



KLAMATH
Community College

Klamath Community College Board of Education
7390 South Sixth Street * Klamath Falls, Oregon 97603

Board of Education Retreat, Running Y Resort
Monday, August 28 and Tuesday, August 29, 2023 8:30 AM – 4:00 PM

NOTES

I. CALL TO ORDER

Chair Jensen called the Board of Education Retreat of the Klamath Community College Board of Education to order at 8:30 a.m.

Members Present: Dave Jensen, Misty Buckley, Richard Harrington, Linda Weatherford, and Raymond Holliday.

Members Absent: Kate Marquez (excused) and Linda Dill (excused).

Staff Present: Dr. Roberto Gutierrez, President; and Shannon Childs, Secretary to the Board.

Guests: Dr. Pamila Fisher, ACCT Consultant.

Day 1

I. Welcome by Dave Jensen, Board Chair and Dr. Gutierrez, President

- Chair Jensen welcomed the Board to the Retreat. Dr. Gutierrez also offered welcome and shared the College is doing well. Professional Development is highly valued at KCC and as part of that, Dr. Gutierrez introduced Dr. Pamila Fisher to the Retreat.
- Dr. Fisher introduced herself and shared that effective Board's lead the positive direction of the institution. It was addressed that KCC truly has a new Board this year. The premise of higher education Boards always refers to the Board as an entity, hence, one Board member does not have decision power, it is the Board majority. The Board is a team. Three important things to remember as a Board.
 1. No one has any authority.
 2. The board speaks with one voice.
 3. You have one employee.
- Two major associations contribute highly to community colleges through legislation. The Association of Community College Trustees (ACCT), which represents trustees across the country, and the American Association of Community Colleges (AACC), which represents the institutions.
- Most boards face the same issues, being the best board they can be. One issue is for board members to learn their roles and the other is how to contribute as a team. Accreditation is the arm of higher education that ensures quality and standards. Standards are established by the peers. Accreditation is truly an evaluation of your peers.
- Dr. Fisher elaborated that the more the Board knows and respects each other, the better the Board they can be. Accreditation has a group of standards for Boards.

4. Retreat Goals

a. Who We Are: Our Stories and Our Values

- Dr. Fisher asked each person to tell a story about their childhood, then share something that stands out. Each trustee shared and there was time to reflect.

b. Our Vision, Mission and Value

- It was noted that the Board should be familiar with these statements for the institution.

c. Reflections on 2022-2023 at KCC

- This topic was discussed throughout the retreat.

5. Board/President Relationships and Trust Building

a. Assessing and Enhancing Our Communication Style

- Dr. Fisher expressed how great ideas can come forward, however there can be times where those changes are not as well received.
- Dr. Fisher led the DiSC Classic Personal Profile System so that the Board could work on the working together as a team. Versions of the inventory used have been around for 30 years. The principal is that everyone has different ways of interacting with the world. This is helpful in understanding others perspective and decision-making skills. The strongest value is to use it in a group of people who will be continuing to work together. This is helpful with interactions with each other.
- Results were shared.
 - o Trustee Buckley: C and D – Creative
 - o Chair Jensen: D – Developer
 - o Trustee Holliday: C and D - Creative
 - o Trustee Harrington: C – Creative
 - o Trustee Dill; I and D – Inspirational
 - o Dr. Gutierrez: D – Developer
 - o Ms. Childs: C and D - Creative

b. Characteristics of Effective Teams

- Dr. Fisher highlighted some attributes of each letter on the DiSC assessment and how individuals with these aspects can work together.

c. Expectations of the President and the Board

- Dr. Fisher reviewed the document included in the folder “The Six Essentials of Good Board/CEO Relations.
- It was reiterated that the Board only has one employee. The Board can give direction on what they would like to see, such as asking to explore a possibility. They would not get in the weeds, such as cost and who does the work, however they can follow up and inquire on how progress is going.
- Many times, it is important to inquire with the President if the work is being done at the College already.
- It was noted that the Board’s job is not to create curriculum.
- Dr. Gutierrez spoke to the healthy College budget due to partnerships and donors. There is front work done before bringing programs to the Board.
- When bringing a new idea to the College for consideration, the first Step is to talk to President. In the second step, the President will inquire on need and what the case is for the request. Following, it may be taken out of consideration, or it may come in at the Board meeting to put on as agenda item and request for information for the entire Board.
- Dr. Fisher shared that there should never be surprises at the Board meetings for other Board members or the President.
- The President’s Evaluation is done in executive session. The Board self-assessment is in a public meeting. Accreditation wants a tool for a self-assessment and that the Board reviews it once a year with outcomes for the Board from the assessment.

