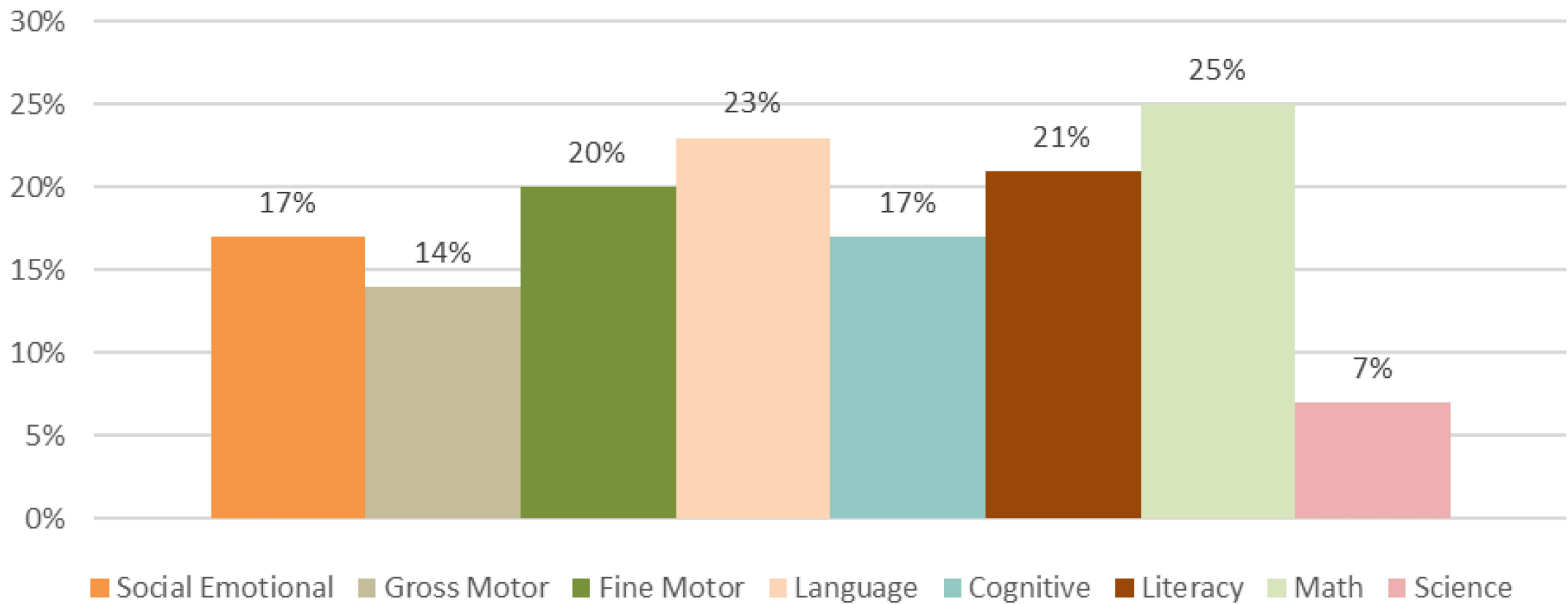
School Readiness Goals



EHS SRG Outcomes Change Fall to Spring



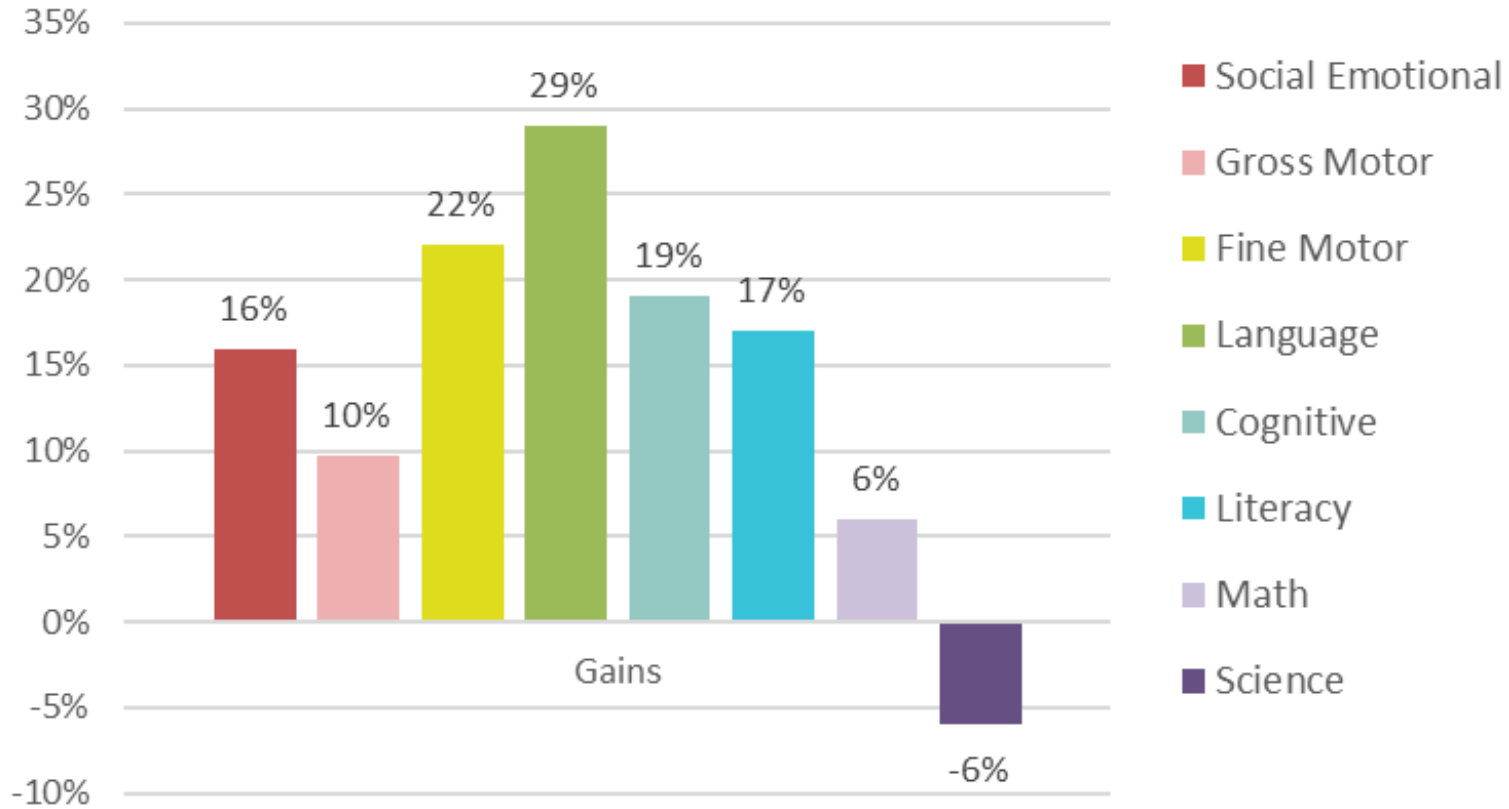
HS SRG Outcomes Change Fall to Spring





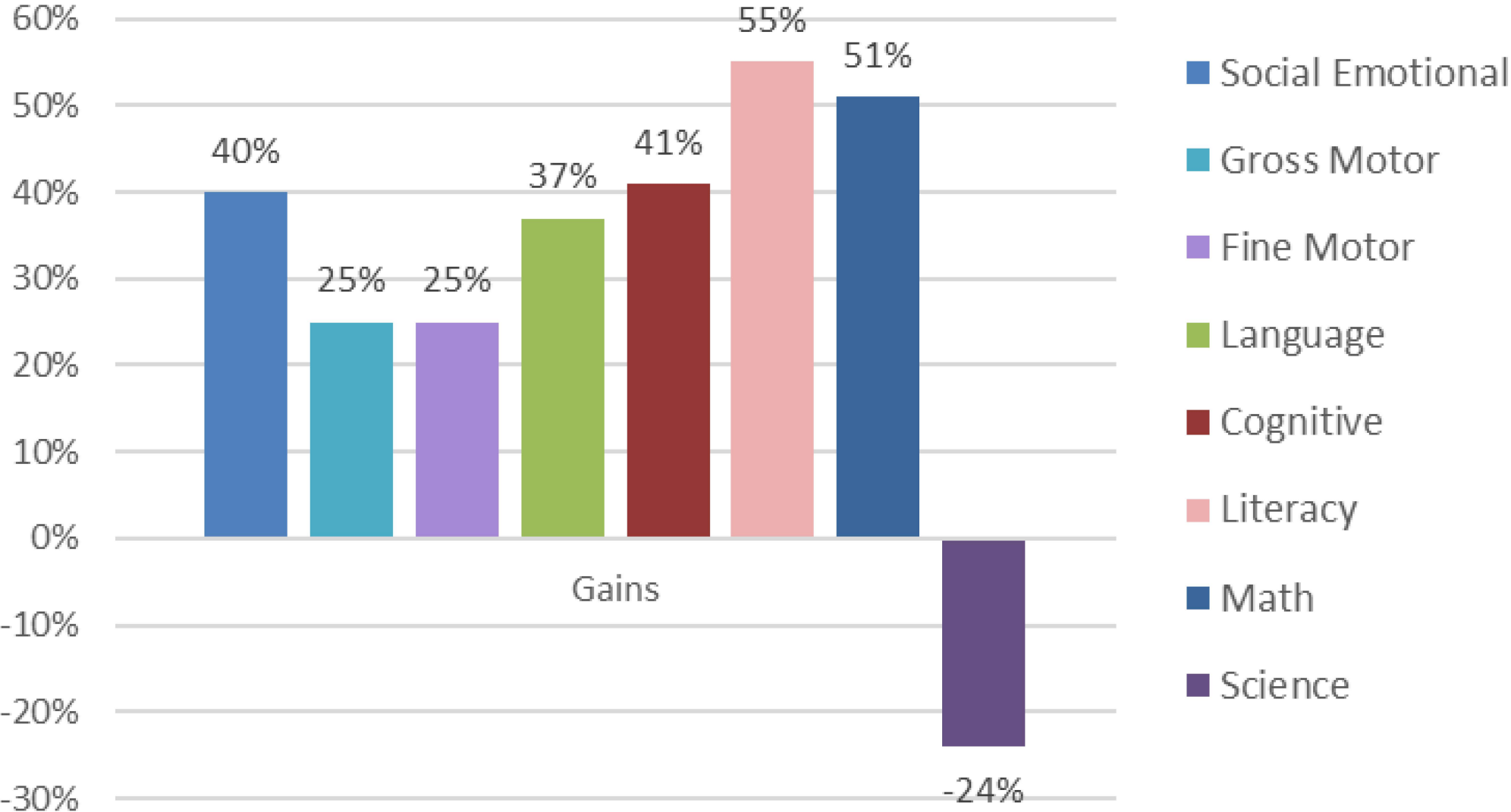
Specific Populations

IFSP Gains/ Losses Fall to Spring



Children
on IFSP

ELL Gains/ Losses Fall to Spring





ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *July 13, 2022*

ITEM TITLE: 5.2

CONTACT PERSON: *Lisa Skari, President*

SUBJECT: APPROVE STRATEGIC PLAN

Strategic Plan Framework

Equity Statement

At Mt. Hood Community College we hold ourselves accountable to align our systems, policies, practices, and resource allocations to strategically and purposefully advance equity. We recognize the harm done to historically excluded people. We work towards a future where all people across the spectrum of difference thrive at Mt. Hood Community College. We seek to provide every person within our community the tools to be successful. We actively design equitable systems to promote fairness and justice.

