



ACTION

MT. HOOD COMMUNITY COLLEGE DISTRICT BOARD OF EDUCATION

DATE: *May 18, 2022*

ITEM TITLE: 4.1a

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

SUBJECT: APPROVAL OF MINUTES – April 6, 2022

Session 1059

A meeting of the Mt. Hood Community College District Board of Education was held on April 6, 2022, with a Budget Committee meeting at 6:00 pm, and a Board Work Session at 7:00 pm, both held via Zoom Meeting.

1.0 CONVENE BUDGET COMMITTEE / CALL TO ORDER / DECLARATION OF A QUORUM

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

Additional Attendees: Lisa Skari, president, Jennifer DeMent, vice president, Finance and Administration, Romy Tong, associate vice president, Finance, Al McQuarters, vice president, Instruction, Kristin Lima, dean, Applied Technology, Business and Information Systems, Traci Simmons, associate vice president, Diversity, Equity, and Inclusion

Annette Mattson called the Budget Committee meeting to order at 6:02 p.m.

2.0 BUSINESS / ACTION

2.1 Selection of Budget Committee Chair

Mattson opened up the nominations for the budget committee chair. McKeel nominated Andrew Speer for budget committee chair. Noriega seconded the nomination. There was a roll call board vote and it passed unanimously.

2.2 Selection of Budget Committee Vice Chair

Mattson opened up the nominations for budget committee vice chair. Noriega nominated Annette Mattson for budget committee vice chair. McKeel seconded the motion. There was a roll call board vote and it passed unanimously.



3.0 REPORTS

3.1 President's Budget Message

Skari presented her President's Budget Message for the 2022-2023 Proposed Budget. The President's Budget Message is included in the 2022-2023 Proposed Budget document on pages 12 – 15, and a copy is attached to the minutes.

3.2 Presentation of Proposed Budget for 2022-2023

DeMent presented an overview of the budget process and related budget information for the 2022-2023 Proposed Budget, and highlighted the following components from the budget document posted on the Budget Office webpage at <https://www.mhcc.edu/BudgetOffice/>:

- Strategic Planning Process – page 13
- Strategic Capital Projects – page 15
- Financial Policies – page 37
- Budget Summary by Fund – page 43
- Budget Summary by Function – page 44
- Budget Summary by Object – page 45
- Budget Summary – Full-Time Equivalent (FTE) Positions – page 46
- General Fund Summary by Service Area – page 49
- General Fund Resources by Object – page 50
 - Resources for 2022-2023 include the following assumptions:
 - \$2.58 million increase in State Support over the current year budgeted amount
 - \$3.8 million decrease in total Tuition and Fees based on FY21 actual enrollment and a 5% enrollment decline
 - 1.7% increase in tuition per credit hour
 - \$3 million decrease in Federal Grants due to the end of HEERF funding (Note: DeMent stated a shift was made in the budget to expense all of the amount into the current year, which will increase it to \$5 million. This was not reflected in the Beginning Fund Balance in the board packet. The increase from \$3 million to \$5 million will increase the Beginning Fund Balance from \$17,535,549 to \$19,535,549 million, which will be adjusted in the proposed budget posted to the Budget Office webpage.)
 - \$0.67 million shortfall as a consequence of declining interest rate and other sources of revenue
- General Fund Requirements by Object – page 51 (Note: The Contingency amount will be increased from \$5,030,897 to \$7,130,897 and will be adjusted on the proposed budget posted to the Budget Office webpage.)
- General Fund Requirements by Function – page 52 (Note: The Fund Balance/ Contingency amount will be increased from \$6,762,310 to \$8,862,310 and will be adjusted on the proposed budget posted to the Budget Office webpage.)