6. Effective Trusteeship

a. Legal Authority, Open Meetings, Executive Sessions

- Dr. Fisher reviewed some parliamentary procedures, such as consent agendas and waiting to speak until called upon. There is an individual at ACCT who works with parliamentary procedures for small Boards. The Board self-assessment is an opportunity to review if meetings are effective.
- Dr. Gutierrez added that he would like everyone to hold each other accountable. Dr. Fisher shared that the Board should hold each Board member accountable, they should not expect the President to do it.
- Dr. Fisher recommended a second section of the code of Board Conduct that reflects what recourse is for the Board of Education.
- Executive sessions are absolute confidential. It is un-ethical and a violation to not follow that rule.
- The group discussed the differences between Work Sessions, Special Meetings, Regular Meetings, Retreats, Emergency Meetings, and Executive Sessions.

b. Accreditation Standards Guidelines, KCC Policies

- There was a handout in the packet available for review.

7. Roles, Responsibilities and Best Practices

a. Policy vs. Operations

- Dr. Fisher refereed to the Roles and Responsibilities handout. The Board filled out their perspectives on the handout and there was a discussion following filling out the form.
- The Board shared expectations from the President; training/education, patience, direction, overall information on state of institution, accessibility, open to feedback, remaining on the ground (interactions), community investment, timely clear communication, bring concerns to the Board, listening to the Board, honesty, dependable, thoughtful, deliberate, run the college, build a team to run the college successfully, be involved in the community and no surprises.
- Dr. Gutierrez shared what he thought the Board wanted from him: communication, a financially stable institution, serve students (specifically those underserved), and meet the needs of the community.
- The Board shared what they thought the President needed from them: support, clear direction, educated on issues (specifically state/federal), no surprises, attendance, commitment, honesty, clear communication, experience, partnership, bringing concerns, individual perspective and transparency.
- Dr. Gutierrez shared what he needed from the Board: no surprises, no hidden agendas, holding each other accountable, and seek to understand.
- It is helpful for the Board and the President to be in sync.
- A Guide to Trustee Roles and Responsibilities handout was reviewed.

b. Communication Protocols

- There was a discussion on emails, personal or college provided. Dr. Fisher recommended, that as public officials, the College should consider offering college email addresses. Dr. Gutierrez is going to talk to legal counsel regarding emails. The other consideration was if the emails should be on the web. Dr. Gutierrez expressed that there are some emails that may be hate emails. The preference is that Dr. Gutierrez gets these emails, not the Board.

c. Top Twenty Truths

- The handout Top Twenty Truths for Effective Trusteeship was reviewed. It was clarified that each Board member represents everyone in the district, not just their area.
- Chair Jensen shared that he felt #2 is very important to the community so that they know the Board is a united front.

8. Closing Thoughts

- Dr. Fisher asked the Board to look at chapter 6 of the book and identify a section that they would like a short time to discuss in the morning.

Day 2

I. Reflections and Follow-Up from Day One

- The group discussed their feedback and reflection from the first day.
- Dr. Fisher reviewed some key points from day one. One of the follow ups was on communication in the public. The Board listens, is respectful, and is non-committal, except to commit that they could forward the concern to the President. Some examples of what types of communication may take place were shared.
- If employees come to the Board members individually, it is important to be polite, and inquire why they are asking the Board, and refer them to use the College process.
- When the Board is planning on being at the College, it is a courtesy to let the President know.
- It was inquired, if speaking at a public event, how does a Board member announce themselves. It was noted, that unless the Board sent you to the event, you should not introduce yourself as a Board member, or even mention it. If an inquiry is made at the event if they are a board member, it is good to state you are not there on behalf of KCC as a Board member.
- Dr. Fisher spoke to the dynamics of having a President with tenure, such as Dr. Gutierrez. Dr. Fisher shared the Board should work on keeping Dr. Gutierrez with his experience and connection.