Mt. Hood Community College prioritizes equity and acknowledges the importance of the ongoing and intentional work to interrupt oppression and remove barriers that perpetuate inequity. We strive to become an organization that demonstrates equity in concept, practice, and outcomes, where all people are valued and feel a sense of belonging.

Vision Statement

Mt. Hood Community College is valued as a cornerstone of the community for affordability, equitable student success, innovation, and financial stewardship.

Mission Statement

With a commitment to being inclusive, Mt. Hood Community College offers a full range of education and training in a supportive environment to advance personal and professional growth. We are a community hub for cultural, economic, recreational, and intellectual enrichment.

MHCC Is Committed to These Values

Accessibility

We seek to minimize barriers

Equity

We value fairness and impartiality

Innovation

We believe in continuous improvement

Learning

We foster an environment to support student success

Quality

We aspire to excellence in all our programs and services

Support

We seek to create an encouraging environment



Goal A
Teaching & Learning



Goal B
Educational Programs & Support Services



Goal C
Organizational Structure, Systems, & Processes



Goal D
Facilities & Technology



Goal E
Community Connections

Student Development

John Hamblin

July 2022

Improve student success:

AATC

In an effort to help students avoid getting into academic trouble (SAP), we are piloting proactive outreach via Navigate Campaigns to target “at risk” students and encourage them to connect with academic advising. We plan on working out the kinks during summer for a full ramp up in Fall

Financial Aid: To assist with retention efforts and help students access financial aid, we sent out a reminder to over 2500 students to complete their FAFSA or ORSAA for the 2022-23 academic year. The notice went to students who have completed the FAFSA or ORSAA in the past and/or have enrolled in aid-eligible programs for the 2022-23 academic year.

Financial Aid: Once again, we were able to utilize unused tuition waiver funds to help reduce students balances between \$200 and \$500. Balances were reduced to \$199 to allow students to register for the next term. We were able to assist 90 students for a total cost of \$16,463.

Student Life

- We picked up five more pallets of food items from Amazon donations. We are in the process of sorting the items to restock the pantry.
- We have received 10 applications for student leadership and engagement opportunities, and we are in the process of conducting interviews in the next two weeks.

Advance diversity, equity, and inclusion:

AES

New ADA doors in College Theatre and HPE to continue our work on accessibility across campus.

Strengthen community engagement:

TRIO Educational Talent Search: This summer our ETS program has partnered with Clear Creek MS to offer a variety of college



Student Development Update

Increase excellence in operations:

AES

New ADA doors in College Theatre and HPE to continue our work on accessibility across campus.
(I listed this twice as it belongs in both areas)

Instruction

Al McQuarters

July 2022

Improve student success:

- Our spring theatrical production, *Lysistrata: Stripper Strike!* received the following awards from the (KCACTF) Kennedy Center American College Theatre Festival Region 7:
 - Meritorious Achievement to Jade Rabell, Jayce Jennings and Allison Moon for Playwrighting
 - Meritorious Achievement to Allison Moon for Directing
 - Meritorious Achievement to Vincent Vega for Lighting Design
 - Meritorious Achievement to Daryl Harrison-Carson for Sound Design
 - Irene Ryan Nomination to Jade Rabell for acting the role of Lysistrata
 - Irene Ryan Nomination to Christopher Wolfe for acting the role of PaulThe Irene Ryan Nominees will be eligible to compete at the Regional Level for a spot in Nationals.