- General Fund by Service Areas – the budget for each area includes an org chart, a summary of department goals from the unit planning process, and the current or proposed budget for the area:
 - President & Governing Board – pages 57-58
 - Development and District Communications – pages 61-62
 - Instruction and Instructional Support – pages 65-66
 - Student Development – pages 69-70
 - Administrative Services – pages 73-77
 - Other Funds:
 - Pension Bond Debt Service Fund – pages 81-82
 - Physical Plant Maintenance Fund – pages 83-84
 - Technology Projects – pages 85-86
 - Student Aid & Scholarship Fund – pages 87-88
 - Federal, State, and Special Projects Fund – pages 89-90
 - Bookstore Fund – pages 91-92
 - Aquatic Center Fund – pages 93-94
 - Clubs Fund – pages 95-96
 - Trusts Fund – pages 97-98
 - Associated Student Government Fund – pages 99-100
- Glossary and Appendix Documents A – D – pages 102-133

DeMent thanked Romy Tong, Michele Solberg, and Jamie Simms for all their time and hard work on the proposed budget. An electronic copy of the proposed budget document will be sent by email to all board members and a printed copy will be mailed to their home address. Mattson read written comments from Andrew Speer about the proposed budget since he was not able to attend the meeting in person.

4.0 ADJOURN BUDGET COMMITTEE

Noriega motioned to adjourn the budget committee meeting. Polson seconded the motion and it passed unanimously. The meeting was adjourned at 6:59 p.m.

5.0 CONVENE MHCCD BOARD / CALL TO ORDER

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

Additional Attendees: Lisa Skari, president, Jennifer DeMent, vice president, Finance and Administration, Al McQuarters, vice president, Instruction, Kristin Lima, dean of Applied Technology, Business and Information Systems, Traci Simmons, associate vice president, Diversity, Equity, and Inclusion

Mattson called the board work session to order at 7:05 p.m.



6.0 BUSINESS

6.1 Bachelor of Applied Science in Cybersecurity

McQuarters provided an update on the timeline of the Bachelor of Applied Science (BAS) in Cybersecurity. Lima presented the program outcomes, program design, and a summary of the new courses for the BAS program. She responded to a question about the coursework and if any of them were undergraduate courses, and she stated all of the courses will be upper division courses. A copy of the PowerPoint presentation is attached to the minutes.

6.2 Board Policy Review – First Reading of Chapter 6: Business and Fiscal Affairs

The board conducted the first reading of board policies in Chapter 6. DeMent introduced the policies in Chapter 6 and shared relevant information about each policy. The board placed each policy into one of three categories: move forward as is, move forward with revisions, postpone.

Chapter 6 – Business and Fiscal Affairs

BP 6100: Delegation of Authority, Business and Fiscal Affairs – moved forward as is

BP 6150: Designation of Authorized Signatures – moved forward as is

BP 6200: Budget Preparation – moved forward as is

BP 6250: Budget Management – moved forward as is

BP 6300: Fiscal Management – moved forward as is

BP 6320: Investments – moved forward as is

BP 6330: Purchasing – moved forward as is

BP 6340: Bids and Contracts – moved forward as is

BP 6400: Financial Audits – moved forward as is

BP 6450: Wireless or Cellular Telephone Use – moved forward as is

BP 6500: Property Management – moved forward as is

BP 6520: Security for Mt. Hood Community College Property – moved forward as is

BP 6540: Insurance – moved forward as is

BP 6550: Disposal of Property – moved forward as is

BP 6600: Capital Construction – moved forward as is

BP 6620: Naming of Buildings – moved forward as is

BP 6700: Facilities Use – moved forward as is

BP 6750: Parking – moved forward as is

BP 6800: Occupational Safety – moved forward as is

The board policies in Chapter 6 were moved forward for a second reading and approval at the regular board meeting on April 20.

6.3 Statement Supporting our LGBTQ+ Community

Simmons discussed some of the proposed anti-LGBTQ+ legislation in the national news, and presented a draft statement supporting the LGBTQ+ community at Mt. Hood Community



College. There was a discussion regarding the statement and board members shared comments and suggested edits. Simmons will incorporate the board comments into the final statement that will be presented for board approval at the regular board meeting on April 20. A copy of the draft statement is attached to the minutes.

