



**KLAMATH**  
Community College

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

Board of Education Retreat, Running Y Resort  
Thursday, August 19 and Friday, August 20, 2021 9:00 AM – 4:00 PM

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**NOTES**

**I. CALL TO ORDER**

Chair DeCrans called the Board of Education Retreat of the Klamath Community College Board of Education to order at 9:00 a.m.

**Members Present:** Kenneth DeCrans; Linda Dill, Jason Flowers, Dave Jensen, Rhoda Keown and Helen Petersen.

**Members Absent:** Kate Marquez (excused).

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

**Guests:** Dr. Pam Fisher, ACCT Consultant.

**Day 1**

**I. Introduction and Retreat Goals**

- Chair DeCrans welcomed the Board to the retreat. Dr. Gutierrez introduced Dr. Pam Fisher, ACCT (Association of Community College Trustees) Consultant. Dr. Fisher gave a brief overview of her history in the work she does. Dr. Fisher explained ACCT and their role with governing boards across the United States. ACCT looks at the board and is community based. Dr. Fisher briefly touched on the difficulty of filling leadership positions due to the time and energy it takes to fill the role. Various board models were discussed such as, elected boards and system boards. The overall goal is to make the KCC Board of Education as effective as they can be, or review what they can do better as a cohesive team as much as possible. Getting to know each other as well as possible was shared as a focus of the retreat, as well as, sharing expectation of roles and behavior, and ways to identify and ensure behaviors. Being sure to be on the same page, hopefully along with the President, is important. There is a paradoxical relationship between the Board and the President. The President is leader in the terms of expertise and the Board relies on him to run the College. The President depends on the Board for support, guidance and thought.

**II. Building a New Team**

**a. Who We Are: Our Stories and Our Values**

- Dr. Fisher asked everyone to introduce themselves, share how long they have been on the Board, and why they chose to serve.
- Trustee Petersen shared she has served 2 years, is a previous KCC student, and ran because she was told she couldn't, and was discouraged from running. Transparency and communication are her campaign.
- Chair DeCrans shared he has served for 2 years, was non-voting student member for 1 year as ASKCC President, and ran from student to Board member. He ran for the Board having had inside knowledge from being a student. He had goals as ASKCC President and to now has accomplished at least 5 of those goals. He had been a student who was not going to participate, and moved into a lot of participation. His life has been substantially better since being at KCC.

- Trustee Dill shared this was her first year, and believes KCC is doing just what is needed in the community. The President's vision is exactly what the community needs. The Community College is the stepping stone to find direction.
- Trustee Keown shared this was her first year, and that she has always been a proponent of education for people. She likes the way programs are expanding and has an appreciation of the way the programs are reviewed.
- Trustee Flowers shared that this was his first year, and he is a fourth-generation farmer. He was appointed to the Board in February, as he was reached out to from a previous board member. He believes agriculture is a main stay in the community and a voice on the Board is important. When he was a student at KCC there was not an agriculture program. There is an agriculture program at KCC now and that is a passion of his to have that program thrive.
- Trustee Jensen shared that he has served 12 years and had some goals when he got asked to serve from a former board member. He serves on many boards in the community, is a retired businessman from a community that has been good to him and wants to give back. He was part of the no loss of credit legislation and has served as OCCA president.
- Dave Jensen was excused from the meeting.
- The only bond that has been passed at the college was in 1996 when the college was opened. Dr. Gutierrez shared that North Lake County will be joining KCC.
- Dr. Fisher expressed the dynamic of needing to meet and talk, however not violating laws with what is shared. Meeting one-one is ok, however sharing what other members have said is not allowed. Information sessions are ok to obtain more information on how something works, or to be more informed, such as understanding the budget. Appropriate involvement is important, strategic conversations are important as well.
- "Trusteeship in Community Colleges" was discussed as a good book to read as a board. Dr. Gutierrez has ordered this book for each of the KCC Board members.

**b. Reflections on 2020-2021 at KCC**

- Reflections were highlighted through various conversations throughout retreat.

**III. Board Self-Evaluation for 2019-2020**

**a. Characteristics of Effective Teams**

- Dr. Fisher spoke to personal attacks on specific board members versus highly achieving boards who bring conversations back into line. Even if each board member does not agree, there should be respect of ideas and agreeing to disagree without inappropriate behavior. When a board member missteps, which all board members do at some point, the board will kindly remind the member that they are out of line. As a board, each member has the authority to monitor and possibly intervene on the behalf of the Board. Because of this, it is important to get to know each other better. When knowing each other better, it is easier to work together with grace. It was noted that the Board is responsible for this, and does not bring the President into it. The board chair can be involved to assist if need be, however starting informally may be a good idea. These types of things cannot be covered in executive session.
- Dr. Fisher talked about the code of ethics and code of conduct. What is not evident at KCC, is if there is a policy for a code of recourse. If there is a recourse policy available, there would be some rules on what to do. Dr. Fisher gave some examples of what the policy may look like with some defining terms of a complaint process and investigation. Accreditation and accreditors were addressed. When they visit and ask questions, there will be a need for answers. There will be things that may be logged under accreditation. Some examples were shared within the group. There is a need for a self-check and whether what is being said and shared, or not said and shared, is good for Klamath Community College.
- Dr. Gutierrez used the example of executive sessions and confidentially, this will be very important during faculty negotiations.