Advance diversity, equity, and inclusion:

- STEP Apprenticeship (Kenia Perez-Correa) had their first #1 ranking (out of 1,000+) IBEW apprentice. The participant had completed the Constructing Hope pre-apprenticeship and he had self-referred to STEP Apprenticeship after hearing about the program through an informational session. He is an immigrant, English was not his first language, and he had some justice involvement in his background, but through the efforts he put forth into pursuing a rewarding career as well as working with multiple community partners this participant is well on his way to achieving one his life goals - to become an electrician.
- MHCC is receiving \$1.1 Million as part of the Future Ready Oregon Career Pathways investment. An MHCC cross departmental team identified 10 projects that will advance equity in access, retention, and completion for historically underserved populations.

Strengthen community engagement:

- The High School Services staff attended Achieving the Dreams K-12 Partnerships Dual Credit conference.
- MHCC's Adult Basic Skills Division created a partnership with Lutheran Community Services Northwest in relation to Ukrainian families that have arrived to the Portland Metro Area on Humanitarian Parole, to provide ESL classes both in person and online, and has offered to remove any course fees for these families. For summer term, we enrolled between 30 and 37 new students.



Instruction Update

Small Business Development Center Data for June 2022:

- Clients seen: 50
- New clients: 4
- Training events: 2
- Training attendees: 59

Business Types

- Landscape
- Freelance graphic design
- Freelance business and creative services
- Convenience store
- House of Art
- Vegan products
- Training future fisheries technicians
- Nordic Ski, Snowshoe, Mountain Bike sales and rental
- Bakery
- Gift shop

Increase excellence in operations:

- MHCC received State approval for BAS Cybersecurity Degree.
- The Nursing Division created a strategic plan with active interventions to start in SU22 to improve our National Council Licensure Examination for Registered Nursing (NCLEX-RN) scores that have been declining. Included in this plan are strategies to identify and provide additional resources to at-risk and marginalized students to help them be successful and pass the exam on the first attempt.
- Bryan Donohue, Fernando Fantroy, Rachelle Ham and Dr. Kim Hyatt joined Dr. Lisa Skari and Dr. Al McQuarters at the NWAC Hall of Fame Banquet to honor representatives from MHCC as they were inducted into the NWAC Hall of Fame. MHCC Hall of Fame Inductees included Meadow McWhorter, Brian Burres, and the 2000 NWAC Championship Baseball team.
- Aquatics reopened the 50-meter pool and learner pool to begin holding rental group practices, public lap swim, and aqua aerobics courses.
- The library has expanded hours and will now be open Monday through Friday from 8 a.m. to 5 p.m.

Administrative Services

Jennifer DeMent

July 2022

Improve student success:

- The college continues distributing **N95 masks** to student-facing areas and department administrative coordinators.
- The final design and all bid documents for the **Dental Hygiene Lab Remodel** are complete and posted to the state procurement site for bidding. The team extended the original bid due date of June 29 to July 7 to support getting thorough and finalized proposals. A decision is expected on July 7, with Board review and approval on July 13.
- IT purchased, set up, and delivered an additional 60 laptops for **Student Basic Needs** in addition to re-imaging 40+ for them to be provided to new students this summer and fall.
- Child Development and Family Support (CDFS) Head Start teachers completed the final assessments for children for the year. Staff shared results with families and discussed the growth children have made and **goals that families would like to set for future learning for their child/children.**

Advance diversity, equity, and inclusion:

- **Parking Lot H ADA project** passed the final City of Gresham inspection for handrail, completing all components of the parking lot modifications. The state was notified of completing all outstanding accessibility projects, and the parking lot is now in use.



Administrative Services Update

Strengthen community engagement:

- Facilities and Risk/Environmental Health and Safety continue partnering and regular discussions with Multnomah County about **COVID-19**. The college continues to align with Multnomah County and state guidance through the pandemic.
- Facilities team attending and supporting the **City of Gresham Parks and Recreation Community Advisory Group** for review and developing potential future developments and uses of funding to match community needs.
- Presented FY2223 adopted budget at the **Tax Supervising and Conservation Commission (TSCC) Budget Hearing**, and TSCC approved the budget with no concerns.
- CDFS ended another successful year with a **head start on engineering event**. OMSI opened its doors to the families from our Sunrise classrooms that participated in head start on engineering this year. Families were provided dinner as they explored the museum.