II. Practical Applications

a. Code of Ethics and Conduct

- Dr. Fisher asked Ms. Childs to email the KCC Board Policy 2715 on KCC Board Code of Ethics to the Board.
- Hiring processes were discussed and how the College onboards or terminates employment. The Personal Action Form is included in the Board Packet under consent agenda and is provided as information. Dr. Gutierrez shared that information can be shared via showcase to the Board under Human Resources Processes.

b. Role of the Chair

- The Board Chair can use parliamentary procedure through the meeting for efficiency.
- The Board Chair is nominated once a year in July at the Board Organization meeting. It was not encouraged for a Chair to be in the seat for an extremely long amount of time.
- It was noted that the Board can work with the Chair and the President on respectful ways to recommend better meeting practices. In these considerations, instead of reaching out to staff about things that seem troubling, reach out to the President.

c. Effective Meetings

- There was a discussion on Board meetings and if they are on the web. It was recommended to consider this for the future. There is the option of it being live, or being recorded and then posted. There was an inquiry if the meetings are recorded. It was shared that the meetings have been recorded for sound and minute taking, however it is being inquired upon how long those recordings need to be kept.
- Dr. Fisher spoke to Board Policy review. There is opportunity to bring more policies to the meetings if there are two members reviewing them in advance. If the current process works, that may not be an issue.
- Dr. Gutierrez shared that prior to the pandemic, he used to hold coffee meetings with 2-3 Board members at a time. This may be a good process to continue. Dr. Gutierrez does share emails with the Board throughout.

d. Key Board Operations Policies

- Dr. Fisher shared the Board sets policy. Policies should be short and clear. The procedures, which outline implementation, are up to the President. It was encouraged that the Board review and know the KCC Board Policy 2000 section to be familiar with how the Board operates.

III. Board Self-Assessment

a. Value, Process, and Survey

- Blank Board of Education Self-Assessment and Presidential Performance Appraisal forms were distributed and discussed.
- The Board evaluates the President at the end of the year and the President provides a goal binder to the Board. The goals binder includes the last three years of evaluation compilation and the President's 360 evaluation. Following, the President's Annual Evaluation is an action item on the Board agenda. Filling out the comments section is encouraged, as it provides more information. The evaluations are anonymous. Dr. Fisher elaborated that the appraisal is a tool.
- The Board evaluates itself and reviews the self-evaluation at the Board Retreat every year.
- Dr. Fisher spoke to possibilities if the College ever had another President and issues with their evaluation has to be addressed. It was suggested that there be a tool, such as a letter of intent to the President for their file. This would be beneficial for either a good, or not good President.
- The Board of Education Self-Assessment form was discussed. Chair Jensen shared that sometimes the evaluation is hard to complete depending if you are looking at it as a Board member, or cumulative Board. It was noted that the Board Self-Assessment reads "rate the Board of Education", not individual member.
- The Board agreed that the Board Self-Assessment score verbiage such as 1=strongly disagree, be used on the Presidential Performance Appraisal. Dr. Fisher recommended doing the Board Assessment at the same meeting as the Presidential Assessment. The President's will be in executive session, the Board would be in public session.
- It is encouraged to ask the President what the Board could do for him.

b. How do We Measure Up?

- Dr. Fisher asked the Board to fill out the Board Self-Evaluation form that was included in the packet. The Board reviewed some thoughts that came up from filling out the form.
- Dr. Fisher reviewed the previous night's request from chapter 6 of the book provided to the Board.

IV. Board Members' Comments on Chapter Six, Trusteeship in Community Colleges

- There was a review of what each Board member found in the book to further discuss. Each member reviewed a section that stuck out to them.
- Trustee Holliday selected the teamwork section on page 131.
- Trustee Weatherford selected the managing conflict section. If a member of the public shows up to the meeting to talk, they are thanked for their input. Dialog does not take place between the Board and the public speaker.
- Trustee Buckley selected the professional development section on page 135.
- Trustee Harrington also selected the teamwork section and shared his appreciation for this in comparison to his experience.
- Chair Jensen selected building a cohesive team. The respect the Board has for each other has been strong. Chair Jensen has hopes this continues. Chair Jensen also selected the professional development section. It was highly recommended that the Board attend the OCCA Board Training, as something new is learned every time.

V. The College's Future

a. Critical Issues Facing the College and the Community

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- Dr. Gutierrez shared his history at KCC. When he came to KCC, Developmental Education was 78%. Some students took a year to get out of Developmental Education, then half way through, they would run out of financial aid with no degree. These were some of the first challenges. Dr. Gutierrez worked to bring in an innovative environment where different monies could come into the institution, outside of taxes. The Grants office was one of these changes. To be most effective in the community and state wide, Dr. Gutierrez made a commitment. Over years, the culture of the college is to do the right thing for the students, making things happen because it is the right thing to do. An example of this was moving General Education Development/English as a Second Language (GED/ESL) students to the KCC campus in a new building through a capital campaign. There is a constant challenge to keep monies coming into the institution. KCC stayed open during the pandemic, as approved by the Board. This year the college is up 15% in enrollments. KCC did not do a press release in consideration of other colleges in the state not doing so well. KCC is about people and resources to do this. The College is highly supported by grants.
- Critical issues facing KCC include the financial stability of the College. The need does not stop and is constant. Another critical issue is the 2025 accreditation visit.