- Dr. Fisher asked each person to share a story of their childhood, where they grew up, and if they had siblings and where they are in the lineup. It was noted to go over a story that came to mind. Each member participated and shared stories. There was a common sense of the College being important and a community need of the College and the highlight of being able to be part of it.

**b. Expectations of the President and the Board**

- The handout “The Six Essentials of Good Board/CEO Relations” was reviewed and discussed.
- The handout “Roles and Responsibilities” was reviewed. The first column, for the Board, asked what is expected from the President and the second column what the President needs from the Board. Each member and the President filled out the forms. The group shared and discussed notes from the handout.
- The Board shared “What the board expects from the President”
  - o Two-way communication
  - o Leadership
  - o Open door
  - o Keep board informed of plan for college
  - o Accept ideas from board members
  - o Share belief system with how KCC is doing
  - o Keep the Board apprised of vision of the future
  - o Two-way support
  - o Support of the Board in the community
  - o Communication
  - o Follow the Boards lead
  - o Keep the school afloat, day to day operations
  - o Transparency
  - o Insight from student, staff and faculty
  - o Face of the institution

Dr. Gutierrez shared what he thought that the Board wanted from him.

- o Accountability
- o Student success
- o How students are doing
- o Fiscal responsibility
- o See’s the Board as not just a board, but human beings bringing something to the College
- o Can go to the Board when there is an issue

Dr. Fisher shared that the Board had some other expectations of Dr. Gutierrez that were bigger picture instead of in the weeds.

- The Board shared “What the President needs from the Board”
  - o Two-way communication
  - o Support
  - o Direction on occasion
  - o Freedom to operate under the support of the Board “give the destination, not the route”
  - o Open discussion
  - o Acceptance once a decision is made
  - o Not to be a rubber stamp
  - o Leadership
  - o Policies
  - o Community insight
  - o Goals
  - o Backing of the Board
  - o Encouragement

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- Support of him to the community
- Dr. Gutierrez shared what he needed from the Board.
- Support, Dr. Gutierrez shared the difference between having colleagues and being singular in position
  - Patience
  - Trust, noting it does have to be earned
  - Accountability

#### **IV. Effective Trusteeship**

##### **a. Governance: Legal Authority and Parameters**

- When elected to the Board, the Board is guided by legal aspects in government code, Oregon Revised Statutes and local policies.
- With new board members, board policies need to be shared, specifically board operations. Dr. Fisher shared that the KCC code of ethics could be a little more specific.

##### **b. Accreditation Standards and Implications**

- Dr. Fisher referred to the handout “Accreditation Rules of Engagement”. KCC works with the Northwest Commission on Colleges and Universities (NWCCU). It is important for the Board to be familiar with NWCCU and the accreditation process. Accreditation is a group of peers who work with the accreditation teams. Dr. Fisher explained the accreditation process through visits, documentation, work to fix recommendations and reporting.
- A conversation on succession planning took place and that KCC should have a plan. Dr. Fisher added that the Board should be prepared with what they need to do and what they have done towards accreditation. Dr. Gutierrez shared that board policies will need to be reviewed and will be discussed the second day of the retreat. Chair DeCrans expressed that redistricting will also need to be discussed.

#### **V. Best Practices**

##### **a. Overview of Trustee Roles and Responsibilities; The Three “Ones”**

- The handout “Guide to Trustee Roles and Responsibilities” was reviewed and discussed. Dr. Fisher shared that there is permission to reproduce this document. The government expects the Board to act as a corporate body.
- Dr. Fisher recommended making sure that each board member had Robert Rules, open meeting law information, best practices and policies.
- Dr. Fisher explained supporting the decision of the Board once it is made. A trustee does not have to agree with the vote, however they cannot trash colleagues or the decision of the vote. One voice is very important. Some examples of not being one voice, and actually being one voice were shared. Perception versus intent was considered.
- Dr. Fisher noted that minutes really only need to reflect that there was discussion, a motion and vote information. Minutes do not need to be that detailed.

##### **b. Policy vs. Operations**

- The number one role of the Board is to set policy, a 30,000-foot level. They need to look at the big picture of where the College should go. Once big picture is reviewed, the college president works with operations on how to make it happen. It is not the Boards role to direct the President, or micromanage.