Increase excellence in operations:

- The Facilities team is partnering with CDFS (Head Start/CCRR) on an **office area improvement at the Maywood Park Center**, including cubicles for adequate spacing and space use, carpet, and paint.
- A new administrative regulation, **AR 5210: Communicable Disease**, is complete and approved by the President's Cabinet.
- The Finance team implemented a journal entry upload template in CX, the college's integrated computer system. This functionality **improves journal entry efficiency** by eliminating manually typing journal entries in CX and reducing typos.
- Human Resources ratified a negotiated agreement with the Oregon School Employee Association (OSEA), allowing for the **implementation of semi-monthly pay** for CDFS employees. We have agreed to move this final employee group to semi-monthly pay, allowing for a standardized pay period for all employee groups. Payroll is in the process of transitioning these employees, and starting in July, MHCC will pay all employees semi-monthly.
- Organizational Development has finalized the report on the **Future of Work Listening Sessions**. The People Strategy Council met with more than 250 employees to collect feedback about lessons learned from March 2020 through September 2021.
- Human Resources has completed a **collaborative redesign of the Classified employee performance review process** that promotes Appreciative Leadership principles and aligns with the management/confidential performance review process.
- Freya Gustaffson joined the IT Department as a **Project and Business Analyst**. This position will support the college's direction to centralize large college projects utilizing best practice project management methodology and process improvement.
- **Cyber-Security – Recap of risks identified and/or blocked for June:**
 - 41 MHCC account alerts required manual review
 - 27 false positives or failed attack attempts

Administrative Services Update

- 14 needed password changes, and their Office 365 sessions revoked (confirmed suspicious activity)
- Email
 - 22,681 instances of phishing blocked
 - 55,962 instances of Spam blocked
 - 94 instances of email malware were blocked (46 were attachments, and the remainder (48) were URL links)
- Team members from IT, Instruction, Admin and Financial Services, and Student Development attended the annual **Jenzabar (Student Information System) conference**. Going back to an in-person format provided the opportunity to re-establish vendor contacts, network with other institutions, collaborate on current systems and learn about future products. Participants attended many sessions, and there were opportunities to talk directly to vendor partners and developers. A post-trip meeting is scheduled for 7/6 to discuss feedback and identify follow-up actions.
- CDFS Program Planning and Evaluation Leadership Team has been working on identifying **CORE values for the program** to help guide long-term goals and program planning.
- CDFS is working on an **onboarding system** for new employees.
- Child Care Resource & Referral has been successfully filling new positions funded by additional grant money awarded to the program. The new funds will help **expand CCR&R's staffing and services for children and families throughout Multnomah county**.

College Advancement and Brand Marketing & Communications

Al Sigala

July 2022

Improve student success:

Lisa and Al met with representatives of On Semiconductor to discuss partnership possibilities. On Semi is hoping to partner with the college and develop a pathway for students to the company. We are discussing partnerships with Mechatronics and other college programs. We are also looking at a grant possibility that could provide funding for such workforce partnerships.

The Foundation launched the first issue of the new quarterly Gift Legacy e-newsletter as part of our Planned Giving efforts. The newsletter went out to over 3600 addresses. MHCC Information Technology staff worked with the Crescendo software team for several weeks to work out security settings that will allow the emails to successfully be delivered to inboxes instead of spam folders.

June 20 was the deadline for 2022-23 scholarship recipients to accept their scholarship offers and submit the required thank you letter, personal biography and photo. Staff worked to follow-up with scholarship recipients with email and text reminders, to answer questions, and note adjustments to scholarship disbursements as needed, before submitting the final disbursement list for processing on June 28.

