



CENTRAL OREGON  
COMMUNITY COLLEGE  
Board of Directors' Meeting – AGENDA  
Wednesday, May 13, 2026 – 5:45 PM  
BEC Boardroom / YouTube

TIME**	ITEM	ENC.*	ACTION	PRESENTER
5:45 p.m.				
	I. Call to Order			Skatvold
	II. Native Lands Acknowledgement	2a.1*		Skatvold
	III. Roll Call			Alberg
	IV. Agenda Changes			Skatvold
	V. Adjourn to Budget Committee Meeting			
	1. Budget Committee Meeting	5a-f*		Mayer
	VI. Adjourn to Open Session			Skatvold
	VII. Public Comment			Alberg
	VIII. Consent Agenda***			
	1. Regular Meeting Minutes (4.8.26)	8a.1-8*	X	Matthews <sup>A</sup>
	IX. Information Items			
	1. Monthly Budget Status	9a.1-4*		LaLonde <sup>A</sup>
	2. New Hire Reports	9b.1-2*		Boehme <sup>A</sup>
	3. Branch Campus Scheduling	9c.1-22*		Lenhart/Giglio <sup>P</sup>
	4. 2023-27 Strategic Plan Update: Workforce Development	9d.1-8*		Lenhart <sup>P</sup>
	5. Meal of the Year Recap			Boone <sup>P</sup>
	X. New Business			
	1. Food Service Solicitation	10a.1-2*	X	Davis <sup>A</sup>
	XI. Board of Directors' Operations			
	1. Summer Retreat Update			Skatvold
	2. Proposed Revisions to Board Policies			
	a. GP 7: Board Planning Cycle, 2 <sup>nd</sup> Reading	11a.1-5*	X	Craska Cooper <sup>A</sup>
	b. BEP 8: Debt Level and Management, 2 <sup>nd</sup> Reading	11b.1-2*	X	Craska Cooper/ LaLonde <sup>A</sup>
	c. BEP 9: General Fund Reserve Policy, 2 <sup>nd</sup> Reading	11c.1-2*	X	Craska Cooper/ LaLonde <sup>A</sup>
	3. Committee Updates			
	a. Advocacy Committee			Foote Morgan
	b. Policy Review Committee			Craska Cooper

\* Material to be distributed via e-mail & USPS (as necessary)

\*\* Times listed on the agenda are approximate to assist the Chair of the Board.

\*\*\* Confirmation of Consent Agenda items submitted by the President. Any item may be moved from the Consent Agenda to Old/New Business by a Board Member asking the Chair to consider the item separately.

P - indicates a Presentation will be provided.

A - indicates the presenter is available for background information if requested.

- c. President's Evaluation Committee
- d. Real Estate Committee

Skatvold  
Krenowicz  
Board Members  
Pereira  
Skatvold

4. Board Member Activities

**XII. President's Report**

**XIII. Dates**

1. Saturday, May 16 – COCC Salmon Bake – Madras Campus at 11:00 a.m. – 3:00 p.m.
2. Tuesday, May 19 – COCC Storm the Stairs Fun Run – Mazama Athletic Field at 5:30 p.m.
3. **Friday, May 22 – Advocacy Committee Meeting – 1:00 p.m. via Zoom**
4. Monday, May 25 – Closed for Memorial Day
5. Sunday, May 31 – COCC ANHPI Talent and Tribute Show – 4:00 – 5:30 p.m. in Wille Hall
6. Tuesday, June 9 – Deer Ridge Correctional Institute Graduation Ceremony – 1:00 p.m. in the Old Minimum Facility at DRCI
7. **Wednesday, June 10 – Board of Directors' Meeting – Madras Campus, Room 117 at 5:45 p.m.**
8. Saturday, June 13 – COCC Commencement Ceremony – Mazama Athletic Field at 10:00 a.m. – 12:00 p.m.

**XIV. Adjourn to Executive Session**

ORS 192.660 section 1, subsection i, Performance Evaluation of CEO  
ORS 192.660 section 2, subsection d, Labor Negotiations  
ORS 192.660 section 2, subsection f, Information or Records Exempt from Public Inspection

**XV. Adjourn**

Skatvold

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**Purpose:** To acknowledge someone is to say, “I see you. You are significant.” The purpose of a land acknowledgement is to recognize and pay respect to the original inhabitants of a specific region. It is an opportunity to express gratitude and appreciation to those whose territory you exist in.

### **COCC Land Acknowledgement**

(Condensed Version)

COCC would like to acknowledge that the beautiful land our campuses reside on, are the original homelands of the **Wasq’ú** (Wasco), and the **Wana Lama** (Warm Springs) people. They ceded this land to the US government in the Treaty of 1855. The **Numu** (Paiute) people were forcibly moved to the Warm Springs Indian Reservation starting in 1879. It is also important to note that the Klamath Trail ran north through this region to the great Celilo Falls trading grounds. Descendants of these original people are thriving members of our communities today. We acknowledge and thank the original stewards of this land.



2600 NW College Way  
 Bend, OR 97703  
 cocc.edu

## COCC Budget Committee Meeting Agenda

Wednesday, May 13, 2026

5:45 pm

Boyle Education Center Boardroom/YouTube

	<u>EXHIBIT</u>	<u>ACTION</u>	<u>PRESENTER</u>
I. Call to Order			Mayer
II. Consent Agenda			
a. April 8, 2026 Meeting Minutes	5b.1-4	X	Matthews
III. 2026-27 Proposed Non-General Fund Budget			LaLonde
a. Non-General Fund Budgets	5c.1-28		
b. Presentation	5d.1-37		
IV. Budget Approval			
a. Resolution to Approve the 2026-27 Budget	5e.1	X	LaLonde
V. Adjourn			Mayer



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## COCC Budget Committee Meeting Agenda

Wednesday, April 8, 2026  
 5:45 pm

Boyle Education Center Boardroom/YouTube

- |  | <u>EXHIBIT</u> | <u>ACTION</u> |
|--|----------------|---------------|
| I. Called to order at 6:29 p.m. [Debi Har]   |                |               |
| II. Election of Committee Chair and Vice-Chair [Debi Harr]   |                | X             |
| a. Alan Unger nominated Jade Mayer for Chair, seconded by Tobias Colvin.   |                |               |
| i. Mayer accepted the nomination.  |                |               |
| ii. There were no further nominations.   |                |               |
| iii. Motion to approve Jade Mayer as Committee Chair.  |                |               |
| 1. In Favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan, Debi Harr, Bill Robathan, Brian D. Bergler, Tobias Colvin, Jade Mayer, Bill Hall, Jim Lanzarotta  |                |               |
| 2. Opposed or abstained: none  |                |               |
| b. Jim Lanzarotta volunteered to serve as Vice-Chair.  |                |               |
| i. Laura Craska Cooper nominated Lanzarotta for Vice-Chair, seconded by Alan Unger.  |                |               |
| ii. There were no further nominations.   |                |               |
| iii. Motion to approve Jim Lanzarotta for Committee Vice-Chair.  |                |               |
| 1. In Favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan, Debi Harr, Bill Robathan, Brian D. Bergler, Tobias Colvin, Jade Mayer, Bill Hall, Jim Lanzarotta  |                |               |
| 2. Opposed or abstained: none  |                |               |
| III. President's Budget Remarks [Greg Pereira]   | 7a.1-3         |               |
| a. Pereira noted that his full remarks were included in this meeting's packet. He thanked Michael LaLonde and Cathleen Knutson for their leadership in developing COCC's proposed budget. He also noted that the proposed budget is balanced in light of State aid not meeting current costs, increasing employee compensation, and keeping the tuition increase below 5%. |                |               |

- Proposed General Fund Budget

7c.1-13

- LaLonde noted that the presentation will be somewhat different from what was included in this meeting's packet due to a recent agreement with COCC's Classified Association.
- LaLonde also noted a major change regarding COCC's current reserve policy. The current policy requires a 29-45% general fund ending balance divided by general fund operating expenses. If the reserve ever decreases below 29%, COCC will have two years to return to that amount. If the reserve is ever over 45%, excess funds would be transferred to a capital projects fund. Due to significant expenses, including the Madras and Redmond campus expansions, the reserve will decrease below 29% by the end of the 2026 fiscal year. The Board is in the process of revising the reserve policy to require the reserves to be at least 60 days of operating costs, or about 16.4%; and in no event should it decrease below 37 days, which is 10%. If the reserve decreases below 60 days, COCC would have 60 days to develop a plan to return the reserve to its target amount within two years. If the reserve decreases below 37 days, the College must make immediate changes in order to return the reserve to 10% within 60 days' time. The reserve is funded through surplus revenue over expenses. It is not to be used for regular operating expenses, but it can be used for capital projects or deferred maintenance with the Board's approval.
  - Craska Cooper noted that the Board would be conducting a first reading of proposed changes to the reserve policy later that day.
  - Mayer asked how COCC's reserve policy compares to other community colleges in Oregon.
  - LaLonde said that their reserve policies require a range of 10-50%, the latter of which is an outlier from Rogue Community College. Most are 5-25%.
- Lanzarotta asked how much of funds transferred out during the current fiscal year were from capital expenses.
  - LaLonde estimated it was about \$15 million.
- Since the new reserve policy will require developing a plan to return the reserve to 60 days of funds if it ever decreases below the target amount, COCC's plan is for enrollment to be greater than 2%, tuition to increase by 4.42%, and the technology fee to increase by 5.41% for the 2026-27 academic year. LaLonde recommended increasing tuition by 4.42% in the 2026-27 budget, noting that expenses, particularly technology costs, have been rising faster than inflation.
  - Skatvold asked why those costs have risen faster than inflation.
  - LaLonde explained that COCC's costs, including salaries, wages and benefits have been rising faster than inflation and tuition increases have historically been less than 3% and costs are now catching up. Other community colleges in Oregon have been increasing their tuition by 3-7%.
  - Skatvold asked what factors could be contributing to increased costs, such as salaries, energy costs, and supplies.

- LaLonde confirmed that all of the things that Skatvold named were contributing factors, along with technology, insurance, and benefits from Oregon's Public Employee Retirement System (PERS).
- COCC also owns lots and excess property that can be sold for profit. There are also plans to optimize the College's Center for Business; implement a new course fee process; harvest some non-general fund balances of enterprise funds; and manage payroll, materials and, supplies budgets.
  - Craska Cooper asked how the Center for Business could be optimized.
  - LaLonde explained that the Center is currently in the process of re-organizing to be more efficient under the leadership of Cindy Lenhart.
  - Craska Cooper asked if the Board could be updated on the re-organization of the Center at a later date. Pereira confirmed this.
- Craska Cooper asked if the projected 3% medical FTE increase is realistic.
  - Boehme explained that the rate contracted by the Oregon Educators Benefit Board (OEBB) is currently 3.4%, but it could increase 5-6% in the future.
  - Craska Cooper asked if COCC should increase this rate in the future in anticipation of projected increases.
  - Boehme suggested it should be increased by 3.4% for the coming fiscal year. Future years would depend on the decisions of the Oregon legislature, but it is likely to increase 5-6% in the next two years.
  - Mayer asked how much of a monetary increase it would be.
  - LaLonde said he would follow-up on Mayer's question.
- Merz asked about COCC's strategic plan regarding affordability.
  - Moore said that the goal is to be within the lowest 25% of Oregon's community colleges in terms of tuition and fees.
  - Lanzarotta asked why this would be a goal if that could possibly reduce the quality of what the College has to offer.
  - Craska Cooper explained that the Board approved this goal because of the significant proportion of Central Oregon's population that lives in poverty, as well as the region's high cost of living.
- Unger noted that Oregon's Higher Education Coordinating Commission (HECC) has asked the State's community colleges before the most recent legislative session to consider a 5% reduction in funding, and that LaLonde told the Board that it would actually mean a 14% funding reduction for COCC based on the State's funding model. Unger asked if that was reflected in the spreadsheet from HECC that was seen in this presentation.
  - LaLonde explained that it was not reflected in the spreadsheet as HECC did not go through with the reduction in funding.
- Craska Cooper asked what budget corrections from the prior year were made.
  - Knutson explained that there are benefited faculty positions in Nursing and Health and Human Performance that were not included in last year's budget, and those positions have since been filled.

- Craska Cooper asked what the increased insurance expense in interfund transfer for expected unemployment is.
  - LaLonde explained that, while the College is in negotiations with its unions, there is a risk for a need to pay for unemployment.
- Lanzarotta asked if LaLonde projected a continuous need of \$4-4.5 million in transfers to keep the general fund healthy, or would it be a one-time transfer?
  - LaLonde said it would be a one-time transfer.
  - Lanzarotta asked LaLonde if he saw this as a problem.
  - LaLonde said he did not and explained that he has examined how much each fund is generating in revenues and how much COCC could handle transferring from each of those funds.
- Lanzarotta asked if COCC could budget for continued funding for matching funds from HECC for deferred maintenance.
  - LaLonde said the College recently submitted a request for a match from HECC in order to meet the April 6 deadline and the College can modify the request as time goes on. However, they cannot increase the amount of matching funds requested. The College will need to have \$8 million in funds in a bank account by the fall of 2028, and then they would receive the matching funds from HECC in the spring of 2029.
- Merz asked if Oregon's community colleges only collaborate on submitting requests for HECC funding for *new* capital projects and not for deferred maintenance.
  - LaLonde said that deferred maintenance and new capital projects can be submitted for HECC matching funds but the COCC submission focused more on deferred maintenance projects.
- Mayer asked LaLonde if he felt the proposed rate for deferred maintenance is conservative. LaLonde confirmed this.
- Lanzarotta asked LaLonde what his process was for calculating \$32 million for deferred maintenance.
  - LaLonde explained that COCC hired a third-party firm to inspect all of COCC's buildings. They identified all of the deferred maintenance items for each building and estimated when each major system would need to be replaced and how much it would cost. COCC's Director of Campus Services has been keeping track of these projects, adding new items as they are identified and taking items off the list when they are fixed. He also applies current costs to the estimates.