6.4 Board Meeting Format

Mattson discussed the meeting format for board meetings for spring term, and referenced the college administrative regulations regarding social distancing requirements that are currently in place through June 30, 2022. She stated the regular board meetings and work sessions will continue to be held via Zoom through the rest of the academic year, with the exception of the executive (closed) session in mid-June for the Presidential Evaluation. The board will return to meeting in-person beginning in July, and the meetings will include an option to attend online.

6.5 Board Community Engagement

Board members shared their community engagement efforts since last month.

6.6 Other Business

There was no other business.

7.0 ADJOURN WORK SESSION

The board work session was adjourned at 8:04 pm.

Clerk

Board Chair

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



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

President's Budget Message to the Mt. Hood Community College (MHCC) District Board of Education Budget Committee, Wednesday, April 06, 2022.

Good Evening, members of the Mt. Hood Community College District Board of Education Budget Committee, students, faculty, staff, and guests. It is with great pride that I share with you the efforts that our faculty and staff have put forth to support the success of our students. Despite the COVID-19 pandemic stretching through a second year, employee efforts to support our students and develop plans to build back enrollment are exemplary.

The Fiscal Year 2022-23 Proposed Budget Summary

The general fund comprises 43% of the District's \$205 million budget. My message will primarily focus on the General Fund and the initiatives across the campus to deliver on the Board's priorities and the College's strategic vision and goals.

**Proposed Budget Summary
by Fund**

Actual		Fund Title	Budget		Difference	
2019-20	2020-21		Amended 2021-22	Proposed 2022-23	\$	%
\$ 78,988,365	\$ 82,983,742	General Fund - (01)	\$ 83,795,052	\$ 88,284,908	\$ 4,489,856	5.4%
6,958,065	7,696,696	Pension Bond Debt Service Fund - (03)	69,280,873	9,243,317	(60,037,556)	-86.7%
1,309,913	1,255,529	Physical Plant Maintenance Fund - (06)	900,000	4,950,000	4,050,000	450.0%
1,890,129	1,827,485	Technology Projects Fund - (07)	1,843,983	2,233,592	389,609	21.1%
19,958,559	18,587,777	Student Aid & Scholarship Fund - (10)	37,483,990	37,483,990	-	0.0%
34,706,559	36,182,544	Federal, State & Special Projects Fund - (16)	63,760,000	58,460,000	(5,300,000)	-8.3%
1,318,572	2,075,294	Bookstore Fund - (40)	105,000	950,000	845,000	804.8%
918,918	922,306	Aquatic Center Fund - (42)	506,182	1,581,292	1,075,110	212.4%
57,301	49,513	Clubs Fund - (50)	170,000	170,000	-	0.0%
872,107	714,741	Trusts Fund - (51)	509,096	509,096	-	0.0%
1,103,336	1,427,407	Associated Student Government Fund - (52)	1,274,821	1,557,701	282,880	22.2%
\$ 148,081,824	\$ 153,723,034	Total All Funds	\$ 259,628,997	\$ 205,423,896	\$ (54,205,101)	-20.9%