We have interviewed the top 3 agencies who responded to our website development Request for Proposal on May 25. We went back to the top two agencies with a request for follow-up pricing and as a result have chosen Madison Avenue Collective (MAC) as our vendor. We will be taking to the board a request to contract with MAC.

We have continued the work of building the Custom Viewbook, a key online recruiting tool and resource. We have gathered all content for implementation and have handed it over to the vendor for the buildout of the first draft.

Marketing and Communications supported Integrated Media students by spreading awareness of the 2022 Integrated Media Portfolio Show by promoting the event on social media.

Advance diversity, equity, and inclusion:

The college took part in the Portland Juneteenth Celebration on June 18th and 19th. This included not only co-sponsoring the event but also having an MHCC booth at the celebration. MHCC student ambassadors are overseeing our booths, sharing information on the college and giveaway MHCC logo items.

We also publicized and celebrated Pride Month and Juneteenth on social media.

Development and District Communications Update

A promotional campaign continued with media agencies KATU/Univision and iHeartMedia. The campaign delivered micro-targeted digital video and audio (streaming video, radio and podcasts) advertising that is reaching more diverse audiences in our district.

To date, the iHeartMedia campaign has reached just over 587,000 impressions with 561 conversions to the MHCC website.

Strengthen community engagement:

Al took part in the annual Gresham Chamber Golf Tournament at Persimmon Country Club. This event is among the 8 summer events MHCC has a presence at as part of its partnership with Toyota. Other events attended during the month of June included the East Portland Chamber Golf Tournament, East Portland Chamber Golf Tournament and the Juneteenth celebration.

Upcoming events include:

- Sandy Mountain Festival – July 9 & 10
- Gresham Arts Festival – July 16th
- Fairview on the Green – July 30th
- Gresham Barlow Golf Tournament – August 22nd

Al and Lisa met with the president of the Portland Rose Festival, Dave Todd. Dave is a former faculty member at MHCC and a long-time member of the Rose Festival organizing group. We discussed a possible partnership with the Rose Festival. Dave is interested in having an event in our area as part of their festivities. We will look into whether the Jazz Festival might be a good prospect for this.

The Foundation held its annual dinner meeting at Yoshida Haven Estate at the end of June. The event was also where the college announced this year's recipient of the Patron Saint Award. The honor was given to Robin McGregor, a long-time Foundation board member and donor. Robin has served on the Foundation board since 1996. His expertise as a financial consultant helped guide the Foundation in its financial efforts as we saw our endowment grow to over \$10-million.

Foundation-funded scholarships were presented to a student at each of our in-district high schools. Special thanks go out to District and Foundation board members who personally presented the awards.

Marketing and Communications provided student services support in congratulating the Spring 2022 MHCC graduates through social media campaigns, as well as advertisements in the Gresham Outlook.

Other promotional efforts included information on the new Bachelor of Applied Sciences in Cybersecurity degree as well as celebrating the 50th anniversary of the Pell Grant program.

Development and District Communications Update

Increase excellence in operations:

The Foundation awarded \$500 each to the 6 Distinguished Teaching Award recipients and 3 Outstanding Support Staff Award recipients for a total of \$4,500 in awards. Each year the Foundation acknowledges those honored by providing them a financial gift.

Discussions have begun in planning for the 2023 legislative session. AI is meeting with other community college representatives and discussing strategies in promoting support for a community college current service level budget. We anticipate we will need to start meeting with legislators as early as this summer or early fall to share our concerns and needs.

We kicked off the search for a new Associate Vice President of Marketing and Communications as Jessica Roberts tendered her resignation. She has accepted a position with the Vancouver school district and will lead their marketing and communications efforts. We did advertise our vacancy nationally and are receiving applications from across the country.

After calling for bids and interviewing vendors for a new printing portal, Marketing and Communications is contracting with Minuteman Press Gresham to handle printing for the college. A new online portal is being built which will allow staff members to order print items (i.e. business cards, flyers, etc.). We have built in an approval process to ensure all orders are on brand.