- Proposed General Fund Expenditures by Object Class. 7d.1-8
- Summary of General Fund Transfers

V. Next Meeting: May 13, 2026, 5:45 pm – Boyle Education Center Boardroom [Debi Harr]

VI. Adjourned at 7:44 p.m. [Debi Harr]

Central Oregon Community College  
2026-27 Budget

5c.1

**Debt Service Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Resources</b>				
Beginning Fund Balance	\$ 340,469	\$ 260,412	\$ 556,557	\$ 300,516
Tax Revenue - Current	2,961,629	3,126,459	3,283,886	3,331,032
Tax Revenue - Prior	41,989	61,216	60,000	60,000
PERS Reserve Charge	1,476,346	1,542,388	1,625,292	1,704,920
Interest Income	30,222	19,391	13,232	11,282
Transfers In	1,155,000	1,168,329	1,170,345	1,169,545
<b>Total Resources</b>	<u>\$ 6,005,655</u>	<u>\$ 6,178,195</u>	<u>\$ 6,709,312</u>	<u>\$ 6,577,295</u>
<b>Requirements</b>				
Principal Payments	\$ 4,140,000	\$ 4,485,000	\$ 4,835,000	\$ 5,215,000
Interest Payments	1,604,643	1,421,109	1,251,437	1,054,065
Materials and Services	600	600	600	1,000
Ending Fund Balance	260,412	271,486	622,275	307,230
<b>Total Requirements</b>	<u>\$ 6,005,655</u>	<u>\$ 6,178,195</u>	<u>\$ 6,709,312</u>	<u>\$ 6,577,295</u>

Central Oregon Community College  
2026-27 Budget

5c.2

**Debt Service Fund - Resources and Requirements by Issue**

	2010 General Obligation Bonds	2003 Pension Obligation Bonds	2014 FFC Obligation Bonds	Fiscal Year 2026-27 PROPOSED Budget
<b>Resources</b>				
Beginning Fund Balance	\$ 261,154	\$ -	\$ 39,362	\$ 300,516
Tax Revenue - Current	3,331,032			3,331,032
Tax Revenue - Prior	60,000			60,000
PERS Reserve Charge		1,704,920		1,704,920
Interest Income	9,035		2,247	11,282
Transfers In			1,169,545	1,169,545
<b>Total Resources</b>	<u>\$ 3,661,221</u>	<u>\$ 1,704,920</u>	<u>\$ 1,211,154</u>	<u>\$ 6,577,295</u>
<b>Requirements</b>				
Principal Payments	\$ 2,880,000	\$ 1,575,000	\$ 760,000	\$ 5,215,000
Interest Payments	514,600	129,920	409,545	1,054,065
Materials and Services			1,000	1,000
Ending Fund Balance	266,621		40,609	307,230
<b>Total Requirements</b>	<u>\$ 3,661,221</u>	<u>\$ 1,704,920</u>	<u>\$ 1,211,154</u>	<u>\$ 6,577,295</u>

**Central Oregon Community College  
2026-27 Budget**

**Capital Projects Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Resources</b>				
Beginning Fund Balance	\$ 6,111,956	\$ 5,860,178	\$ 4,139,254	\$ 5,700,543
Other Income	3,382,555	697,442	6,050,000	7,560,559
Transfers In	2,835,977	2,652,600	17,184,020	2,540,000
<b>Total Resources</b>	<b>\$ 12,330,488</b>	<b>\$ 9,210,220</b>	<b>\$ 27,373,274</b>	<b>\$ 15,801,102</b>
<b>Requirements</b>				
Materials and Services	\$ 2,223,622	717,616	\$ 1,209,500	634,220
Capital Outlay	3,246,688	8,145,907	20,555,454	8,916,542
Transfers Out	1,000,000		2,574,000	3,684,000
Ending Fund Balance	5,860,178	346,697	3,034,320	2,566,340
<b>Total Requirements</b>	<b>\$ 12,330,488</b>	<b>\$ 9,210,220</b>	<b>\$ 27,373,274</b>	<b>\$ 15,801,102</b>

**Central Oregon Community College  
2026-27 Budget**

**Capital Projects Fund - Resources and Requirements by Project**

	New Construction & Renovation	Repair and Replacement	Redmond MATC Renovation	Life Cycle Technology Replacement	IT Server/ Infrastructure	Capital Equipment Fund
<b>Resources</b>						
Beginning Fund Balance		\$ 807,560	\$ 2,176,559	\$ 729,298	\$ 747,835	\$ -
Other Income			3,876,559			
Interest Income						
Transfers In	255,000		1,700,000	100,000	100,000	250,000
<b>Total Resources</b>	<u>\$ 255,000</u>	<u>\$ 807,560</u>	<u>\$ 7,753,118</u>	<u>\$ 829,298</u>	<u>\$ 847,835</u>	<u>\$ 250,000</u>
<b>Requirements</b>						
Personnel Services	\$	\$	\$	\$	\$	\$
Materials and Services		161,000		278,000	125,000	
Capital Outlay	255,000		7,753,118	250,000	125,000	247,000
Transfers Out						
Ending Fund Balance		646,560		301,298	597,835	3,000
<b>Total Requirements</b>	<u>\$ 255,000</u>	<u>\$ 807,560</u>	<u>\$ 7,753,118</u>	<u>\$ 829,298</u>	<u>\$ 847,835</u>	<u>\$ 250,000</u>

Central Oregon Community College  
2026-27 Budget

Capital Projects Fund - Resources and Requirements by Project

	Instructional Equipment	Campus Center Building	Bookstore Construction	Higher Ed Bldg. Maint and Repair	Real Estate Development	Miscellaneous Projects	Fiscal Year 2026-27 PROPOSED Budget
<b>Resources</b>							
Beginning Fund Balance	\$ 35,000	\$ 216,424	\$ 135,441	\$ 290,972	\$ 387,411	\$ 174,043	\$ 5,700,543
Other Income			-		3,684,000		7,560,559
Interest Income							-
Transfers In	35,000		-			100,000	2,540,000
<b>Total Resources</b>	<u>\$ 70,000</u>	<u>\$ 216,424</u>	<u>\$ 135,441</u>	<u>\$ 290,972</u>	<u>\$ 4,071,411</u>	<u>\$ 274,043</u>	<u>\$ 15,801,102</u>
<b>Requirements</b>							
Personnel Services	\$	\$	\$	\$	\$	\$	\$
Materials and Services						70,220	634,220
Capital Outlay	70,000	216,424				-	8,916,542
Transfers Out					3,684,000		3,684,000
Ending Fund Balance	-		135,441	290,972	387,411	203,823	2,566,340
<b>Total Requirements</b>	<u>\$ 70,000</u>	<u>\$ 216,424</u>	<u>\$ 135,441</u>	<u>\$ 290,972</u>	<u>\$ 4,071,411</u>	<u>\$ 274,043</u>	<u>\$ 15,801,102</u>

**Central Oregon Community College  
2026-27 Budget**

**Enterprise Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 PROPOSED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Wickiup Hall</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 1,263,965	\$ 1,810,297	\$ 2,200,180	\$ 1,631,116
Other Income	12,190	13,173	4,500	4,500
Room Fee	2,144,308	2,044,280	2,280,620	2,171,048
Interest Income	157,440	174,190	5,500	
<b>Total Resources</b>	<b>\$ 3,577,903</b>	<b>\$ 4,041,940</b>	<b>\$ 4,490,800</b>	<b>3,806,664</b>
<b>Requirements</b>				
Personnel Services	\$ 287,873	\$ 397,779	\$ 438,856	456,286
Materials and Services	144,916	116,553	217,320	219,108
Capital Outlay		8,548	75,000	75,000
Transfers Out	1,334,817	1,258,329	2,170,345	1,328,545
Ending Net Working Capital	1,810,297	2,260,731	1,589,279	1,727,725
<b>Total Requirements</b>	<b>\$ 3,577,903</b>	<b>\$ 4,041,940</b>	<b>\$ 4,490,800</b>	<b>3,806,664</b>
<b>Residence Hall Building Reserve</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 436,593	\$ 401,863	\$ 332,363	\$ 260,336
Interest Income	41,075	27,972	13,200	
<b>Total Resources</b>	<b>\$ 477,668</b>	<b>\$ 429,835</b>	<b>\$ 345,563</b>	<b>260,336</b>
<b>Requirements</b>				
Materials and Services	\$ 75,805	\$ 69,500	\$ 100,000	\$ 100,000
Transfers Out			\$ 100,000	
Ending Net Working Capital	401,863	360,335	145,563	160,336
<b>Total Requirements</b>	<b>\$ 477,668</b>	<b>\$ 429,835</b>	<b>\$ 345,563</b>	<b>260,336</b>
<b>Residence Hall Summer Programs</b>				
<b>Resources</b>				

Central Oregon Community College  
2026-27 Budget

5c.7

**Enterprise Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 PROPOSED Budget	Fiscal Year 2026-27 PROPOSED Budget
Beginning Net Working Capital	\$ 201,023	\$ 186,752	\$ 183,200	\$ 193,398
Program Income	21,728	38,005	130,000	130,000
Interest Income	19,063	15,229	2,100	
<b>Total Resources</b>	<b>\$ 241,814</b>	<b>\$ 239,986</b>	<b>\$ 315,300</b>	<b>323,398</b>
<b>Requirements</b>				
Personnel Services	\$ 9,862	\$ 6,495	\$ 2,624	\$ 2,624
Materials and Services	5,200	5,271	72,000	72,000
Transfers Out	40,000		60,000	40,000
Ending Net Working Capital	186,752	228,220	180,676	208,774
<b>Total Requirements</b>	<b>\$ 241,814</b>	<b>\$ 239,986</b>	<b>\$ 315,300</b>	<b>323,398</b>
<b>Juniper Hall Operations</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 206,844	\$ 206,744	\$ 206,744	\$ 36,744
Interest Income				
<b>Total Resources</b>	<b>\$ 206,844</b>	<b>\$ 206,744</b>	<b>\$ 206,744</b>	<b>36,744</b>
<b>Requirements</b>				
Capital Outlay			\$	\$
Transfers Out	100		206,744	
Ending Net Working Capital	206,744	206,744		36,744
<b>Total Requirements</b>	<b>\$ 206,844</b>	<b>\$ 206,744</b>	<b>\$ 206,744</b>	<b>36,744</b>

**Enterprise Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 PROPOSED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Food Service Operations</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 1,561,872	\$ 1,615,739	\$ 2,600,000	\$ 1,815,189
Food Services	1,526,648	1,468,865	1,628,872	1,694,027
Interest Income	160,723	145,237	75,000	
<b>Total Resources</b>	<b>\$ 3,249,243</b>	<b>\$ 3,229,841</b>	<b>\$ 4,303,872</b>	<b>3,509,216</b>
<b>Requirements</b>				
Personnel Services	\$ 30,466		\$	
Materials and Services	1,318,362	1,328,347	1,436,378	1,478,494
Capital Outlay	34,676	39,301	200,000	200,000
Transfers Out	250,000		1,000,000	200,000
Ending Net Working Capital	1,615,739	1,862,193	1,667,494	1,630,722
<b>Total Requirements</b>	<b>\$ 3,249,243</b>	<b>\$ 3,229,841</b>	<b>\$ 4,303,872</b>	<b>3,509,216</b>
<b>Bookstore</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 1,322,904	\$ 1,145,863	\$ 750,982	\$ 609,056
Bookstore Sales	931,695	1,105,638	1,150,000	1,500,000
Program Income	8,597	12,240		
Interest Income	123,467	64,102	60,000	
<b>Total Resources</b>	<b>\$ 2,386,663</b>	<b>\$ 2,327,843</b>	<b>\$ 1,960,982</b>	<b>2,109,056</b>
<b>Requirements</b>				
Personnel Services	\$ 400,234	\$ 386,519	\$ 483,900	\$ 534,855
Materials and Services	803,183	861,834	883,500	983,500
Capital Outlay	37,383	1,172	8,500	21,000
Transfers Out		200,000	200,000	
Ending Net Working Capital	1,145,863	878,318	385,082	569,701
<b>Total Requirements</b>	<b>\$ 2,386,663</b>	<b>\$ 2,327,843</b>	<b>\$ 1,960,982</b>	<b>2,109,056</b>

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**Enterprise Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 PROPOSED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Enterprise Fund Total</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 4,993,201	\$ 5,367,258	\$ 6,273,469	\$ 4,545,839
Program Income	4,645,166	4,682,201	5,193,992	5,499,575
Interest Income	501,768	426,730	155,800	-
<b>Total Resources</b>	<u>\$ 10,140,135</u>	<u>\$ 10,476,189</u>	<u>\$ 11,623,261</u>	<u>10,045,414</u>
<b>Requirements</b>				
Personnel Services	\$ 728,435	\$ 790,793	\$ 925,380	\$ 993,765
Materials and Services	2,347,466	2,381,505	2,709,198	2,853,102
Capital Outlay	72,059	49,021	283,500	296,000
Transfers Out	1,624,917	1,458,329	3,737,089	1,568,545
Ending Net Working Capital	5,367,258	5,796,541	3,968,094	4,334,002
<b>Total Requirements</b>	<u>\$ 10,140,135</u>	<u>\$ 10,476,189</u>	<u>\$ 11,623,261</u>	<u>10,045,414</u>

**Special Revenue Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 APPROVED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Federal Grants</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 115,741	\$ 182,065	\$ 140,481	\$ 25,000
Federal Grants	1,417,908	2,689,221	2,849,123	2,817,342
Tuition and Fees	6,580	810	-	-
Transfers In	40,000	40,000	40,000	40,000
<b>Total Resources</b>	<u>\$ 1,580,229</u>	<u>\$ 2,912,096</u>	<u>\$ 3,029,604</u>	<u>\$ 2,882,342</u>
<b>Requirements</b>				
Personnel Services	\$ 867,397	\$ 1,114,619	\$ 1,408,189	\$ 1,371,145
Materials and Services	510,529	1,496,366	1,414,466	816,067
Capital Outlay	20,238	232,504	140,752	393,564
Transfers Out				
Ending Fund Balance	182,065	68,607	66,197	301,566
<b>Total Requirements</b>	<u>\$ 1,580,229</u>	<u>\$ 2,912,096</u>	<u>\$ 3,029,604</u>	<u>\$ 2,882,342</u>
<b>State Grants</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 398,675	\$ 395,460	\$ 252,269	\$ 521,116
State Grants	1,424,829	6,410,547	1,066,133	1,516,308
Other Income				
<b>Total Resources</b>	<u>\$ 1,823,504</u>	<u>\$ 6,806,007</u>	<u>\$ 1,318,402</u>	<u>\$ 2,037,424</u>
<b>Requirements</b>				
Personnel Services	\$ 1,017,590	\$ 1,606,570	\$ 893,348	\$ 1,198,466
Materials and Services	386,277	694,431	103,772	750,283
Capital Outlay	24,177	3,996,205	70,360	-
Ending Fund Balance	395,460	508,801	250,922	88,675
<b>Total Requirements</b>	<u>\$ 1,823,504</u>	<u>\$ 6,806,007</u>	<u>\$ 1,318,402</u>	<u>\$ 2,037,424</u>

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**Special Revenue Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 APPROVED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Other Grants</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 529,134	\$ 2,156,384	\$ 839,107	\$ 655,343
Other Grants	2,453,056	1,688,405	250,456	232,521
Transfers In				
<b>Total Resources</b>	<u>\$ 2,982,190</u>	<u>\$ 3,844,789</u>	<u>\$ 1,089,563</u>	<u>\$ 887,864</u>
<b>Requirements</b>				
Personnel Services	\$ 330,283	\$ 263,984	\$ 224,311	\$ 246,603
Materials and Services	444,767	354,312	282,339	285,334
Capital Outlay	50,756	2,424,833	277,013	88,939
Transfers Out				
Ending Fund Balance	2,156,384	801,660	305,900	266,988
<b>Total Requirements</b>	<u>\$ 2,982,190</u>	<u>\$ 3,844,789</u>	<u>\$ 1,089,563</u>	<u>\$ 887,864</u>
<b>Contracts</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 728,427	\$ 711,203	\$ 127,118	\$ 135,358
Contract Income	490,373	314,986	328,635	285,341
<b>Total Resources</b>	<u>\$ 1,218,800</u>	<u>\$ 1,026,189</u>	<u>\$ 455,753</u>	<u>\$ 420,699</u>
<b>Requirements</b>				
Personnel Services	\$ 330,868	\$ 320,595	\$ 272,318	\$ 165,372
Materials and Services	174,264	110,372	151,187	119,969
Capital Outlay	2,465			
Ending Fund Balance	711,203	595,222	32,248	135,358
<b>Total Requirements</b>	<u>\$ 1,218,800</u>	<u>\$ 1,026,189</u>	<u>\$ 455,753</u>	<u>\$ 420,699</u>