##### **c. Communication Protocols**

- Dr. Fisher spoke to inappropriate acts spreading faster than the time of the meeting. This going on presents a tone, and what happens if left undealt with. Before the meeting is over it needs to be addressed. There needs to be a positive climate. If employees complain to a board member,

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the employee should be referred to the college's complaint process. If a community member, or partner, approach a board member, the board member can express that they will share the concerns with the President and inquire if there needs to be follow-up. Conversations with each other cannot be serial meetings, no bringing up what other members said to each other in private meetings. This includes emails.

- The Board secretary should always send email via bcc (blind carbon copy) when emailing the entire board. Board members should email the President and have him share the email with the group. The board should not be emailing the entire group.
- It was noted to review the appeal process and see if there is a board portion of that process.
- It is ok to call the President to talk one on one, or even the board chair. It is important if there are questions on an agenda, to call the President.
- Dave Jensen rejoined the meeting.
- An important thing to remember, there should be no surprises at a board meeting. The President and the chair should know what is coming forward. If there are issues with minutes, the President and the Secretary should be informed in advance. There should never be a goal to blindside anyone.
- The handout on "What is Micromanagement and Why is it Not a Good Idea" was reviewed and discussed.

#### **d. Top Twenty Truths**

- Dr. Fisher shared "Top Twenty Truths for Effective Trusteeship" as a document covering a large amount of information in one page. Dr. Fisher asked the Board to personalize this and give itself a grade on each item. The board recapped on responses.

#### **e. Code of Ethics and Code of Conduct**

- Code of ethics and code of conduct were discussed throughout. A document "Trustee Code of Ethics" was available in the packet.

### **VI. Closing Thoughts**

- The group reviewed the day and thoughts.

## **Day 2**

### **I. Reflections and Follow-Up from Day One**

- The group reviewed previous day discussions and shared updates from the Nursing Pinning Ceremony from the night before. Overall it was agreed that the training has gone well.

### **II. Annual Board Self-Assessment**

#### **a. Results of Survey**

- The last three years of Board Evaluation Compilations were handed out. The Board reviewed and discussed the 2021 compilation.
- It was discussed if the survey should be with only current members, include new members, or even include previous years members. This may be discussed at a future date for decision making.
- Board meeting dynamics were shared, such as length of meeting, speaking at the meeting and staying on topic.
- It was noted that a singular board member should not be specifically asking for data from the President. This is something that the Board should discuss, what is asked for, and consider the time it will take to get it. The President needs to be honest about the availability of the information. Board members should not be asking college employees for information, they need to go to the Board Chair for discussion to inquire with the President.

- It was noted that the showcases at the meeting are highly appreciated.
- The Board complimented Bill Jennings on his Institutional Research knowledge.
- Number 30 on the survey was discussed as highly important. Once a decision is made, Board members cease debate and uphold the decision of the board.
- Dr. Fisher expressed that the Board should have a mechanism for the Board to be able to address issues internally before going externally. It was highly recommended to try to resolve through communication first, such as calling the chair, or the President. Discussion was held on examples of how this may or may not work.
- It was inquired if there has ever been a joint meeting of the Foundation Board and the College Board of Education. It was determined that this may be a good idea.
- It may be a future work session to have a conflict of interest discussion, covering specifically financial information, such as gift laws. Chair DeCrans referred to Karen Smith training from OCCA, which is a great presentation of information.

**b. Strengths and Vulnerabilities**

- Policy pages 7-9 and 16-18 were handed out and reviewed. A code of ethics example was provided in the packet, as this was agreed as a weak portion of KCC Policy. The Board Professional Development plan may need some direction on what will be done, or developing a plan. The Board/President Relationship policy looked good, however some of the sub bullets were awkward and should be reviewed.
- It was recommended to verify that the Board needs to authorize all budget transfer between appropriation categories.
- It was noted that Dr. Gutierrez should share his succession plan with the Board as it is relevant to change at the College. It was suggested that Dr. Gutierrez share this at his evaluation time every year.
- Dr. Fisher handed out a quiz for the board to fill out which was an evaluation of self-versus board. A group discussion was held.
- Equity handouts were reviewed and the importance of equity was discussed. Dr. Gutierrez shared examples of what the College is doing and how this is progressing through college development.

**III. Practical Applications**

**a. Role of the Chair**

- This topic was discussed throughout the retreat.

**b. Effective Meetings**

- This topic was discussed throughout the retreat.

**c. Key Board Operations Policies**

- This topic was discussed throughout the retreat.

**d. Coordinated Assessments**

- Dr. Fisher shared that there is value in doing the Board Self-Evaluation and the President's Evaluation in the same meeting.