State Economic Forecast and the Community College Support Fund

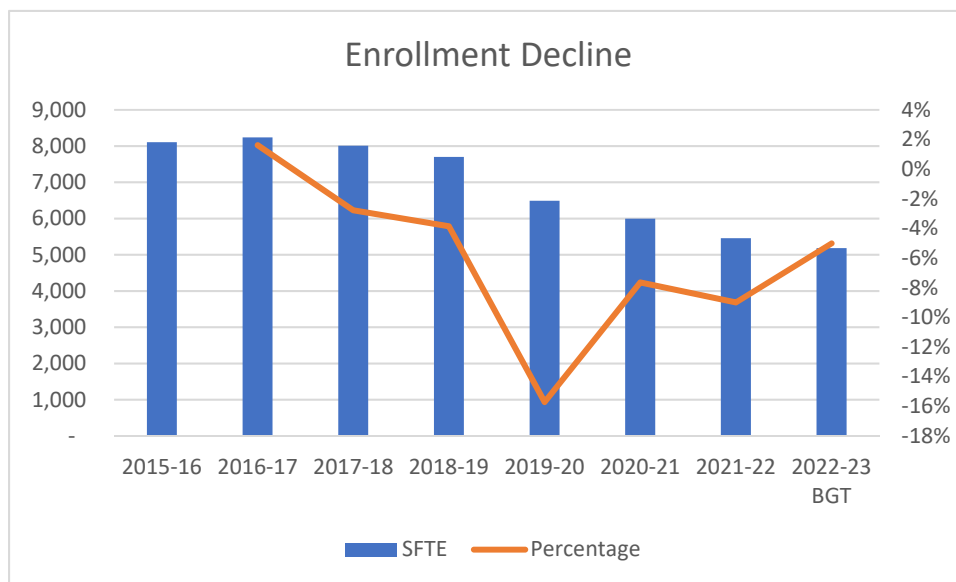
We were fortunate that Oregon's strong economy supported an increase in the Community College Support Fund (CCSF) for the current 2021 – 2023 biennium, increasing funds for Mt. Hood Community College by nearly \$1 million per year. The March 2022 economic forecast describes strong economic growth, despite high inflation. In addition, the labor supply is slowly

increasing, but a tight labor market has created employee recruitment difficulties for the College.

Student Enrollment, General Fund Structural Financial Imbalance, and Mitigation Strategies

Declining enrollment continues to be a problem for the College. A decrease in the number of high school graduates, coupled with a labor market desperate for workers, create challenges to recruit new students. Improving the retention of current students is essential. In addition, reemerging from COVID-19 pandemic restrictions has proved slower than anticipated. As such, the 2022-23 fiscal year budget assumes a 5% decline in enrollment from the projected 2021-22 enrollment levels. In addition to ensuring the 2022-23 course schedule is focused on student success and student's preferred modality, the budget contains investments informed by the College's strategic enrollment planning process.

This past year, over 60 faculty, staff and students participated in strategic enrollment planning with a focus on retention. Eleven cross-functional teams developed action plans in specific areas of enrollment and retention-related activities like financial aid, advising, registration, student basic needs, communications, scheduling, and creating a sense of belonging. While the resulting Strategic Enrollment Plan is a multi-year effort, the teams expect to see increased retention of students as early as Year One. Some examples of the specific investments include part-time advisers, an onboarding navigator, and a communications audit that will result in student-centered messaging in key retention areas.



Increased costs due to inflation, unfunded state and federal mandates like paid sick leave, increased minimum wage, and PERS liabilities have caused expenditures to rise above available resources, creating an operational deficit and putting pressure on our financial stability. In addition, tuition rate increases were kept low based on a desire to maintain affordability for students.

In August of 2021, the College issued an additional \$58.9 million in pension bonds to fund its Public Employee Retirements System (PERS) unfunded actuarial liability. This action has resulted in an employer rate credit that exceeds the debt service payments, generating savings for the District.

As a result, the previously mentioned enrollment declines accelerated by the pandemic have exacerbated the general fund's structural imbalance. Fortunately, federal aid through the Higher Education Emergency Relief Funds has cushioned the impact of the lost revenue from enrollment. However, the College has nearly depleted these funds, and enrollment continues to decline. Investments in the strategic enrollment plan should stabilize and increase enrollment over time. At the same time, we remain mindful that if stabilization does not occur, the College will need to reduce spending to rebalance the budget.

Looking to the future

The 2022-23 proposed budget includes nearly a million dollars of one-time and ongoing investments aligned with college goals of advancing diversity, equity, and inclusion, increasing student success, improving operations, and strengthening community engagement.