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**Special Revenue Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 APPROVED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>New Programs</b>				
<b>Resources</b>				
Beginning Fund Balance	\$	\$	\$	\$
Grants and Contracts Income			1,500,000	1,500,000
<b>Total Resources</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,500,000</u>	<u>\$ 1,500,000</u>
<b>Requirements</b>				
Materials and Services	\$	\$	\$ 1,500,000	\$ 1,500,000
Ending Fund Balance				
<b>Total Requirements</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,500,000</u>	<u>\$ 1,500,000</u>
<b>Special Revenue Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 1,771,977	\$ 3,445,112	\$ 1,358,975	\$ 1,336,817
Federal Grants	1,417,908	2,689,221	2,849,123	2,817,342
State Grants	1,424,829	6,410,547	1,066,133	1,516,308
Other Grants	2,453,056	1,688,405	1,750,456	1,732,521
Tuition and Fees	6,580	810		
Contract Income	490,373	314,986	328,635	285,341
Transfers In	40,000	40,000	40,000	40,000
<b>Total Resources</b>	<u>\$ 7,604,723</u>	<u>\$ 14,589,081</u>	<u>\$ 7,393,322</u>	<u>\$ 7,728,329</u>
<b>Requirements</b>				
Personnel Services	\$ 2,546,138	\$ 3,305,768	\$ 2,798,166	\$ 2,981,586
Materials and Services	1,515,837	2,655,481	3,451,764	3,471,653
Capital Outlay	97,636	6,653,542	488,125	482,503
Transfers Out				
Ending Fund Balance	3,445,112	1,974,290	655,267	792,587
<b>Total Requirements</b>	<u>\$ 7,604,723</u>	<u>\$ 14,589,081</u>	<u>\$ 7,393,322</u>	<u>\$ 7,728,329</u>

**Special Revenue Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Federal Grants</b>						
ABE - Special Projects	3.3	\$ 290,383	\$ 25,530	\$	\$	\$ 315,913
Carl Perkins	0.1	20,600	34,400			55,000
SBA Grant	0.4	40,000				40,000
SBA Grant Match	0.4	40,000		-		40,000
FIPSE MATC Short Term Certificates	2.2	248,094	130,248	335,000		713,342
Local Public Health Workforce	0.1	3,083	10,734			13,817
STARTALK Grant			7,700			7,700
NSF Physical Sciences	0.1	7,720	44,587			52,307
NSF Careers in Information Security	0.2	27,664	133,288			160,952
CoE Veteran Stdnt Success	0.6	22,479	29,283	3,564		55,326
HRSA Madras Exp Health Career Equip				55,000		55,000
Central Oregon HS Equivalency Prgm	4.0	364,304	83,428			447,732
NSA-PSU GenCyber Youth Camp	0.1	5,625	9,102			14,727
HRSA Behavioral Health	0.3	48,242	284,094			332,336
TRIO Student Support Services	2.0	252,951	23,673			276,624
Ending Fund Balance						301,566
<b>Total Requirements</b>	<u>13.8</u>	<u>\$ 1,371,145</u>	<u>\$ 816,067</u>	<u>\$ 393,564</u>	<u>\$ -</u>	<u>\$ 2,882,342</u>
<b>State Grants</b>						
OBDD	1.3	\$ 75,000	\$	\$	\$	\$ 75,000
HECC Career Pathways	2.7	218,910	86,258			305,168
OR Develop Ed Work Group			1,347			1,347
First Gen Student Success Grant	1.1	125,410	37,950			163,360
HECC Deer Ridge ABS	5.1	608,404	24,262			632,666
HECC Benefits Navigator			177,000			177,000
Campus Veteran Resource Center	0.5	42,135	2,500			44,635
ODE Grow Your Own	0.1	11,638	106,841			118,479
OHA Healthcare WF Scholarships			161,000			161,000
Oregon Center for Nursing RENEW	1.9	116,969	153,125			270,094
Ending Fund Balance						88,675
<b>Total Requirements</b>	<u>12.7</u>	<u>\$ 1,198,466</u>	<u>\$ 750,283</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,037,424</u>

**Special Revenue Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Other Grants</b>						
Veteran-Partnership to End Poverty		\$	\$ 3,000	\$	\$	\$ 3,000
Deer Ridge Entrepreneurship Program			2,000			2,000
Portland CC STEP	1.3	178,123	80,768			258,891
Regional CC Career Tech Ed			45,000			45,000
Forest Mgmt through Paid Research			4,146			4,146
US Bank-Latino Advising	0.2	12,000	13,000			25,000
Pacific Power EVSE				88,939		88,939
R.F. Youth Summer Programs			3,461			3,461
COHC Food Bank			24,000			24,000
OCF Increase Diversity Science Prgm			16,749			16,749
BFF Science Outreach Rural CO Youth			3,328			3,328
OCF Warm Springs Automotive			12,616			12,616
COHC Reduce Binge Drinking	0.2	6,480.00	8,200			14,680
NACCE Everyday Entrepreneur Program			12,710			12,710
COHC Rural Healthcare Training	0.5	50,000.00	19,000			69,000
Amer/Arts Summer Youth Arts Prgm			5,000			5,000
AHIMA HIM Student Support			32,356			32,356
Ending Fund Balance						266,988
<b>Total Requirements</b>	<u>2.2</u>	<u>\$ 246,603</u>	<u>\$ 285,334</u>	<u>\$ 88,939</u>	<u>\$ -</u>	<u>\$ 887,864</u>
<b>Contracts</b>						
Deer Ridge Welding Program	1.4	\$ 165,372	\$ 119,969			\$ 285,341
Ending Fund Balance						135,358
<b>Total Requirements</b>	<u>1.4</u>	<u>\$ 165,372</u>	<u>\$ 119,969</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 420,699</u>
<b>New Programs</b>						
New Programs		\$	\$ 1,500,000	\$	\$	\$ 1,500,000
Ending Fund Balance						
<b>Total Requirements</b>	<u>-</u>	<u>\$ -</u>	<u>\$ 1,500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,500,000</u>

**Internal Service Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Centralized Services</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 131,329	\$ 31,329	\$ 23,000	
User Charges				
Interest Income				
<b>Total Resources</b>	<u>\$ 131,329</u>	<u>\$ 31,329</u>	<u>\$ 23,000</u>	<u>\$ -</u>
<b>Requirements</b>				
Personnel Services	\$	\$	\$	\$
Transfers Out	100,000	9,084	23,000	
Ending Fund Balance	31,329	22,245		
<b>Total Requirements</b>	<u>\$ 131,329</u>	<u>\$ 31,329</u>	<u>\$ 23,000</u>	<u>\$ -</u>
<b>Copier Activities</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ (3,879)	\$ 38,186	\$ 29,164	\$ 92,065
User Charges	103,055	96,342	85,000	105,000
Interest Income				
<b>Total Resources</b>	<u>\$ 99,176</u>	<u>\$ 134,528</u>	<u>\$ 114,164</u>	<u>\$ 197,065</u>
<b>Requirements</b>				
Materials and Services	\$ 60,990	\$ 69,771	\$ 70,000	\$ 98,000
Capital Outlay			1,000	1,000
Ending Fund Balance	38,186	64,757	43,164	98,065
<b>Total Requirements</b>	<u>\$ 99,176</u>	<u>\$ 134,528</u>	<u>\$ 114,164</u>	<u>\$ 197,065</u>

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**Internal Service Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Internal Service Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 127,450	\$ 69,515	\$ 52,164	\$ 92,065
User Charges	103,055	96,342	85,000	105,000
Interest Income	-	-	-	-
<b>Total Resources</b>	<u>\$ 230,505</u>	<u>\$ 165,857</u>	<u>\$ 137,164</u>	<u>\$ 197,065</u>
<b>Requirements</b>				
Personnel Services	\$	\$	\$	\$
Materials and Services	60,990	69,771	70,000	98,000
Capital Outlay	-	-	1,000	1,000
Transfers Out	100,000	9,084	23,000	-
Ending Fund Balance	69,515	87,002	43,164	98,065
<b>Total Requirements</b>	<u>\$ 230,505</u>	<u>\$ 165,857</u>	<u>\$ 137,164</u>	<u>\$ 197,065</u>

**Reserve Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Retiree Benefit Reserve</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 474,983	\$ 337,647	\$ 48,677	\$ 11,230
Interest Income				
<b>Total Resources</b>	<u>\$ 474,983</u>	<u>\$ 337,647</u>	<u>\$ 48,677</u>	<u>\$ 11,230</u>
<b>Requirements</b>				
Materials and Services	\$ 7,336	\$ 26,417	\$ 25,000	\$
Transfers Out	130,000	300,000		11,230
Ending Fund Balance	337,647	11,230	23,677	
<b>Total Requirements</b>	<u>\$ 474,983</u>	<u>\$ 337,647</u>	<u>\$ 48,677</u>	<u>\$ 11,230</u>
<b>PERS Reserve</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 982,986	\$ 682,986	\$ 182,986	\$ 182,986
Interest Income				
<b>Total Resources</b>	<u>\$ 982,986</u>	<u>\$ 682,986</u>	<u>\$ 182,986</u>	<u>\$ 182,986</u>
<b>Requirements</b>				
Transfers Out	\$ 300,000	\$ 500,000	\$ -	\$ -
Ending Fund Balance	682,986	182,986	182,986	182,986
<b>Total Requirements</b>	<u>\$ 982,986</u>	<u>\$ 682,986</u>	<u>\$ 182,986</u>	<u>\$ 182,986</u>
<b>Reserve Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 1,457,969	\$ 1,020,633	\$ 231,663	\$ 194,216
Interest Income	-	-	-	-
<b>Total Resources</b>	<u>\$ 1,457,969</u>	<u>\$ 1,020,633</u>	<u>\$ 231,663</u>	<u>\$ 194,216</u>
<b>Requirements</b>				
Materials and Services	\$ 7,336	\$ 26,417	\$ 25,000	\$
Transfers Out	430,000	800,000	-	11,230
Ending Fund Balance	1,020,633	194,216	206,663	182,986
<b>Total Requirements</b>	<u>\$ 1,457,969</u>	<u>\$ 1,020,633</u>	<u>\$ 231,663</u>	<u>\$ 194,216</u>

**Auxiliary Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Self-Sustaining Activities</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 4,252,145	\$ 2,869,670	\$ 1,910,800	\$ 2,228,414
Tuition and Fees	346,211	408,753	435,000	508,000
Other Income	1,012,390	813,760	642,175	681,000
Sales of Goods and Services	16,675	11,368	14,000	
Program and Fee Income	143,826	146,989	268,000	222,000
Donations	36,754	22,878	38,000	58,000
Transfers In	423,908	210,000	363,000	330,760
<b>Total Resources</b>	<b>\$ 6,231,909</b>	<b>\$ 4,483,418</b>	<b>\$ 3,670,975</b>	<b>4,028,174</b>
<b>Requirements</b>				
Personnel Services	\$ 775,184	\$ 664,765	\$ 816,238	\$ 1,044,817
Materials and Services	1,076,659	886,891	1,679,430	1,566,630
Capital Outlay	910,396	246,326	264,000	245,000
Transfers Out	600,000	618,460	158,000	249,000
Ending Fund Balance	2,869,670	2,066,976	753,307	922,727
<b>Total Requirements</b>	<b>\$ 6,231,909</b>	<b>\$ 4,483,418</b>	<b>\$ 3,670,975</b>	<b>4,028,174</b>
<b>Non-General Fund Instruction</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 5,093,916	\$ 2,016,030	\$ 2,788,606	\$ 2,627,578
Tuition and Fees	2,089,735	2,163,057	1,913,800	2,454,800
Other Income	9,395		38,640	27,580
Program and Fee Income	717,656	632,566	843,605	756,605
Grants and Contracts	75,615	21,588		
Donations	48,909	40,680	50,000	50,000
Transfers In	1,074,476	357,349	463,000	350,000
<b>Total resources</b>	<b>\$ 9,109,702</b>	<b>\$ 5,231,270</b>	<b>\$ 6,097,651</b>	<b>6,266,563</b>
<b>Requirements</b>				
Personnel Services	\$ 3,908,777	\$ 2,801,487	\$ 3,731,647	\$ 3,749,564
Materials and Services	898,242	820,518	806,435	939,305
Capital Outlay	352,208	2,702	433,000	1,030,000
Transfers Out	1,934,445	614,342	15,000	15,000
Ending Fund Balance	2,016,030	992,221	1,111,569	532,694
<b>Total Requirements</b>	<b>\$ 9,109,702</b>	<b>\$ 5,231,270</b>	<b>\$ 6,097,651</b>	<b>6,266,563</b>

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**Auxiliary Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Revolving Activities</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 905,640	\$ 617,024	\$ 19,805	\$ 21,074
Other Income			5,000	10,000
Grants and Contracts	423,044	432,396	450,000	570,000
Donations	3,000	4,693		
Transfers In	296,055	299,864	450,000	624,100
<b>Total Resources</b>	<u>\$ 1,627,739</u>	<u>\$ 1,353,977</u>	<u>\$ 924,805</u>	<u>1,225,174</u>
<b>Requirements</b>				
Personnel Services	\$ 705,074	\$ 872,524	\$ 896,859	\$ 1,140,968
Materials and Services	5,641	2,624	18,764	34,764
Capital Outlay				
Transfers Out	300,000	535,423		
Ending Fund Balance	617,024	(56,594)	9,182	49,442
<b>Total Requirements</b>	<u>\$ 1,627,739</u>	<u>\$ 1,353,977</u>	<u>\$ 924,805</u>	<u>1,225,174</u>
<b>Contractual &amp; Administrative Provisions</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 1,158,916	\$ 1,009,912	\$ 1,014,128	\$ 748,162
Grants and Contracts				
Other Income	17,316	8,139	30,000	30,000
Program and Fee Income		22,573	15,000	25,000
Interest Income	63,907	68,025	62,000	78,000
Transfers In	309,320	436,298	423,512	438,895
<b>Total Resources</b>	<u>\$ 1,549,459</u>	<u>\$ 1,544,947</u>	<u>\$ 1,544,640</u>	<u>1,320,057</u>
<b>Requirements</b>				
Personnel Services	\$ 427,122	\$ 249,522	\$ 486,900	\$ 636,495
Materials and Services	72,425	130,747	255,500	230,500
Capital Outlay		72,835		
Transfers Out	40,000		188,000	118,000
Ending Fund Balance	1,009,912	1,091,843	614,240	335,062
<b>Total Requirements</b>	<u>\$ 1,549,459</u>	<u>\$ 1,544,947</u>	<u>\$ 1,544,640</u>	<u>1,320,057</u>

Central Oregon Community College  
2026-27 Budget

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**Auxiliary Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Auxiliary Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 11,410,617	\$ 6,512,636	\$ 5,733,339	\$ 5,625,228
Tuition and Fees	2,435,946	2,571,810	2,348,800	2,962,800
Grants and Contracts	498,659	453,984	450,000	570,000
Other Income	1,039,101	821,899	715,815	748,580
Sales of Goods and Services	16,675	11,368	14,000	-
Program and Fee Income	861,482	802,128	1,126,605	1,003,605
Donations	88,663	68,251	88,000	108,000
Interest Income	63,907	68,025	62,000	78,000
Transfers In	2,103,759	1,303,511	1,699,512	1,743,755
<b>Total resources</b>	<u>\$ 18,518,809</u>	<u>\$ 12,613,612</u>	<u>\$ 12,238,071</u>	<u>12,839,968</u>
<b>Requirements</b>				
Personnel Services	\$ 5,816,157	\$ 4,588,298	\$ 5,931,644	\$ 6,571,844
Materials and Services	2,052,967	1,840,780	2,760,129	2,771,199
Capital Outlay	1,262,604	321,863	697,000	1,275,000
Transfers Out	2,874,445	1,768,225	361,000	382,000
Ending Fund Balance	6,512,636	4,094,446	2,488,298	1,839,925
<b>Total Requirements</b>	<u>\$ 18,518,809</u>	<u>\$ 12,613,612</u>	<u>\$ 12,238,071</u>	<u>12,839,968</u>