**e. Professional Development Plan for the Board**

- This topic was discussed was discussed throughout the retreat and under Board Goals later in the meeting.

**IV. The College's Future**

**a. Critical Issues Facing the College and the Community**

**1. The President's Perspective**

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- Dr. Gutierrez shared that the year of the pandemic took a lot of coordination with administration, faculty and staff. Dr. Gutierrez shared what may be coming ahead.
  - o One item involved the possibility of mandatory vaccines and varied opinions.
  - o Another item was noted in concern of the K-12 schools not staying open. KCC has worked hard at dropping developmental education rates as a joint effort with K-12. There may be an issue with K-12 not being in person over the past year and the standards being lowered. Dr. Gutierrez is in conversations with local superintendents.

**2. The Board’s Perspective**

- The Board shared some perspective of what they see coming forward.
  - o Federal, state, local COVID protocols and development and coordination of the work that goes into it.
  - o Ideas of no child left behind and the opportunity for sophomores to go to college to obtain degrees.
  - o Inquiry was made to connect to K12 and fast track them into college programs, such as apprenticeship and workforce.
  - o Parents who are uniting for homeschooling.
  - o Westcoast federal funded wildland firefighting training. Dr. Gutierrez shared the forest management curriculum and assisting underserved populations to get into this work.
  - o Involvement in water issues, be an education source, a conveyer.
  - o How does the water issue affect the students? How can the college get them the information?
  - o Workforce shortage.

**b. President’s Goals for 2021-2022**

- Dr. Gutierrez’s “President’s Goals for Academic Year 2020-2021” were handed out. Dr. Gutierrez reviewed each goal with the Board and progress towards those goals.
- Trustee Petersen shared that she liked this process and would like to see it continue throughout the culture of the institution for the future.
- Dr. Gutierrez shared that this is the year to review and start the strategic plan again.
- It was recommended to move #2 to the website for updates and inclusion into college culture and benchmark this.

1. Continue to Develop and Enhance the Foundation’s Progress and Work Towards Self-Sustainability.
2. Benchmark and Measure Key Performance Indicators
  - a. Graduation Rate (IPEDS and internal data)
  - b. Student Retention
  - c. Employment Rate in the Field\*
  - d. Student Salary Attainment\*

\* Working with Higher Education Coordinating Commission
3. Increase the Opportunity for Four Year Degrees, Through All Institutions, at KCC
4. Continue with the Implementation of the Bachelor of Science Nursing (BSN) and make the Registered Nursing (RN) Program Sustainable through the BSN
5. Develop and Implement an Apprenticeship Center at KCC
6. Proactively Closely Monitor and Actively Lobby for Implementation of House Bill 2998 Transfer Bill (no loss of credit legislation)
7. Maintain a Strong Relationship, with Timely Communication Across the Board, Vertically and Horizontally, with the Board of Education
8. Lake County

- a. Work with HECC and Lake County Commissioners to begin the process of incorporating North Lake into the Klamath Community College District.
9. Explore Opportunities for Child Care on Campus that KCC Students Have Access
10. Continue to Explore Opportunities to Increase Native American Student Numbers
11. Explore Pandemic Educational Opportunities

- The following goals were agreed upon to move forward for approval at the September meeting.
- 1. Continue with the Implementation of the Bachelor of Science Nursing (BSN) and make the Registered Nursing (RN) Program Sustainable through the BSN
- 2. Develop and Implement Apprenticeship Programs at KCC
- 3. Work on strategies to incorporate South Lake into the Klamath Community College District
- 4. Implement Opportunities for Child Care on Campus that KCC Students Have Access
- 5. Continue to Identify Opportunities to Increase Native American Student Numbers
- 6. Accreditation
- It was suggested to discuss Federal Wildland Firefighting Training to add to the curriculum of the College.
- Trustee Petersen shared appreciation for the President and encouraged a 2-week vacation.
- Smoking on campus will be coming through Shared Governance starting October.

**c. Board's Goals for 2021-2022**

- Possible goals were discussed.
- 1. Redistricting; Work on Census to incorporate North Lake into the Klamath Community College District (there may need to be a consultant hired to assist).
- 2. Policy Review (Code of Ethics, Conduct, Recourse).
- 3. As a relatively new board, develop the Board of Education to a strong cohesive team using a professional development plan.
  - a. Workshops
  - b. Strategic planning
  - c. Conferences

**4. Next Steps**

- Dr. Fisher asked the team to fill out the 2021 Board Retreat Evaluation.

**V. Closing Thoughts and Commitments**

- The group thanked Dr. Fisher for her time.

**Chair DeCrans adjourned the meeting at 3:30 pm.**

Respectfully submitted by:

Shannon Childs

Klamath Community College

Board of Education Secretary