- The College will create a new Diversity Recruitment and Retention manager position to advance diversity, equity, and inclusion. The role will focus on redeveloping the recruitment process and training, increasing partnerships, increasing the numbers of historically excluded individual applicants and hires, and implementing strategies to improve employee retention. Additionally, the College will translate board meeting materials to Spanish to create a more inclusive environment for Spanish-speaking residents and increase access to information in the home language of the College's second-largest language group.
- Budget investments to increase student success include many investments across Instruction and Student Development. In Instruction, investments include expanding apprenticeship offerings, equipment and supply purchases to ensure instructional programming is up to date and relevant, and expanded online learning certifications and support. Student Development investments include staffing to improve student onboarding and ensuring students have timely access to academic advising.

- Operational improvements include investments in payroll staffing and strengthening community engagement investments include support of the Small Business Development Center.

Finally, the proposed 2022-23 budget includes long-overdue capital construction investments and deferred maintenance projects. Through general fund reserves and grant awards, the College has qualified to match the legislatively approved \$8 million in capital construction. Projects include the accreditation-required remodel of the Dental Hygiene lab, critical roof replacements, elevator modernizations and other accessibility upgrades, parking lot replacements, a multicultural diversity and equity center, and an enclosure for the outdoor fifty-meter pool.

This budget reflects the commitment of our college faculty and staff, who are determined to provide exceptional programs and services. Despite the current budget uncertainty we face, the campus community keeps our students and community at the center of our work, and drive us to innovate, advance, and evolve as an institution. Because of this commitment, the College will persevere.

Thank you,



Dr. Lisa Skari

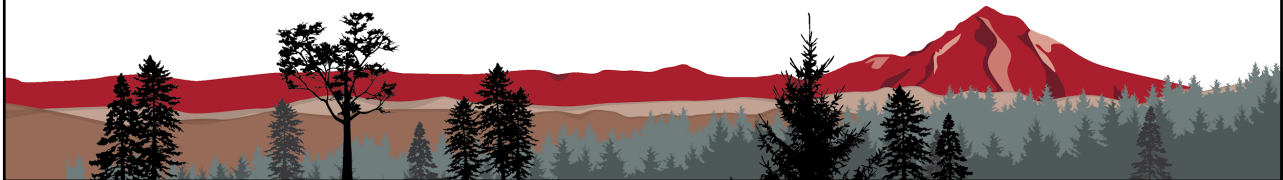
BAS - Cybersecurity

Dr. Al McQuarters, VPI

Dr. Kristin Lima, Dean – Applied Tech/BUS/Info Systems

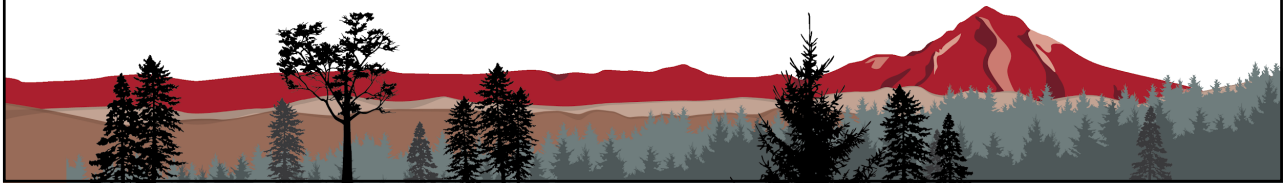


ACTION ITEM	Win 22	Spr 22	Sum 22	Fall 22	Win 23	Spr 23	Sum 23	Fall 23	Win 24	Spr 24	Sum 24	Fall 24	Win 25	Spr 25
Curriculum Committee Review of Proposed Courses	█													
Revise Board Policy on Awarding Degree (add BAS) / Board Authorization	█													
Degrees & Certificate Committee & PC Review Proposed New Degree		█												
Board Considers Approval of New Degree		█												
New Course/Program Submission to HECC		█												
NWCC Review of BAS			█	█	█									
BAS Marketing/Recruitment Incorporation Into the Unit Planning-Budget Process				█	█	█								
Dept of Ed: FA						█	█	█						
Board Considers Authorization of BAS Tuition Level and Associated Course Fees								█						
BAS Operations Incorporation Into the Unit Planning-Budget Process for All Relevant Areas of the College								█	█	█				
Internal Process Changes: Catalog, Financial Aid, Registration, Instructional Qualifications, Advising, Budget Office, Assessment, Library Services, New BAS Unit?								█	█	█				
BAS Program Marketing								█	█	█	█	█	█	█
BAS Registration Opens								█	█	█	█	█	█	█
BAS Program Student Recruitment								█	█	█	█	█	█	█
BAS Implementation: First Academic Year Fall 2024												█	█	█
Ongoing Program Assessment												█	█	█