**Auxiliary Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Self-Sustaining Activities</b>						
Medical Leave Assistance Program		\$ 62,000		\$	\$	62,000
Public Safety			2,000			2,000
Sustainability Fund			77,000			77,000
Dental Clinic			4,000			4,000
Pharmacy Tech			7,400			7,400
Dental Program			20,000			20,000
Medical Assisting Program			15,000			15,000
Teaching and Learning Center	0.2	20,530	4,000			24,530
Forestry Foundation Support			20,000			20,000
HHP Foundation Support	0.1	2,160	17,840			20,000
Geology Field Study			9,000			9,000
Community Health			10,000			10,000
General Testing	0.1	1,728	25,300		20,000	47,028
Art Cards			75,000			75,000
Auto and Industrial Fees	0.4	19,440	32,000	12,000		63,440
Facility Fees	1.0	148,116			8,000	156,116
Club Sports	0.4	18,910	20,490	5,000		44,400
Vending Activities					18,000	18,000
Classified Training			12,000			12,000
Performing Arts			4,000			4,000
Hybrid Vehicle Fleet			5,500			5,500
Vehicles			5,500	40,000		45,500
Physiology Lab Activities	0.1	6,105	5,000	10,000		21,105
Library Book Account			15,000	17,000		32,000
PCA Wellness			1,500			1,500
Outdoor Recreation Program			10,000			10,000
Accreditation			18,900			18,900
College Now	4.2	497,495	15,000			512,495
Salvage Sales			4,000			4,000
CTE Accreditation			41,000			41,000

**Auxiliary Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Self-Sustaining Activities (Continued)</b>						
Strategic Planning Fund			80,000			80,000
Media Activities			25,000			25,000
Tutor/Testing Activities	1.0	68,876	29,150	10,000		108,026
PT & ADJ Instructional Projects	0.4	30,000	10,000			40,000
Student Honors Recognition			-			-
Innovation Account			40,000			40,000
Mazama Lab Fees			50,000	30,000		80,000
Tool Room Deposits			4,000			4,000
Computer Lab Printers			8,000			8,000
Instructional Projects	0.7	50,000	15,000	-		65,000
Oregon Intl Education Consortium			5,000			5,000
Student Government	1.5	64,835	55,300		3,000	123,135
The Broadside	1.0	41,310	8,750			50,060
Culinary Gratuity Fund			20,000			20,000
CIS Software				5,000		5,000
Bend Area Transit Program			36,000			36,000
Student Government Programs			40,700			40,700
Student Government Reserve		10,000	10,000			20,000
Math Contest			3,000			3,000
Nursing Club			7,000			7,000
Clothing Connection			7,000			7,000
Season of Nonviolence	0.1	1,800	41,500			43,300
Diversity & Inclusion Events			30,000			30,000
Redmond Campus Operations			210,000	100,000	200,000	510,000
Prineville Campus Operations			25,000	5,000		30,000
Herbarium Activity	0.1	1,512	1,300			2,812
Art Committee			3,500			3,500
Madras Campus Operations			2,000	1,000		3,000
LGBTQ+ Student Relief			48,000			48,000
College Support Title III			230,000			230,000
Fine Arts Foundation Support			10,000	10,000		20,000
SBDC Scholarship Fund			10,000			10,000
SBM/Strive Foundation Support			25,000			25,000
Ending Fund Balance						922,727
<b>Total Requirements</b>	<u>11.3</u>	<u>\$ 1,044,817</u>	<u>\$ 1,566,630</u>	<u>\$ 245,000</u>	<u>\$ 249,000</u>	<u>4,028,174</u>

**Auxiliary Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Non-General Fund Instruction</b>						
Apprenticeship	0.7	\$ 32,400	\$ 36,600	\$	\$	69,000
AHA Training Center	0.3	20,000	27,000			47,000
International Programs			30,000			30,000
SBDC Program Activities	5.5	492,840	52,000			544,840
Business Development & Training Gen	5.6	632,014	17,000			649,014
Outreach Centers			50,000			50,000
Workforce Training	4.4	424,567	233,000			657,567
Veterinarian Tech Program			14,000	8,000		22,000
Culinary Foundation Fund			50,000			50,000
EMT Practical Exam	0.2	7,800	6,600			14,400
Nursing Software Program			45,000			45,000
Biology Field Study			3,000			3,000
Contracted Credit Classes	1.0	64,800	1,500		15,000	81,300
Community Education	7.7	770,628	143,500	2,000		916,128
Fire Science		9,600	9,560			19,160
Licensed Massage Therapy			15,000	15,000		30,000
Aviation Program - Simulator Fees	14.0	1,141,142	135,745	1,000,000		2,276,887
Unmanned Aerial Systems Operations			8,500	5,000		13,500
Deer Ridge Welding Program			10,000			10,000
Deer Ridge ABS Program	0.2	11,000	20,000			31,000
Deer Ridge Prison Education Program	1.2	142,773	31,300			174,073
Ending Fund Balance						532,694
<b>Total Requirements</b>	<u>40.8</u>	<u>\$ 3,749,564</u>	<u>\$ 939,305</u>	<u>\$ 1,030,000</u>	<u>\$ 15,000</u>	<u>6,266,563</u>

**Auxiliary Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Revolving</b>						
Foundation Billings	7.4	\$ 1,132,968	\$	\$	\$	1,132,968
Automotive Donation			5,264			5,264
GED Scholarships			1,000			1,000
Student Success			10,000			10,000
Emergency Fund			2,500			2,500
Student Relief Fund			5,000			5,000
Student Engagement	0.2	8,000	11,000			19,000
Ending Fund Balance						49,442
<b>Total Requirements</b>	<u>7.6</u>	<u>\$ 1,140,968</u>	<u>\$ 34,764</u>	<u>\$ -</u>	<u>\$ -</u>	<u>1,225,174</u>
<b>Contractual and Administrative Provisions</b>						
Faculty Professional Improvement		\$ 25,000	\$ 75,000	\$	\$ 35,000	135,000
Adjunct Faculty Professional Improvement			\$ 40,000		5,000	45,000
ABE Professional Development Funds			\$ 20,000			20,000
Admin. Prof. Dev. & Sabbatical			\$ 20,000			20,000
Sabbatical - Faculty	1.6	356,495				356,495
Institutional Staff Development			\$ 25,500			25,500
Unemployment Reserve		255,000				255,000
Insurance Reserve Deductible			\$ 50,000			50,000
Keyes Education Fund					78,000	78,000
Ending Fund Balance						335,062
<b>Total Requirements</b>	<u>1.6</u>	<u>\$ 636,495</u>	<u>\$ 230,500</u>	<u>\$ -</u>	<u>\$ 118,000</u>	<u>1,320,057</u>

Central Oregon Community College  
2026-27 Budget

**Financial Aid Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Federal Grants</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 67,168	\$ 110,670	\$	\$ 47,000
Grants	6,012,935	8,079,070	12,452,000	12,452,000
Other Income	6,096	97,030	24,000	29,000
Transfers In	50,000		50,000	35,000
<b>Total Resources</b>	<u>\$ 6,136,199</u>	<u>\$ 8,286,770</u>	<u>\$ 12,526,000</u>	<u>\$ 12,563,000</u>
<b>Requirements</b>				
Personnel Services	\$ 80,225	\$ 89,819	\$ 202,000	\$ 202,000
Materials and Services	5,945,304	8,087,488	12,324,000	12,334,000
Ending Fund Balance	110,670	109,463		27,000
<b>Total Requirements</b>	<u>\$ 6,136,199</u>	<u>\$ 8,286,770</u>	<u>\$ 12,526,000</u>	<u>\$ 12,563,000</u>
<b>State Grants</b>				
<b>Resources</b>				
Beginning Fund Balance	(34,170)	\$ 50,163	\$ 4,000	\$ 28,000
Grants	5,341,903	4,807,341	6,900,000	6,915,000
<b>Total Resources</b>	<u>\$ 5,307,733</u>	<u>\$ 4,857,504</u>	<u>\$ 6,904,000</u>	<u>\$ 6,943,000</u>
<b>Requirements</b>				
Materials and Services	\$ 5,257,570	\$ 4,829,352	\$ 6,900,000	\$ 6,915,000
Ending Fund Balance	50,163	28,152	4,000	28,000
<b>Total Requirements</b>	<u>\$ 5,307,733</u>	<u>\$ 4,857,504</u>	<u>\$ 6,904,000</u>	<u>\$ 6,943,000</u>
<b>Financial Aid - Institutional</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 222,928	\$ 45,789	\$ 30,000	\$ 80,000
Foundation Contributions	1,624,165	1,689,967	2,500,000	2,500,000
Other Income				
Interest Income				
Transfers In	136,619	182,000	150,000	150,000
<b>Total Resources</b>	<u>\$ 1,983,712</u>	<u>\$ 1,917,756</u>	<u>\$ 2,680,000</u>	<u>\$ 2,730,000</u>
<b>Requirements</b>				
Materials and Services	\$ 1,787,923	\$ 1,837,658	\$ 2,680,000	\$ 2,680,000
Transfers Out	150,000			
Ending Fund Balance	45,789	80,098		50,000
<b>Total Requirements</b>	<u>\$ 1,983,712</u>	<u>\$ 1,917,756</u>	<u>\$ 2,680,000</u>	<u>\$ 2,730,000</u>

Central Oregon Community College  
2026-27 Budget

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**Financial Aid Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Financial Aid - Other</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 176,359	\$ 170,393	\$ 204,000	\$ 156,000
Other Income			5,000	5,000
Trust and Interest Income	38,611	31,770	22,924	25,000
<b>Total Resources</b>	<u>\$ 214,970</u>	<u>\$ 202,163</u>	<u>\$ 231,924</u>	<u>\$ 186,000</u>
<b>Requirements</b>				
Personnel Services	24,590	27,561	\$ 32,567	\$ 34,325
Materials and Services	19,987	18,597	32,500	26,500
Ending Fund Balance	170,393	156,005	166,857	125,175
<b>Total Requirements</b>	<u>\$ 214,970</u>	<u>\$ 202,163</u>	<u>\$ 231,924</u>	<u>\$ 186,000</u>
<b>Financial Aid Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 432,285	\$ 377,015	\$ 238,000	\$ 311,000
Foundation Contributions	1,624,165	1,689,967	2,500,000	2,500,000
Grants	11,354,838	12,886,411	19,352,000	19,367,000
Other Income	6,096	97,030	29,000	34,000
Trust and Interest Income	38,611	31,770	22,924	25,000
Transfers In	186,619	182,000	200,000	185,000
<b>Total Resources</b>	<u>\$ 13,642,614</u>	<u>\$ 15,264,193</u>	<u>\$ 22,341,924</u>	<u>\$ 22,422,000</u>
<b>Requirements</b>				
Personnel Services	\$ 104,815	\$ 117,380	\$ 234,567	\$ 236,325
Materials and Services	13,010,784	14,773,095	21,936,500	21,955,500
Transfers Out	150,000			
Ending Fund Balance	377,015	373,718	170,857	230,175
<b>Total Requirements</b>	<u>\$ 13,642,614</u>	<u>\$ 15,264,193</u>	<u>\$ 22,341,924</u>	<u>\$ 22,422,000</u>

**Financial Aid Fund - Requirements by Category**

	FTE	Personnel Services	Materials & Services	Capital Outlay	Interfund Transfers-Out	Fiscal Year 2026-27 PROPOSED Budget
<b>Federal Grants</b>						
College Work Study	8.0	\$ 202,000	\$ 24,000	\$	\$	\$ 226,000
SEOG			300,000			300,000
PELL			12,000,000			12,000,000
Veteran's Fund			10,000			10,000
Ending Fund Balance						80,000
<b>Total Requirements</b>	<u>8.0</u>	<u>\$ 202,000</u>	<u>\$ 12,334,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 12,616,000</u>
<b>State Grants</b>						
State Need		\$	\$ 3,500,000	\$	\$	\$ 3,500,000
Private Scholarship Awards - State			300,000			300,000
Oregon Promise Grant			2,500,000			2,500,000
Oregon Tribal Student Grant			600,000			600,000
Oregon National Guard			15,000			15,000
Ending Fund Balance						28,000
<b>Total Requirements</b>	<u>-</u>	<u>\$ -</u>	<u>\$ 6,915,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,943,000</u>
<b>Financial Aid - Institutional</b>						
Foundation		\$	\$ 2,500,000	\$	\$	\$ 2,500,000
Merit Awards			150,000			150,000
COCC Financial Aid Fund			30,000		-	30,000
Ending Fund Balance						50,000
<b>Total Requirements</b>	<u>-</u>	<u>\$ -</u>	<u>\$ 2,680,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,730,000</u>
<b>Financial Aid - Other</b>						
Native American Program	0.3	\$ 34,325	\$ 26,500	\$	\$	\$ 60,825
Ending Fund Balance						125,175
<b>Total Requirements</b>	<u>0.3</u>	<u>\$ 34,325</u>	<u>\$ 26,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 186,000</u>

Central Oregon Community College  
2026-27 Budget

**Trust and Agency Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Robert R. Clark Trust</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 377,283	\$ 378,714	\$ 407,700	\$ 407,700
Interest Income	14,931	49,771	15,000	15,000
<b>Total Resources</b>	<b>\$ 392,214</b>	<b>\$ 428,485</b>	<b>\$ 422,700</b>	<b>\$ 422,700</b>
<b>Requirements</b>				
Materials and Services	\$ 13,500	\$ 13,500	\$ 65,000	\$ 60,000
Ending Fund Balance	378,714	414,985	357,700	362,700
<b>Total Requirements</b>	<b>\$ 392,214</b>	<b>\$ 428,485</b>	<b>\$ 422,700</b>	<b>\$ 422,700</b>
<b>Oregon Community College Library Association</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 23,317	\$ 20,362	\$ 21,691	\$ 21,691
Other Income		1,700	1,700	1,700
Interest Income	1,735	1,593	1,500	1,500
<b>Total Resources</b>	<b>\$ 25,052</b>	<b>\$ 23,655</b>	<b>\$ 24,891</b>	<b>\$ 24,891</b>
<b>Requirements</b>				
Materials and Services	\$ 4,690	\$ 616	\$ 10,000	\$ 10,000
Ending Fund Balance	20,362	23,039	14,891	14,891
<b>Total Requirements</b>	<b>\$ 25,052</b>	<b>\$ 23,655</b>	<b>\$ 24,891</b>	<b>\$ 24,891</b>
<b>Trust &amp; Agency Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 400,600	\$ 399,076	\$ 429,391	\$ 429,391
Other Income		1,700	1,700	1,700
Interest Income	16,666	51,364	16,500	16,500
<b>Total Resources</b>	<b>\$ 417,266</b>	<b>\$ 452,140</b>	<b>\$ 447,591</b>	<b>\$ 447,591</b>
<b>Requirements</b>				
Materials and Services	18,190	14,116	75,000	70,000
Ending Fund Balance	399,076	438,024	372,591	377,591
<b>Total Requirements</b>	<b>\$ 417,266</b>	<b>\$ 452,140</b>	<b>\$ 447,591</b>	<b>\$ 447,591</b>