b. President's Goals for 2022-2023

- 2022-2023 Goals were reviewed.
 1. Continue with the Implementation of the Bachelor of Science Nursing (BSN) and Make the Registered Nursing (RN) Program Sustainable through the BSN
 - Dr. Gutierrez shared the history of the RN programming starting with Lake County Health District support. Dr. Gutierrez is looking at ways to make the RN sustainable. A way to make RN sustainable is to offer a BSN, as the BSN is not as expensive due to lecture versus clinicals.
 - Oregon Health and Science University (OHSU) hosts their RN program through a rented space at OIT. Dr. Gutierrez reiterated a strong relationship with OIT President.
 2. Develop and Implement Apprenticeship Programs at KCC
 - This was accomplished. Dr. Gutierrez shared that this goal may not need to stay.
 3. Work on Strategies to Incorporate South Lake into the Klamath Community College District
 - Dr. Gutierrez shared the history of this. When he came to KCC, South Lake was not being served. KCC started a small center and subsidized in South Lake. About three years ago with the pandemic, the center was closed down. South Lake is not paying taxes to be part of the district. At this time, Dr. Gutierrez is not going to recommend going back to South Lake without the buy in of being a taxing district, similar to North Lake. It was noted that the hospital is in Lakeview, and there is a good relationship there. Many students in South Lake are served through online.
 - Dr. Gutierrez explained the history of North Lake and how they became part of KCC, even though they were part of another community college district. It was the first ever time that this occurred in Oregon that a district moved. They are now in KCC's taxing district.
 4. Implement Opportunities for Child Care on Campus that KCC Students May Have Access
 - This has been a multi-year project. Dr. Gutierrez has been waiting for the right partner. Without a partner childcare can be very expensive. KCC now has a partner with Oregon Childhood Development Coalition (OCDC). OCDC is currently on campus in Building 1 at KCC. There is a percentage of the slots that are for KCC students.

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- There may be a donor for the new facility, which will be part of the next campaign. With the new building, the Early Childhood Development Program would work with OCDC and the Center.
- 5. Continue to Identify Opportunities to Increase Native American Student Numbers
 - Dr. Gutierrez shared that this is the most underserved population and the history of this at the College. The work will continue.
 - Dr. Gutierrez was invited to be the keynote speaker at the high school graduation ceremony. Relationships are forming.
 - Dr. Gutierrez talked to KCC becoming a Hispanic Serving Institution (HSI).
- 6. Prepare the College for the Upcoming 2025 Accreditation Visit
 - This work is being done.
- 2023-2024 Goals were developed.
- Dr. Gutierrez shared those goals tend to be measurable.
- Dr. Gutierrez spoke to the opportunities from an International Program at KCC. Having international students enriches the college and the community. Dr. Gutierrez talked with the OIT President on vision and an MOU was created. Dr. Gutierrez recommended adding this to his goals. There could be opportunity with OIT for living space, along with other various opportunities.
- Dr. Gutierrez shared that Child Care could be a goal for capital projects, as well as Cosmetology. Next steps of these projects were reviewed.
 1. Continue to Enhance Relationships with Native American Students/Community
 2. Support the Professional Development of a Highly Effective Board of Education
 - It is possible to have the Board attend American Association of Community College (AACC) together.
 3. Continue Building the International Programs in the Community
 4. Continue with the Implementation of the Bachelor of Science Nursing (BSN)
 5. Prepare the College for the Upcoming 2025 Accreditation Visit
- It was noted that the numbers do not reflect priority. This will be added to the goal document, or numbers will be removed.
- Chair Jensen shared those students were surveyed on need to be successful in college. The number one was child care. The second was housing. It was asked to keep this in mind.
- Dr. Fisher shared the comments from the 2022-2023 Board Self-Assessment filled out from the three Board members continuing from last year.

c. Board Priorities for 2022-2023

VI. Board Professional Development

- This information was covered throughout the retreat.

VII. Adjourn

- Dr. Fisher asked the Board to complete and turn in the ACCT Evaluation.
- The group thanked Dr. Fisher for her time.

Chair Jensen adjourned the meeting at 4:30 pm.

Respectfully submitted by:
 Shannon Childs
 Klamath Community College
 Board of Education Secretary