Bachelor of Applied Science (BAS) in Cybersecurity

- Deeper and richer foundation in Cybersecurity
- Complementary to other programs currently offered statewide
- Hands-on approach
- Concentrate on NICE Framework: Protect and Defend



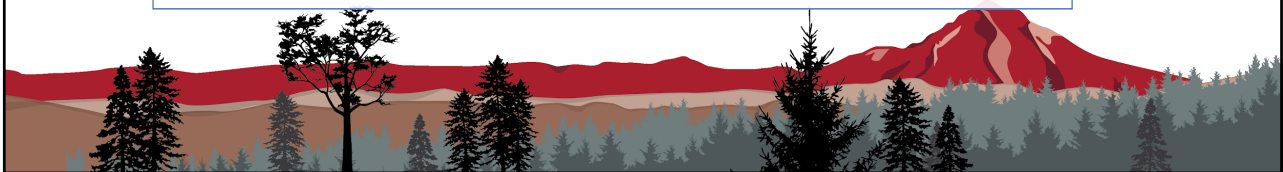
Student Entry Points

MHCC students majoring in Information Systems.

MHCC Cyber Alumni returning for the BAS.

CIS or similar AAS graduates from other community colleges.

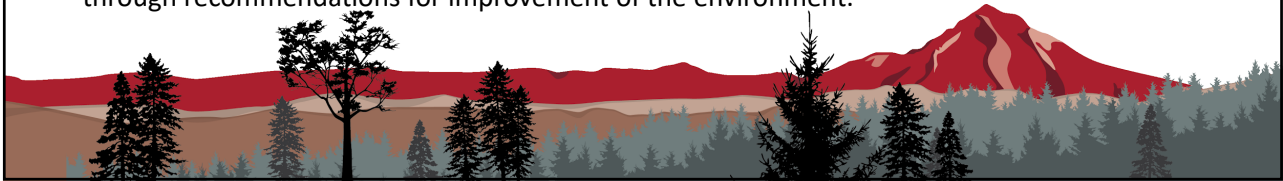
Returning Workforce applicants.



Program Outcomes

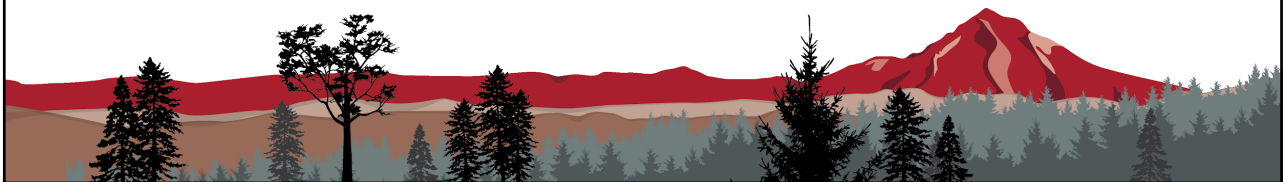
Upon completion of the program, students will be able to:

- Develop a Security Operations Center (SOC) in an organization typical for the region
- Design an appropriate Cybersecurity defensive structure
- Diagnose a cyber event using various techniques such as log analysis, digital forensics, and risk analysis
- Employ a secure network in a cloud-based environment
- Present information clearly, logically, and critically, both orally and in writing
- Apply ethical standards implicit in Cybersecurity, such as appropriate attribution of ideas, good recordkeeping, and truthful presentation of data and conclusions
- Provide leadership and guidance in the development of a safe and secure cyber environment through recommendations for improvement of the environment.