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# Budget Committee Meeting

*May 13, 2026*



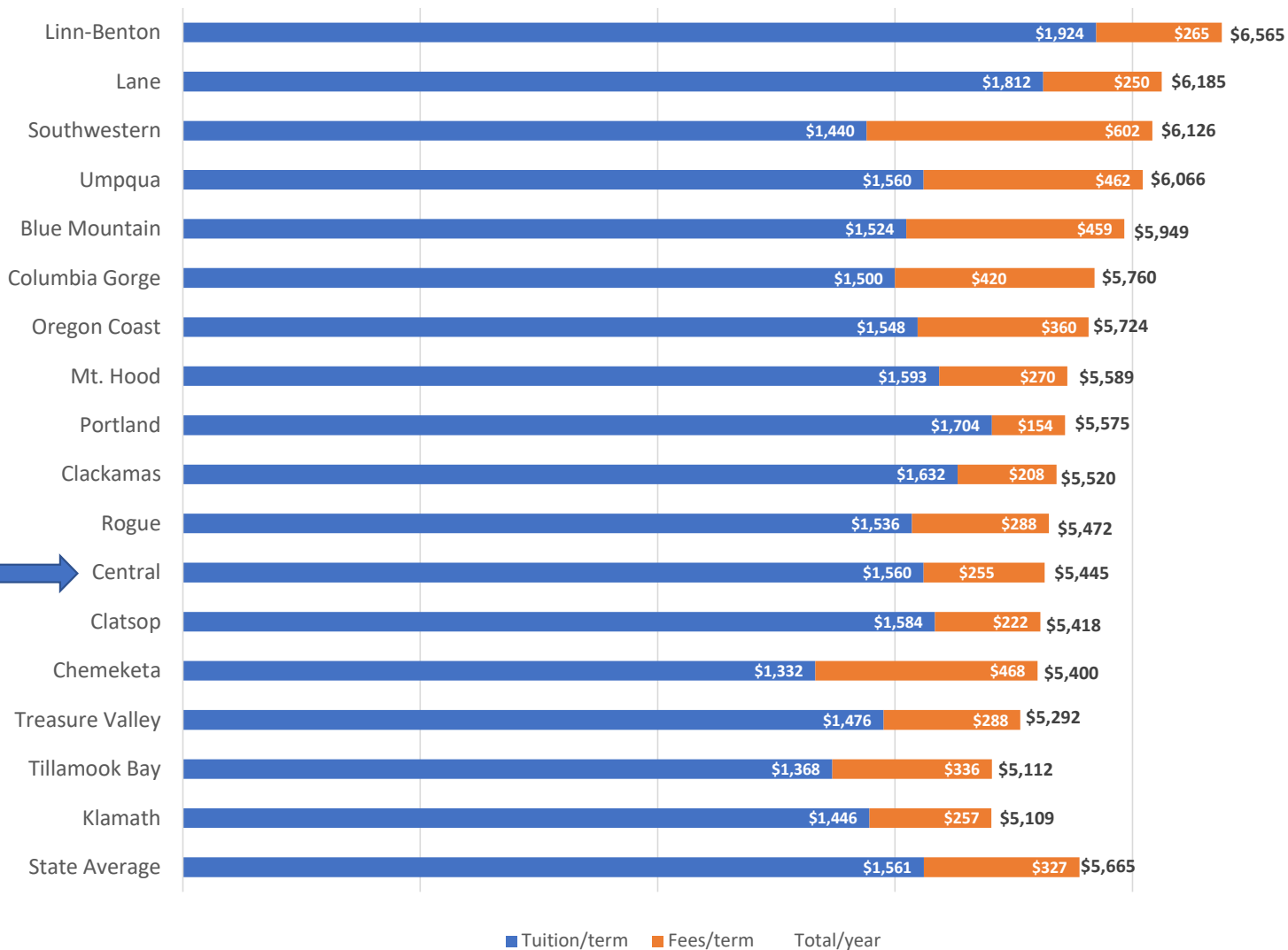
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# Agenda

- 01 General Fund Review**
- 02 Proposed 2026-27 NGFs**
- 03 Budget Approval Resolution**

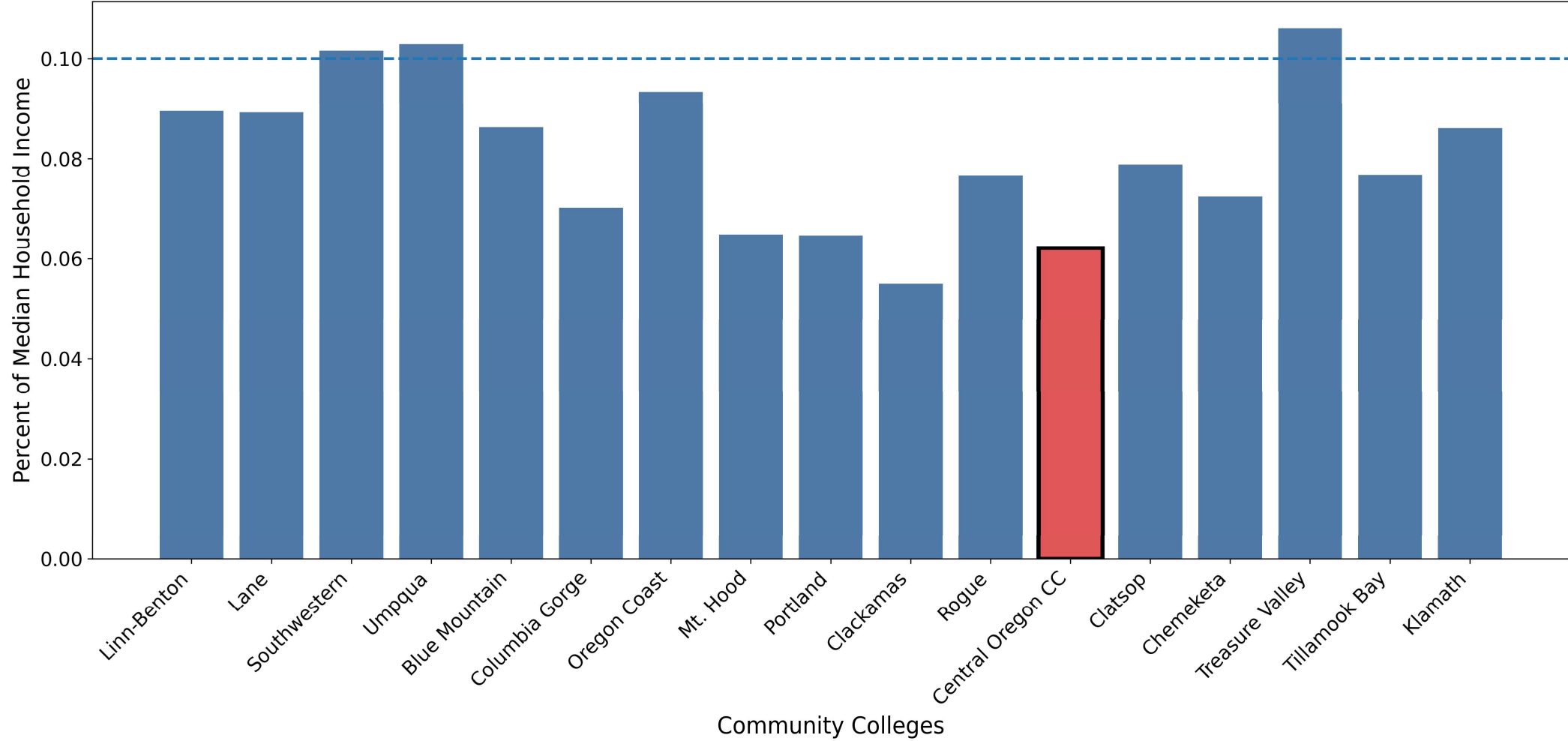


### Projected 26-27 Oregon Community College Tuition and Fees



6th lowest →

Affordability (2026-27) - Updated ACS Income





# Financial Projections - Assumptions

	5 year Avg.	FY 2027 - 2031
Property Tax	5.3%	5.3%
Tuition and Fees		
Enrollment	-0.85%	2%
Tuition	2.69%	4.5% for 27, 3.5%
Fees (% of total tuition)	20%	20%
State support	4.88%	3.0%
Benefits		
Payroll assessment	39.10%	40.9%
Medical per FTE inflation	3%	6.1% for 27, 6.7%
Materials and Supplies inflation and adds	5.37%	3%
Utilization Rate		
Payroll	94%	97% - 2027, 95.2%
Benefits	87%	90%
Materials and Supplies	79%	85%

General Fund	Fiscal Year 2025/26						Fiscal Year 2026/27					
Budget vs. Projected												
In Thousands ( 000's )	%	Budget	%	Projected	Change \$	Change %	%	Budget	%	Projected	Change \$	Change %
<b>Revenue and Support:</b>												
State Aid	20%	\$ 13,279	19%	\$ 12,423	\$ (856)	-6%	19%	\$12,796	19%	\$ 12,796	\$ -	0%
Property Taxes	37%	24,613	37%	\$ 24,668	55	0%	38%	25,928	39%	\$ 25,928	-	0%
Total Public Resources	57%	37,892	55%	\$ 37,091	(801)	-2%	57%	38,724	58%	\$ 38,724	-	0%
Tuition	33%	22,430	32%	\$ 21,366	(1,064)	-5%	34%	22,794	34%	\$ 22,794	-	0%
Other Revenue & Transfers-in												
Interest /Program/ Miscellaneous	2%	1,074	7%	\$ 4,606	3,532	329%	2%	1,401	2%	\$ 1,401	-	0%
Transfers-in	8%	5,589	6%	\$ 3,778	(1,811)	-32%	7%	4,544	7%	\$ 4,544	-	0%
Subtotal	100%	\$ 66,985	100%	\$ 66,842	\$ (143)	0%	100%	\$67,463	101%	\$ 67,463	\$ -	0%
<b>Expenditures:</b>												
Salaries	39%	\$ 32,571	42%	\$ 32,310	\$ (260)	-1%	41%	\$34,479	43%	\$ 33,440	\$ (1,038)	-3%
Payroll Assessments	25%	\$ 20,758	24%	\$ 18,399	(2,359)	-11%	27%	22,128	25%	\$ 19,666	(2,463)	-11%
Material & Supplies	13%	\$ 10,834	12%	\$ 9,209	(1,625)	-15%	13%	11,162	12%	\$ 9,487	(1,674)	-15%
Capital Outlay	0%	\$ 193	0%	\$ 193	(0)	0%	0%	188	0%	\$ 188	-	0%
Transfers-out	23%	\$ 19,071	22%	\$ 17,371	(1,700)	-9%	6%	4,670	6%	\$ 4,670	-	0%
Subtotal	100%	\$ 83,427	100%	\$ 77,482	\$ (5,945)	-7%	87%	\$72,627	87%	\$ 67,451	\$ (5,176)	-7%
Surplus (Deficit)		\$ (16,442)		\$ (10,640)	\$ 5,802			\$ (5,164)		\$ 12	\$ 5,176	
Ending Balance 06/30		\$ 306	10.4%	\$ 8,023				\$ 2,859	11.9%	\$ 8,035		
Required 29% Reserve Requirement		8,343	10.0%	\$ 7,748				7,263	10.0%	\$ 6,745		
Days of Reserve			38						43			

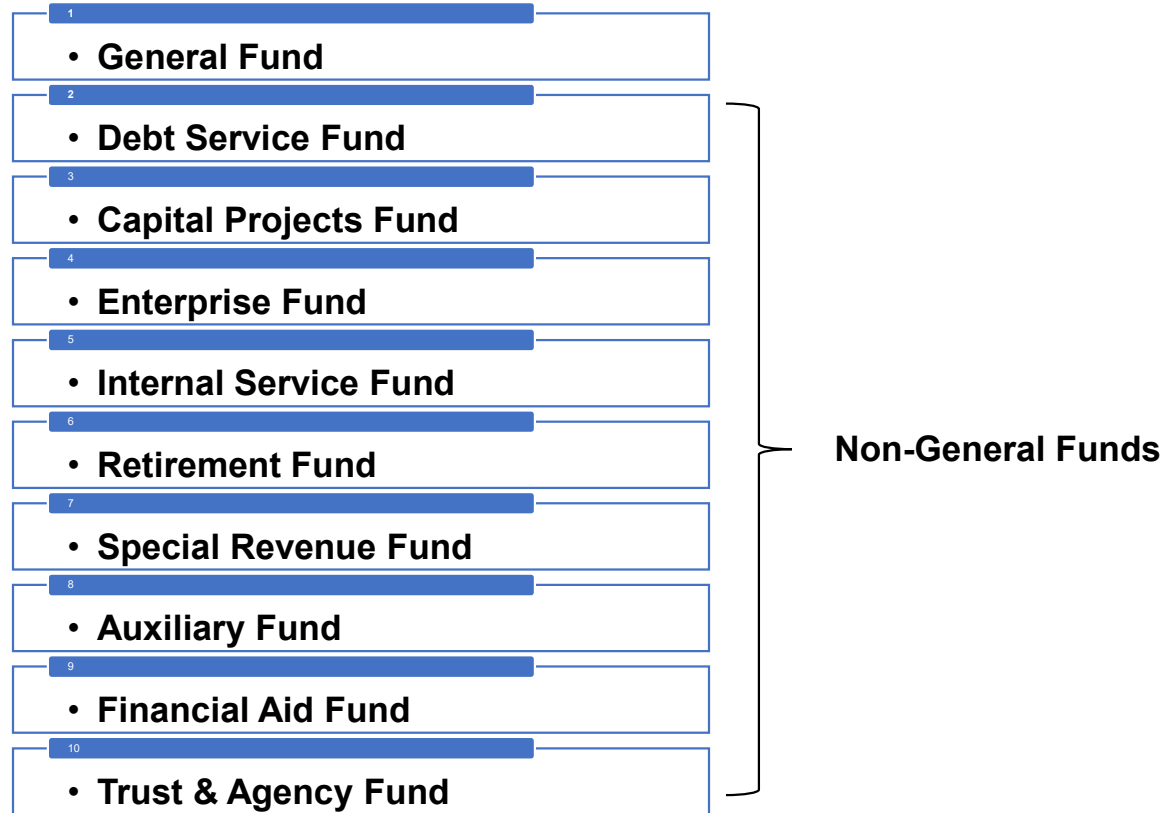
<b>Proposed Budget FY26-27</b>	<b>2023/25 BIENNIUM</b>		<b>2025/27 BIENNIUM</b>		<b>2027/29 BIENNIUM</b>		<b>2029/31 BIENNIUM</b>	
<b>In Thousands ( 000's )</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
Year	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>
State Aid	\$ 11,898	\$ 12,478	\$ 12,423	\$ 12,796	\$ 13,180	\$ 13,575	\$ 13,982	\$ 14,402
Property Taxes	22,467	23,437	24,668	25,928	27,256	28,763	30,213	31,778
Total Public Resources	34,364	35,915	37,091	38,724	40,436	42,338	44,195	46,180
Tuition	18,740	19,510	21,366	22,794	24,676	26,064	27,316	28,697
Other Revenue & Transfers-in								
Interest / Program / Misc Income	1,568	5,512	4,606	1,401	1,250	1,250	1,250	1,250
Transfers-in	3,643	2,867	3,778	4,544	2,510	2,395	2,295	2,101
Subtotal	\$ 58,315	\$ 63,804	\$ 66,842	\$ 67,463	\$ 68,872	\$ 72,047	\$ 75,057	\$ 78,228
Salaries	\$ 26,129	\$ 31,092	\$ 32,310	\$ 33,440	\$ 34,268	\$ 35,727	\$ 36,942	\$ 38,200
Payroll Assessments	15,650	17,643	18,399	19,666	20,547	21,657	22,723	23,847
Materials & Supplies	7,484	8,712	9,209	9,487	9,772	10,065	10,367	10,678
Capital Outlay	192	283	193	188	194	200	206	212
Transfers-out: Operating	2,787	3,158	17,371	4,670	2,518	2,523	3,933	4,633
Subtotal	\$ 52,242	\$ 60,888	\$ 77,482	\$ 67,451	\$ 67,299	\$ 70,172	\$ 74,171	\$ 77,569
Contribution to general fund	\$ 6,073	\$ 2,916	\$ (10,640)	\$ 12	\$ 1,574	\$ 1,876	\$ 886	\$ 658
Transfers-out: Supplemental	1,000	1,000						
Net contribution to general fund	\$ 5,073	\$ 1,916	\$ (10,640)	\$ 12	\$ 1,574	\$ 1,876	\$ 886	\$ 658
Ending Balance 06/30	\$ 16,747	\$ 18,663	\$ 8,023	\$ 8,035	\$ 9,608	\$ 11,484	\$ 12,370	\$ 13,028
Reserve Requirement (10%)	\$ 5,224	\$ 6,089	\$ 7,748	\$ 6,745	\$ 6,730	\$ 7,017	\$ 7,417	\$ 7,757
Reserve %	31.45%	30.65%	10.35%	11.91%	14.28%	16.37%	16.68%	16.80%
Days of reserve	115	112	38	43	52	60	61	61
Funding needed to be at 60 days			\$ 4,714	\$ 3,053	\$ 1,454	\$ 51	\$ (177)	\$ (277)

	Current Budget	Proposed Budget		
	FY 2025/26	FY 2026/27	\$ Change	% Change
<b>Expenditures by Function</b>				
Instruction	\$ 28,607,525	\$ 30,260,316	1,652,791	5.8%
Instructional Support	6,077,229	6,374,911	297,682	4.9%
Student Services	8,263,478	8,605,241	341,763	4.1%
College Support Services	8,149,353	8,902,451	753,098	9.2%
Campus Services	22,407,275	8,876,623	(13,530,652)	-60.4%
Information Technology Services	8,722,140	8,372,458	(349,682)	-4.0%
Contingency and Financial Aid	1,200,000	1,235,000	35,000	2.9%
Total General Fund Expenditures	\$ 83,427,000	\$ 72,627,000	\$ (10,800,000)	-12.9%
	Current Budget	Proposed Budget		
	FY 2025/26	FY 2026/27	\$ Change	% Change
<b>Expenditures by Object Classification</b>				
Salaries	\$ 32,571,176	\$ 34,478,589	1,907,413	5.9%
Payroll Assessments	20,757,681	22,128,467	1,370,786	6.6%
Materials & Services	10,834,312	11,161,739	327,427	3.0%
Capital	193,300	188,200	(5,100)	-2.6%
Transfers-Out	19,070,531	4,670,005	(14,400,526)	-75.5%
Total General Fund Expenditures	\$ 83,427,000	\$ 72,627,000	\$ (10,800,000)	-12.9%

# Non-General Fund Attributes

- Nine non-general fund types
- Each with a specific purpose as defined by local budget law and governmental accounting standards.
- Primary budget objective is to ensure adequate appropriation authority and compliance with the funds' specific legal restrictions and designated purpose.
- Self-balancing and expenditures cannot exceed total resources.

## Main Fund Types



# Debt Service Fund

**Statement of Purpose:** The Debt Service Fund accounts for the retirement of long-term debt of the College. Property taxes and transfers are principal sources of resources. As of July 1, 2025 the total long-term debt service outstanding (principal and interest) totals **\$38.6 million**.

## Debt Types

- Full Faith and Credit Obligations – *payments ending 2044*
  - Pension Bonds – *payments ending in 2028*
  - General Obligation Bonds – *payments ending in 2030*
- ✓ The College is in full compliance with all debt restrictions, limitations and disclosures.
- ✓ S&P Rating of AA affirmed **3/7/2024**

## Debt Service Fund - Resources and Requirements

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Resources</b>				
Beginning Fund Balance	\$ 340,469	\$ 260,412	\$ 556,557	\$ 300,516
Tax Revenue - Current	2,961,629	3,126,459	3,283,886	3,331,032
Tax Revenue - Prior	41,989	61,216	60,000	60,000
PERS Reserve Charge	1,476,346	1,542,388	1,625,292	1,704,920
Interest Income	30,222	19,391	13,232	11,282
Transfers In	1,155,000	1,168,329	1,170,345	1,169,545
<b>Total Resources</b>	<b>\$ 6,005,655</b>	<b>\$ 6,178,195</b>	<b>\$ 6,709,312</b>	<b>\$ 6,577,295</b>
<b>Requirements</b>				
Principal Payments	\$ 4,140,000	\$ 4,485,000	\$ 4,835,000	\$ 5,215,000
Interest Payments	1,604,643	1,421,109	1,251,437	1,054,065
Materials and Services	600	600	600	1,000
Ending Fund Balance	260,412	271,486	622,275	307,230
<b>Total Requirements</b>	<b>\$ 6,005,655</b>	<b>\$ 6,178,195</b>	<b>\$ 6,709,312</b>	<b>\$ 6,577,295</b>

# Capital Projects Fund

**Statement of Purpose:** The Capital Projects Fund accounts for major capital outlays for new buildings, building remodels, land improvements and equipment. Major resources consist of interfund transfers, bond proceeds and land sales.

## Capital Project Activities

- Madras Center
- Construction
- Capital Equipment Fund
- Facilities Repair and Replacement
- Lifecycle Technology Replacement
- Instructional Equipment
- Real Estate Development
- Miscellaneous Capital Projects
- IT Server/Infrastructure



# 2026-27 General Fund Forecast: Capital Projects

Facilities/Deferred Maintenance - Transfers-Out of General Fund	
Redmond MATC	\$ 1,700,000
Vet Tech Remodel	255,000
Cinder spreader	155,000
Science water treatment (deionized)	70,000
1 Fleet van	70,000
Culinary water heaters	46,000
Bend campus fire fuels thinning	45,000
Trailer compressor	22,000
<b>Total Facilities/Deferred Maintenance</b>	<b>\$ 2,363,000</b>

Central Oregon Community College						
2026-27 Budget						
Capital Projects Fund - Resources and Requirements by Project						
	New Construction & Renovation	Repair and Replacement	Redmond MATC Renovation	Life Cycle Technology Replacement	IT Server/ Infrastructure	Capital Equipment Fund
<b>Resources</b>						
Beginning Fund Balance		\$ 807,560	\$ 2,176,559	\$ 729,298	\$ 747,835	\$ -
Other Income			3,876,559			
Interest Income						
Transfers In	255,000		1,700,000	100,000	100,000	250,000
<b>Total Resources</b>	<b>\$ 255,000</b>	<b>\$ 807,560</b>	<b>\$ 7,753,118</b>	<b>\$ 829,298</b>	<b>\$ 847,835</b>	<b>\$ 250,000</b>
<b>Requirements</b>						
Personnel Services	\$	\$	\$	\$	\$	\$
Materials and Services		161,000		278,000	125,000	
Capital Outlay	255,000		7,753,118	250,000	125,000	247,000
Transfers Out						
Ending Fund Balance		646,560		301,298	597,835	3,000
<b>Total Requirements</b>	<b>\$ 255,000</b>	<b>\$ 807,560</b>	<b>\$ 7,753,118</b>	<b>\$ 829,298</b>	<b>\$ 847,835</b>	<b>\$ 250,000</b>

<b>Central Oregon Community College</b>						
<b>2026-27 Budget</b>						
<b>Capital Projects Fund - Resources and Requirements by Project</b>						
	Instructional Equipment	Campus Center Building	Bookstore Construction	Higher Ed Bldg. Maint and Repair	Real Estate Development	Miscellaneous Projects
<b>Resources</b>						
Beginning Fund Balance	\$ 35,000	\$ 216,424	\$ 135,441	\$ 290,972	\$ 387,411	\$ 174,043
Other Income			-		3,684,000	
Interest Income						
Transfers In	35,000		-			100,000
<b>Total Resources</b>	<b>\$ 70,000</b>	<b>\$ 216,424</b>	<b>\$ 135,441</b>	<b>\$ 290,972</b>	<b>\$ 4,071,411</b>	<b>\$ 274,043</b>
<b>Requirements</b>						
Personnel Services	\$	\$	\$	\$	\$	\$
Materials and Services						70,220
Capital Outlay	70,000	216,424				-
Transfers Out					3,684,000	
Ending Fund Balance	-		135,441	290,972	387,411	203,823
<b>Total Requirements</b>	<b>\$ 70,000</b>	<b>\$ 216,424</b>	<b>\$ 135,441</b>	<b>\$ 290,972</b>	<b>\$ 4,071,411</b>	<b>\$ 274,043</b>

**Central Oregon Community College  
2026-27 Budget**

**Capital Projects Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Resources</b>				
Beginning Fund Balance	\$ 6,111,956	\$ 5,860,178	\$ 4,139,254	\$ 5,700,543
Other Income	3,382,555	697,442	6,050,000	7,560,559
Transfers In	2,835,977	2,652,600	17,184,020	2,540,000
<b>Total Resources</b>	<u>\$ 12,330,488</u>	<u>\$ 9,210,220</u>	<u>\$ 27,373,274</u>	<u>\$ 15,801,102</u>
<b>Requirements</b>				
Materials and Services	\$ 2,223,622	717,616	\$ 1,209,500	634,220
Capital Outlay	3,246,688	8,145,907	20,555,454	8,916,542
Transfers Out	1,000,000		2,574,000	3,684,000
Ending Fund Balance	5,860,178	346,697	3,034,320	2,566,340
<b>Total Requirements</b>	<u>\$ 12,330,488</u>	<u>\$ 9,210,220</u>	<u>\$ 27,373,274</u>	<u>\$ 15,801,102</u>

# Enterprise Fund

**Statement of Purpose:** The Enterprise Fund is used by the College to account for services provided to students, employees, and the general public on a user-fee basis, similar to a for-profit business. Over the long term, they are expected to cover their direct costs.

## Enterprise Activities

- Residence Hall Operations
- Food Service Operations
- Bookstore Operations

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 PROPOSED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Enterprise Fund Total</b>				
<b>Resources</b>				
Beginning Net Working Capital	\$ 4,993,201 #	\$ 5,367,258	\$ 6,273,469	\$ 4,545,839
Program Income	4,645,166	4,682,201	5,193,992	5,499,575
Interest Income	501,768	426,730	155,800	-
<b>Total Resources</b>	<u>\$ 10,140,135</u>	<u>\$ 10,476,189</u>	<u>\$ 11,623,261</u>	<u>10,045,414</u>
<b>Requirements</b>				
Personnel Services	\$ 728,435	\$ 790,793	\$ 925,380	\$ 993,765
Materials and Services	2,347,466	2,381,505	2,709,198	2,853,102
Capital Outlay	72,059	49,021	283,500	296,000
Transfers Out	1,624,917	1,458,329	3,737,089	1,568,545
Ending Net Working Capital	5,367,258	5,796,541	3,968,094	4,334,002
<b>Total Requirements</b>	<u>\$ 10,140,135</u>	<u>\$ 10,476,189</u>	<u>\$ 11,623,261</u>	<u>10,045,414</u>

# Internal Service Fund

**Statement of Purpose:** The Internal Service Fund accounts for goods or services provided to other College departments, programs, and activities on a cost recovery basis.

## Internal Service Activities

- Copy Machine Contracts

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Internal Service Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 127,450	\$ 69,515	\$ 52,164	\$ 92,065
User Charges	103,055	96,342	85,000	105,000
Interest Income	-	-	-	-
<b>Total Resources</b>	<u>\$ 230,505</u>	<u>\$ 165,857</u>	<u>\$ 137,164</u>	<u>\$ 197,065</u>
<b>Requirements</b>				
Personnel Services	\$	\$	\$	\$
Materials and Services	60,990	69,771	70,000	98,000
Capital Outlay	-	-	1,000	1,000
Transfers Out	100,000	9,084	23,000	-
Ending Fund Balance	69,515	87,002	43,164	98,065
<b>Total Requirements</b>	<u>\$ 230,505</u>	<u>\$ 165,857</u>	<u>\$ 137,164</u>	<u>\$ 197,065</u>

# Reserve Fund

**Statement of Purpose:** Retirement funds were established by the College to meet obligations associated with retiree benefit liabilities and the Public Employee Retirement System (PERS).

## Activities

- Retiree Health Insurance Reserve Fund – program has ended. The final transfer out is to close this fund.
- PERS Reserve

**Reserve Fund - Resources and Requirements**

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Retiree Benefit Reserve</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 474,983	\$ 337,647	\$ 48,677	\$ 11,230
Interest Income				
<b>Total Resources</b>	<u>\$ 474,983</u>	<u>\$ 337,647</u>	<u>\$ 48,677</u>	<u>\$ 11,230</u>
<b>Requirements</b>				
Materials and Services	\$ 7,336	\$ 26,417	\$ 25,000	\$ -
Transfers Out	130,000	300,000		11,230
Ending Fund Balance	<u>337,647</u>	<u>11,230</u>	<u>23,677</u>	
<b>Total Requirements</b>	<u>\$ 474,983</u>	<u>\$ 337,647</u>	<u>\$ 48,677</u>	<u>\$ 11,230</u>
<b>PERS Reserve</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 982,986	\$ 682,986	\$ 182,986	\$ 182,986
Interest Income				
<b>Total Resources</b>	<u>\$ 982,986</u>	<u>\$ 682,986</u>	<u>\$ 182,986</u>	<u>\$ 182,986</u>
<b>Requirements</b>				
Transfers Out	\$ 300,000	\$ 500,000	\$ -	\$ -
Ending Fund Balance	<u>682,986</u>	<u>182,986</u>	<u>182,986</u>	<u>182,986</u>
<b>Total Requirements</b>	<u>\$ 982,986</u>	<u>\$ 682,986</u>	<u>\$ 182,986</u>	<u>\$ 182,986</u>

# Special Revenue Fund

**Statement of Purpose:** Grants and contracts from federal, state, and non-governmental organizations are accounted for in this fund. The expenditures of these funds are legally restricted to the purposes defined within the grant or contract.

## Grant & Contract Activities

- Federal Grants
- State Grants
- Other Grants
- Contracts
- New Programs

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 APPROVED Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Special Revenue Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 1,771,977	\$ 3,445,112	\$ 1,358,975	\$ 1,336,817
Federal Grants	1,417,908	2,689,221	2,849,123	2,817,342
State Grants	1,424,829	6,410,547	1,066,133	1,516,308
Other Grants	2,453,056	1,688,405	1,750,456	1,732,521
Tuition and Fees	6,580	810		
Contract Income	490,373	314,986	328,635	285,341
Transfers In	40,000	40,000	40,000	40,000
<b>Total Resources</b>	<u>\$ 7,604,723</u>	<u>\$ 14,589,081</u>	<u>\$ 7,393,322</u>	<u>\$ 7,728,329</u>
<b>Requirements</b>				
Personnel Services	\$ 2,546,138	\$ 3,305,768	\$ 2,798,166	\$ 2,981,586
Materials and Services	1,515,837	2,655,481	3,451,764	3,471,653
Capital Outlay	97,636	6,653,542	488,125	482,503
Transfers Out				
Ending Fund Balance	3,445,112	1,974,290	655,267	792,587
<b>Total Requirements</b>	<u>\$ 7,604,723</u>	<u>\$ 14,589,081</u>	<u>\$ 7,393,322</u>	<u>\$ 7,728,329</u>

# Auxiliary Fund

**Statement of Purpose:** The Auxiliary Fund accounts for a wide variety of ancillary activities within the College. Each appropriation category is expected to be self-balancing and expenditures cannot exceed available resources.