Program Design

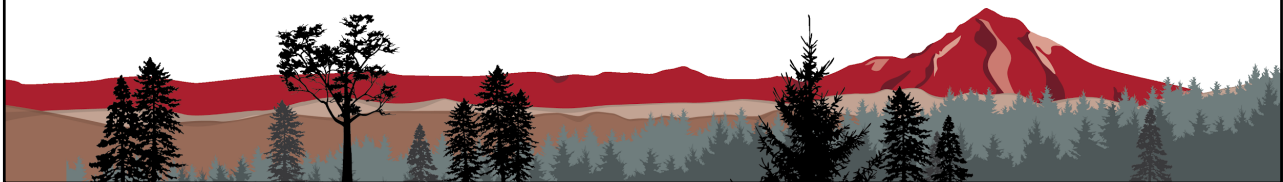
- Alternating Year Design – Year A/Year B
 - Students can enter either year
 - *Issues in Cybersecurity* for first year students and *Senior Project* for second year will be offered every year.
 - All other courses can be taken in any year
 - 19 new courses
 - Thread in Computer Science
 - Business Electives required to meet standards of effective communication, global awareness and cultural sensitivity and are also embedded in all new courses



The list of new courses to be created for the BAS are:

- Cyber Defense Strategies (Blue Team)
- Issues in Cybersecurity (Portal Class)
- Cyber Comp I
- Cyber Comp II
- Cyber Comp III
- Cyber Comp IV
- Practical Digital Forensics
- Mobile Forensics
- Compliance
- Machine Learning and Artificial Intelligence (1)
- Machine Learning and Artificial Intelligence (2)
- Critical Infrastructure
- Cyber Offense Strategies (Red Team)
- Risk Analysis
- Project Management
- Senior Project
- Assembly Language for Cybersecurity Professionals
- Secure Programming
- Computer Architecture for Cybersecurity

Questions?



Board Statement Supporting our LGBTQ+ Community

The MHCC Board of Education, in solidarity with college leadership, affirm the humanity of our queer and trans students, staff, faculty and community members. Across the nation, legislative actions are targeting LGBTQ+ youth and families. There are more than 266 anti-LGBTQ+ bills under consideration in state legislatures across the country. Of those, at least 125 directly target transgender people and nearly half of those (57+ bills) would ban trans youth from participating in school sports consistent with their gender identity. These proposed bills are getting closer to home, with Idaho proposing a bill that criminalizes medical care for trans youth. We unequivocally state that LGBTQ+ rights are human rights.

At Mt. Hood Community College, we embrace people across the spectrum of gender expression, gender identity, and sexual orientation. We are actively working to build a culture of inclusion through committed action, including:

- Provision of professional learning opportunities to support and understand LGBTQ+ students and their needs
- Provision of professional learning opportunities to build anti-oppressive curricula and inclusive learning environments
- Building a basic needs ecosystem that acknowledges the particular challenges faced by queer and trans people, including financial, health, housing, and food insecurity; and working to eliminate these obstacles to college participation
- Acknowledging historical exclusion perpetuated by systems of dominance and social control in education, and committing to do no further harm by aligning systems and processes with our institutional values
- Actively hiring for all aspects of diversity to be more representative of the students and communities we serve

If you are feeling anxious, fearful, and or otherwise distressed by the developing anti-LGBTQ+ socio-political environment, we have support for you.

Employees: <https://myrbh.com/Home/Home?role=member>(password OEGB)

Students: <https://mhcc.edu/Personal-Counseling/>

Board Policies:

- [BP 3410 - Nondiscrimination](#)
- [BP 3420 - Equal Employment Opportunity](#)
- [BP 3430 - Prohibition of Harassment](#)