## Auxiliary Activities

- Self-Sustaining Activities – College Now, Student Government, Sustainability
- Non-General Fund Instruction – SBDC Activities, Apprenticeships, Workforce Tr.
- Revolving Activities – Foundation billings, GED Scholarships, Student Emergency Fund
- Contractual & Administrative Provisions – Faculty Sabbatical, Professional Development, Unemployment Reserves

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Auxiliary Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 11,410,617	\$ 6,512,636	\$ 5,733,339	\$ 5,625,228
Tuition and Fees	2,435,946	2,571,810	2,348,800	2,962,800
Grants and Contracts	498,659	453,984	450,000	570,000
Other Income	1,039,101	821,899	715,815	748,580
Sales of Goods and Services	16,675	11,368	14,000	-
Program and Fee Income	861,482	802,128	1,126,605	1,003,605
Donations	88,663	68,251	88,000	108,000
Interest Income	63,907	68,025	62,000	78,000
Transfers In	2,103,759	1,303,511	1,699,512	1,743,755
<b>Total resources</b>	<b>\$ 18,518,809</b>	<b>\$ 12,613,612</b>	<b>\$ 12,238,071</b>	<b>12,839,968</b>
<b>Requirements</b>				
Personnel Services	\$ 5,816,157	\$ 4,588,298	\$ 5,931,644	\$ 6,571,844
Materials and Services	2,052,967	1,840,780	2,760,129	2,771,199
Capital Outlay	1,262,604	321,863	697,000	1,275,000
Transfers Out	2,874,445	1,768,225	361,000	382,000
Ending Fund Balance	6,512,636	4,094,446	2,488,298	1,839,925
<b>Total Requirements</b>	<b>\$ 18,518,809</b>	<b>\$ 12,613,612</b>	<b>\$ 12,238,071</b>	<b>12,839,968</b>

# Financial Aid Fund

**Statement of Purpose:** The Financial Aid Fund is an expendable trust type. Student financial aid funds are received from federal, state, and local sources. These funds must be disbursed for the purposes and according to the rules and regulations of the grantor.

## Financial Aid Activities

- Federal Grants
- State Grants
- Financial Aid – Institutional
- Financial Aid – Other

	Fiscal Year 2023-24 ACTUAL Amounts	Fiscal Year 2024-25 ACTUAL Amounts	Fiscal Year 2025-26 CURRENT Budget	Fiscal Year 2026-27 PROPOSED Budget
<b>Financial Aid Fund Total</b>				
<b>Resources</b>				
Beginning Fund Balance	\$ 432,285	\$ 377,015	\$ 238,000	\$ 311,000
Foundation Contributions	1,624,165	1,689,967	2,500,000	2,500,000
Grants	11,354,838	12,886,411	19,352,000	19,367,000
Other Income	6,096	97,030	29,000	34,000
Trust and Interest Income	38,611	31,770	22,924	25,000
Transfers In	186,619	182,000	200,000	185,000
<b>Total Resources</b>	<b>\$ 13,642,614</b>	<b>\$ 15,264,193</b>	<b>\$ 22,341,924</b>	<b>\$ 22,422,000</b>
<b>Requirements</b>				
Personnel Services	\$ 104,815	\$ 117,380	\$ 234,567	\$ 236,325
Materials and Services	13,010,784	14,773,095	21,936,500	21,955,500
Transfers Out	150,000			
Ending Fund Balance	377,015	373,718	170,857	230,175
<b>Total Requirements</b>	<b>\$ 13,642,614</b>	<b>\$ 15,264,193</b>	<b>\$ 22,341,924</b>	<b>\$ 22,422,000</b>

# Trust and Agency Fund

**Statement of Purpose:** The Trust and Agency Fund accounts for endowment and agency type funds. Spending limits are legally restricted and funding can only be used for permitted purposes.

## Trust and Agency Activities

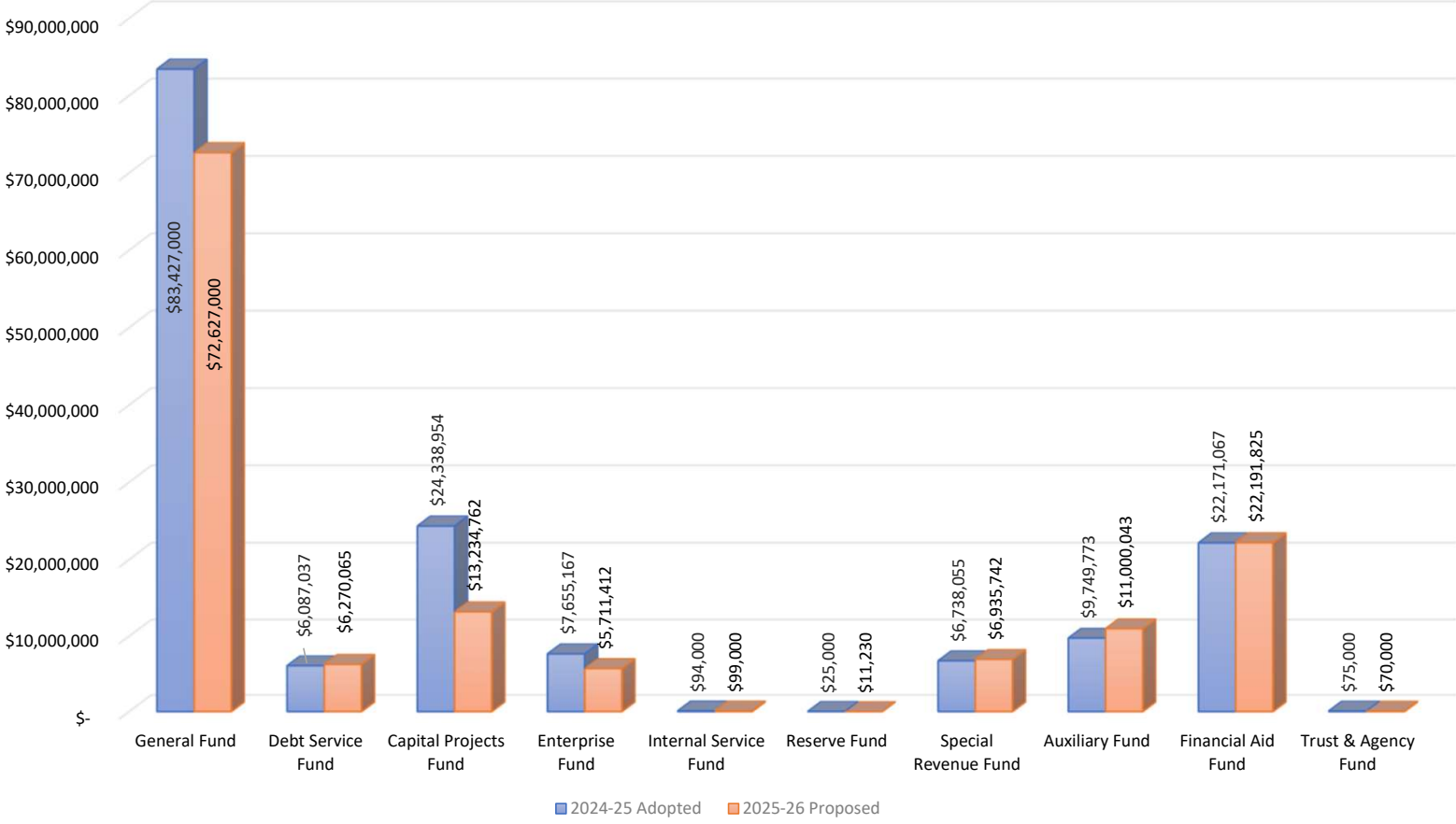
- Robert Clark Trust Fund
- Oregon Community College Library Association

	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Year 2025-26	Fiscal Year 2026-27
<b>Trust &amp; Agency Fund Total</b>	ACTUAL	ACTUAL	CURRENT	PROPOSED
<b>Resources</b>	Amounts	Amounts	Budget	Budget
Beginning Fund Balance	\$ 400,600	\$ 399,076	\$ 429,391	\$ 429,391
Other Income		1,700	1,700	1,700
Interest Income	16,666	51,364	16,500	16,500
<b>Total Resources</b>	<u>\$ 417,266</u>	<u>\$ 452,140</u>	<u>\$ 447,591</u>	<u>\$ 447,591</u>
<b>Requirements</b>				
Materials and Services	18,190	14,116	75,000	70,000
Ending Fund Balance	399,076	438,024	372,591	377,591
<b>Total Requirements</b>	<u>\$ 417,266</u>	<u>\$ 452,140</u>	<u>\$ 447,591</u>	<u>\$ 447,591</u>

# Proposed and Current Year Budget Expenditures

Funds	2025-2025 Proposed Budget	2026-27 Proposed Budget	\$ Change	% Change	Key Changes
General Fund	\$ 83,427,000	\$ 72,627,000	\$ (10,800,000)	-12.9%	<i>Decrease in transfers out (\$14.4M), increase in salaries (\$2M), payroll assessment (\$1.4M), Software and network licenses (\$240k)</i>
Debt Service Fund	6,087,037	6,270,065	183,028	3.0%	<i>Increase in principal payments.</i>
Capital Projects Fu	24,338,954	13,234,762	(11,104,192)	-45.6%	<i>Decrease in capital outlay for Madras (\$13.6M)</i>
Enterprise Fund	7,655,167	5,711,412	(1,943,755)	-25.4%	<i>Significant decrease to transfers to GF (\$1.6M)</i>
Internal Service Fu	94,000	99,000	5,000	5.3%	<i>Increase in appropriation for campus wide copier lease.</i>
Reserve Fund	25,000	11,230	(13,770)	-55.1%	<i>Closing retiree stipend benefit fund.</i>
Special Revenue Ft	6,738,055	6,935,742	197,687	2.9%	<i>Increase in various grant awards including TRIOSS (\$276k) and FIPSE (\$713k), offset by other grants not being renewed.</i>
Auxiliary Fund	9,749,773	11,000,043	1,250,270	12.8%	<i>Increase in transfers to Faculty Professional Imp (\$120k), Unemployment reserve (\$250k), planning for aviation simulator purchase (\$600k)</i>
Financial Aid Fund	22,171,067	22,191,825	20,758	0.1%	<i>No significant change.</i>
Trust & Agency Fu	75,000	70,000	(5,000)	-6.7%	<i>Decrease scholarship awards to maintain fund balance.</i>
Total of All Funds	\$ 160,361,053	\$ 138,151,079	\$ (22,209,974)		

# Proposed and Current Year Budget Expenditures



# General Fund Transfers Out

## Summary of General Fund Interfund Transfers

### Transfers-In to General Fund

Program/Funds	2026-27 Budget	Purpose of Transfer
Redmond Operations/Auxiliary Fund	200,000	Support for Instruction
Facility Rentals, College Activities/Auxiliary	26,000	Support for Facilities
Food Ops, Bookstore, Residence Hall, RH Summer Programs/Enterprise Fund	599,000	Support for Facilities
Real Estate Development/Capital	3,684,000	Support for Facilities
Contracted Courses, General Testing/Auxiliary Fund	35,000	Support for Instruction
	<b>\$ 4,544,000</b>	

### Transfers-Out of General Fund

Department/Function	2026-27 Budget	Purpose of Transfer
Instruction	\$ 320,000	Support for Center for Business and ABS professional development.
Instructional Support	468,895	Faculty professional development, sabbatical, and Instructional Equipme
Student Services	341,110	Merit Scholarship support and Title III Programs.
College Support Services	1,250,000	Classified and administrative development, foundation, and unemploym support.
Infrastructure	2,055,000	Support for Redmond Renovation and Capital investments.
Financial Aid	35,000	College match for federal work study wages.
Information Technology	200,000	IT Lifecycle Replacement and IT Server funds.
	<b>\$ 4,670,005</b>	

	2023-24 ACTUAL Amounts	2024-25 Current Budget	2025-26 PROPOSED Budget	2026-27 PROPOSED Budget
General Fund	\$ 53,241,880	\$ 65,101,027	\$ 83,427,000	\$ 72,627,000
Debt Service Fund	5,745,243	5,916,630	6,087,037	6,270,065
Capital Projects Fund	6,470,310	18,079,951	24,338,954	13,234,762
Enterprise Fund	5,214,781	5,026,142	7,655,167	5,711,412
Internal Service Fund	140,802	86,752	94,000	99,000
Retirement Fund	7,336	1,307,986	25,000	11,230
Special Revenue Fund	4,159,610	6,135,928	6,738,055	6,935,742
Auxiliary Fund	12,006,172	11,112,433	9,749,773	11,000,043
Financial Aid Fund	13,265,599	15,798,504	22,171,067	22,191,825
Trust & Agency Fund	8,440	23,500	75,000	70,000
<b>Total Requirements</b>	<b>\$ 100,260,173</b>	<b>\$ 128,588,853</b>	<b>\$ 160,361,053</b>	<b>\$ 138,151,079</b>

# Key Takeaways – 2026-27 Budget

- Maintains reserves above 37 days (10%) and returns to 60 days within three years.
- Executes on Strategic Plan to fund Redmond MATC Expansion. Expenditures are within legal appropriation limits.
- General Fund budget **includes \$1 million operating contingency.**
- Conservative revenue and expenditure projections.
- Long-term obligations are in full compliance with debt covenants and continuing disclosure requirements.
- Adequate spending appropriation for financial aid, grants, contracts and new programs.
- Additional resources for facilities maintenance, repairs, and information technology.

# Budget Committee Budget Approval

- Are there any questions about the budget development and implementation of the *2026-27 Proposed Budget*?
- If not, the Budget Committee is now asked to approve the 2026-27 Fiscal Year Budget including the property tax rate and general obligation bonds property tax levy. The 2026-27 Budget Resolution has been provided in your materials.



## Central Oregon Community College Budget Committee: Resolution

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<b>Subject</b>	Approval of the 2026-27 Budget including the property tax rate and general obligations bonds property tax levy.
<b>Strategic Plan Connection</b>	College Sustainability – COCC creates processes and systems to foster high-quality and operationally sustainable work, learning and natural environments.
<b>Prepared By</b>	Michael LaLonde, Vice President of Finance and Operations

### A. Background

As part of the budgeting process, the Budget Committee has the following duties; a) specify the amount of tax revenue or tax rate for all funds, b) establish a maximum for total expenditures for each fund, c) approve the total taxes for the local government as an amount and/or rate, and d) approve the budget. The College's established permanent tax rate of \$0.6204 per thousand dollars of assessed property value is a result of the voter approved Measure 50 (1997), a constitutional amendment. The amount to be levied for general obligation bonds debt service is \$3,331,032. The Proposed Budget expenditures for all funds total \$138,151,079.

### B. Options/Analysis

- 1) Approve the Proposed Budget, tax rate, and bond levy at this time.
- 2) Do not approve the Proposed Budget, tax rate, and bond levy at this time.

### C. Timing

Approval of the proposed 2026-27 Fiscal Year Budget is requested at this time. Approval now will facilitate the remainder of the budget process, which includes adoption of the Budget by the Board of Directors in June after an additional public hearing.

### D. Budget Impact

No impact on the current year budget. The Fiscal Year 2026-27 budget will be impacted as described in section A.

### E. Proposed Resolution

Be it resolved that the Budget Committee of Central Oregon Community College does hereby approve the Central Oregon Community College District Proposed Budget expenditures for Fiscal Year 2026-27 in the aggregate amount of \$138,151,079 (total of all funds) and the permanent tax rate of \$0.6204 per thousand of assessed value be levied against all assessed property in support of the General Fund. It is further resolved that a tax of \$3,331,032 be approved for the Debt Service Fund for the purpose of satisfying the required debt service of voter approved general obligation bonds issued by the District.



CENTRAL OREGON  
COMMUNITY COLLEGE

Board of Directors' Meeting – MINUTES

Wednesday, April 8, 2026 – 5:45 PM

Boyle Education Center Boardroom / YouTube

TIME**	ITEM	ENC.*	ACTION	PRESENTER
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5:47 p.m.

	I. Call to Order			Skatvold
	II. Native Lands Acknowledgement	2a.1*		Skatvold
	III. Roll Call			Alberg
	<u>Board and Budget Committee members:</u> Erica Skatvold (Chair), Jim Porter (Vice-Chair), Laura Craska Cooper, Joe Krenowicz, Erin Merz, Erin Foote Morgan, Alan Unger, Debi Harr, Bill Robathan, Brian Bergler, Tobias Colvin, Jade Mayer, Bill Hall, Jim Lanzarotta			
	<u>Staff:</u> Greg Pereira (President), Michael LaLonde, Alicia Moore, Annemarie Hamlin, Zak Boone, Laura Boehme, Amanda Bevington Drungil, Kyle Matthews, Lucas Alberg, Carmen Ingulli, Sean Roberts, Tes Schaeffer			
	<u>Guests:</u> Paul Taylor, Amanda Payne, Colton Sachs, Julian Hasbun, Talia Stockwell			
	IV. Agenda Changes			Skatvold
	None.			
	V. Information Item			
	1. All-Oregon Academic Team			Bevington Drungil
	a. Bevington Drungil explained that these students were nominated by their instructors for their achievements. They will represent COCC at a luncheon with students from across Oregon in Salem on April 17.			
	b. Carmen Ingulli nominated Amanda Payne.			
	c. Lexi Costantino nominated Colton Sachs.			
	d. Sean Roberts nominated Julian Hasbun.			
	e. Tes Schaeffer nominated Talia Stockwell.			
	VI. New Business			
	1. Faculty Recognition			Hamlin <sup>A</sup>
	a. Promotion	6b.1-5*	X	
	i. For promotion from Assistant Professor I to Assistant Professor II, Lexi Costantino, Steven Foldi, Gabriel Franco, Molly			

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Markland, Stephanie O'Bryan, Anthony Rosso, and Amy Shapen were nominated.

- ii. For promotion from Assistant Professor II to Associate Professor, Sarah Baron, Teresa DeShow, Melinda Gesuale, and Rodney VanOrsdol were nominated.
  - iii. For promotion from Associate Professor to Professor, Angie Cole, Merideth Humphries, Beth Palmer, Michel Waller, Shannon Waller, and Kristin Dorsey were nominated.
  - iv. Motion to approve all nominations for promotion.
    - 1. 1<sup>st</sup>: Laura Craska Cooper
    - 2. 2<sup>nd</sup>: Jim Porter
    - 3. In favor: Erica Skatvold, Jim Porter, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - 4. Opposed or abstained: none
- b. Tenure 6a.1-2\* X
- i. Carmen Ingulli, Abhay Ghiara, Roxie Supplee, and Marilyn Waller-Niewold were nominated for tenure by their peers.
  - ii. Motion to approve all nominations for tenure.
    - 1. 1<sup>st</sup>: Laura Craska Cooper
    - 2. 2<sup>nd</sup>: Erin Merz
    - 3. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - 4. Opposed or abstained: none
- c. Emeritus Status for Retiring Faculty 6d.1\* X
- i. Chuck Hutchings, Sean Rule, Michael Gesme, Carson Haury, Nathan Hovekamp, Ricky Virk, and Cat Finney were nominated for emeritus status by the Faculty Promotions Committee.
  - ii. Motion to approve all nominations for emeritus status.
    - 1. 1<sup>st</sup>: Erin Merz
    - 2. 2<sup>nd</sup>: Alan Unger
    - 3. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - 4. Opposed or abstained: none
- d. Sabbatical 6c.1-2\*
- i. Sarah Baron, Jacquie Coe, Owen Murphy and Wendi Wampler will be taking sabbaticals for (up to) three terms during the 2026-27 academic year.

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2. Emeritus Status for Retiring Administrators 6e.1-2\* X Boehme<sup>A</sup>
- a. Julie Downing, Tina Hovekamp, Diana Kalanquin, and Kellie Smith were nominated for emeritus status by their peers.
  - b. Motion to approve all nominations for emeritus status.
    - i. 1<sup>st</sup>: Jim Porter
    - ii. 2<sup>nd</sup>: Alan Unger
    - iii. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - iv. Opposed or abstained: none

#### VII. Adjourn to Budget Committee Meeting

1. Budget Committee Meeting 7a,b,c\* Harr
- a. See enclosure 5b.1-4.
  - b. The Committee adjourned at 7:44 p.m. The Board returned from recess at 7:50 p.m.

#### VIII. Adjourn to Open Session

Skatvold

#### IX. Public Comment

1. Sara Henson, President of the Faculty Forum, congratulated and thanked the Board and everyone from COCC's administration who helped them reach an agreement with the Classified Association. She also congratulated the students and faculty who were recognized earlier in this meeting. Henson assured the Board that COCC's entire faculty is doing quality work in support of their students, which is why the Faculty Forum has been working hard in their negotiations for a new contract. She encouraged the Board to invest in the faculty in order to maintain quality academic programs.

#### X. Consent Agenda\*\*\*

1. Regular Meeting Minutes (3.11.26) 10a.1-6\* X Matthews<sup>A</sup>
- a. Motion to approve the minutes.
    - i. 1<sup>st</sup>: Alan Unger
    - ii. 2<sup>nd</sup>: Laura Craska Cooper
    - iii. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - iv. Opposed of abstained: none

#### XI. Information Items

1. Monthly Budget Status 11a.1-4\* LaLonde<sup>A</sup>
- a. LaLonde noted that the cash balance of all funds within the Local Government Investment Pool has reduced by \$7.5 million from last year. It is currently at \$40 million, and LaLonde suggested it would continue to decrease due to construction projects.
2. New Hire Reports 11b.1-2\* Boehme<sup>A</sup>
- a. Foote Morgan asked if the Manufacturing Workforce Development Coordinator is a new position.

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- i. Hamlin said that it is a new position funded by the Fund for the Improvement of Postsecondary Education (FIPSE) grant.

## XII. New Business

1. Prineville Campus A/V System Upgrade 12a.1\* X Boehme<sup>A</sup>
  - a. Boehme explained that the Prineville campus has been experiencing several technology issues since COCC took over the building. Much of the technology is outdated. COCC met with Crook County staff to discuss the needs and costs of upgrades. The company they are recommending is the most local company available.
  - b. Merz asked if COCC would be reimbursed for this project.
    - i. LaLonde explained that COCC has an annual agreement with Crook County on matching funds for the Prineville campus. The College would spend its own funds and be reimbursed by the County.
  - c. Unger asked who owns the building on the Prineville campus.
    - i. Lenhart explained that the County owns the land and 60% of the building, while COCC owns the remaining 40% and conducts all onsite operations.
  - d. Krenowicz asked by two different contractors are referenced under “Item B” in this proposal.
    - i. Boehme explained that both contractors are part of the same company.
  - e. Motion to approve \$190,000 for Information Technology Services and Conference Technologies, Inc. to upgrade the audio-visual system at the Prineville campus.
    - i. 1<sup>st</sup>: Erin Merz
    - ii. 2<sup>nd</sup>: Laura Craska Cooper
    - iii. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - iv. Opposed of abstained: none
2. 2026–27 Tuition and Fee Rates 12b.1–2\* X LaLonde/Moore<sup>A</sup>
  - a. LaLonde noted that the proposed tuition rates are projected to increase College revenue by \$808,000.
  - b. Craska Cooper suggested that LaLonde’s presentation during the Budget Committee meeting supported this proposal.
  - c. Unger noted that the Board normally approves a 3% increase every year and suggested that this proposal is not significantly higher. He also noted that some institutions will allow students to continue paying the same rate for tuition and fees as they did during their first year and asked if COCC has ever considered trying this procedure.
    - i. Moore said that procedure is more common at universities than community colleges. She estimated that 85% of COCC’s students who start as full-time students will switch to part-time in their first year.
  - d. Skatvold noted that the Board is trying to maintain a moderate annual increase in tuition and fees.
  - e. Motion to approve the proposed 2026–27 tuition and fee rates.

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- i. 1<sup>st</sup>: Laura Craska Cooper
  - ii. 2<sup>nd</sup>: Erin Foote Morgan
  - iii. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
  - iv. Opposed of abstained: none
3. Employer Incentive Fund Deposit                      12c.1-2\*              X              LaLonde<sup>A</sup>
- a. LaLonde reminded the Board that they approved a \$5 million deposit to a PERS side account at a special meeting on June 25, 2025. However, due to increasing costs for Madras, salaries, benefits, and other expenses, COCC's reserve ratio is now at 11.67%. LaLonde is now recommending refraining from this deposit. He has already notified PERS before the deadline for the deposit that he would be making this recommendation to the Board.
  - b. Motion to approve and support LaLonde in notifying PERS that COCC will not make an Employer Incentive Fund Deposit.
    - i. 1<sup>st</sup>: Laura Craska Cooper
    - ii. 2<sup>nd</sup>: Alan Unger
    - iii. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
    - iv. Opposed of abstained: none

### XIII. Board of Directors' Operations

- 1. Proposed Revisions to Board Polices
  - a. GP 7: Board Planning Cycle,                      13a.1-5\*                      Craska Cooper<sup>A</sup>  
1<sup>st</sup> Reading
    - i. Craska Cooper noted that Merz had suggested revising the internal calendar to match the Board's planning cycle, and to start in July instead of January.
    - ii. There were not questions or comments.
  - b. BEP 8: Debt Level and                      13b.1-4\*                      Craska Cooper/  
Management, 1<sup>st</sup> Reading                      LaLonde<sup>A</sup>
    - i. LaLonde recommended revisions to this policy based on other community college policies and added language on procedures for applying for a bond. He also recommended removing language regarding a State Treasurer policy as it often changes.
    - ii. There were no questions or comments.
  - c. BEP 9: General Fund Reserve                      13c.1-4\*                      Craska Cooper/  
Policy, 1<sup>st</sup> Reading                      LaLonde<sup>A</sup>
    - i. LaLonde explained that the proposed revisions include a target rate of 60 days of operating funds and not allowing the reserve to reduce below 37 days without a plan to return to the target rate.
    - ii. Porter asked if there is any guidance on reserve policies from Oregon law.
      - 1. LaLonde said that accreditation agencies and credit rating agencies will often ask about COCC's policies. While both entities have been supportive of the current policy, LaLonde suggested they would also support the proposed revisions.

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- iii. Porter asked how LaLonde determined 60 days to be the target rate.
  - 1. LaLonde said he divided the College's total annual expenditures by 365, then divided COCC's general fund ending balance by the average amount spent per day.
- 2. Committee Updates
  - a. Policy Review Committee Craska Cooper
    - i. Craska Cooper said that the Committee determined that the Board's policies should be tracked for review and revisions internally. The policies webpage would then only display when each policy was most recently reviewed or revised. She also noted that most of the Board's policies have been reviewed within the past five years, and those that have not are the highest priorities for review by the Committee.
  - b. Advocacy Committee Foote Morgan
    - i. Foote Morgan said the Committee has been discussing outreach opportunities. Alberg has been working on some talking points that Board members can use when discussing the College with community members. The Committee plans to have more information at the next Board meeting. "College Close-up" pamphlets were distributed for Board members to bring to any meetings they might have with community members.
      - 1. Merz added that, in light of the upcoming election, there may be some new representatives to reach out to.
      - 2. Craska Cooper noted that she would be traveling to Washington, D.C. the following week and offered to meet with COCC's legislators.
    - ii. Craska Cooper asked if there is a plan to have a standing agenda item for a member from the Associated Students of COCC to present at Board meetings.
      - 1. Alberg explained that they had a representative in mind, but that student has since resigned.
      - 2. Foote Morgan said the Board can send another formal invitation to the ASCOCC.
- 3. Board Member Activities
  - a. Erin Merz
    - i. March 12 and 19: Policy Review Committee meetings
    - ii. March 20: Advocacy Committee meeting
  - b. Alan Unger
    - i. March 13: OCCA Budget Committee meeting
  - c. Jim Porter
    - i. March 13 and 25: Meetings with Skatvold and Pereira
    - ii. March 19: OCCA Lunch and Learn webinar
    - iii. April 1: Meeting with Skatvold, Pereira and Matthews
    - iv. April 1: Meeting with Skatvold, Pereira and Boehme
  - d. Erin Foote Morgan
    - i. March 20: Advocacy Committee meeting

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- e. Laura Craska Cooper
  - i. March 12 and 19: Policy Review Committee meetings
  - ii. April 7: Phone call with Skatvold
  - iii. Drafting revisions to Board policies
  - iv. Gifted a mug to LaLonde in honor of his upcoming retirement
- f. Erica Skatvold
  - i. March 12 and 19: Policy Review Committee meetings
  - ii. March 20: Advocacy Committee meeting
  - iii. April 1: Meeting with Porter, Pereira and Matthews
  - iv. April 1: Meeting with Porter, Pereira and Boehme
  - v. April 7: Phone call with Craska Cooper

#### XIV. President's Report

Pereira

1. HB 4124, which would require Oregon's universities and community colleges to merge, passed in the legislature. Members of the State's community colleges have been invited to participate in a workgroup and provide feedback, which Pereira will be involved with.
2. The Association of Community College Trustees sent its members an overview of President Trump's budget request to Congress, which includes significant budget cuts or complete eliminations of 15 current federal funds and initiatives, including basic needs, childcare, federal work studies, TRIO, and adult basic education.
3. Pereira will be visiting Culver High School on April 9 to learn about how COCC's dual-enrollment program has helped increase student attendance.
4. On April 16, several COCC senior staff will be touring the Meta data center in Prineville and attending their Community Action Grant reception. Pereira thanked Cindy Lenhart for her leadership on this matter.
5. OSU-Cascades has appointed Dr. Becky Johnson as Interim Chancellor and Dean while they search for a replacement.

#### XV. Dates

Skatvold

1. **Thursday, April 9 – Policy Review Committee Meeting – Remotely via Zoom at 1:00 p.m.**
2. Thursday, April 9 – Season of Nonviolence: Native and Indigenous Documentary Screening – Madras Performing Arts Center at 6:00 – 8:00 p.m.
3. Saturday, April 11 – Design & Build Regional Innovation Jam – Cascade Hall at 9:00 a.m. – 5:00 p.m.
4. Saturday, April 11 – COCC Foundation's Meal of the Year Fundraiser – Mazama Gymnasium at 5:00 p.m.
5. Sunday, April 12 – COCC/OSU-Cascades Soccer Match – Mazama Field at 10:30 a.m. – 2:00 p.m.
6. Tuesday, April 14 – Chandler Lecture Series: The Science of Connecting in a Lonely World with Scott Crabtree – Wille Hall at 6:00 – 8:00 p.m.
7. Thursday, April 16 – COCC Math Contest – Bend Campus 9:00 a.m. – 3:00 p.m.

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8. Friday, April 17 – COCC Preview Day – Bend Campus at 9:00 a.m. – 1:00 p.m.
  9. **Friday, April 17 – Advocacy Committee Meeting – Remotely via Zoom at 1:00 p.m.**
  10. Friday, April 17 – Earth Day Fashion Show – Sustainable Shopping at 4:30 – 6:00 p.m., Fashion Show at 6:00 – 7:00 p.m. in Wille Hall
  11. **Monday, April 27 – Real Estate Committee Meeting – Remotely via Zoom at 4:30 p.m.**
  12. Tuesday, April 28 – Chandler Lecture Series: Staying Human in the AI Age with Helen and Dave Edwards – 6:30 – 8:00 p.m. in Wille Hall
  13. Thursday, April 30 – Madras Campus Expansion Grand Opening at 4:00 – 6:00 p.m.
  14. Thursday, May 7 – COCC Jungle Run – Mazama Gymnasium at 5:00 p.m.
  15. **Wednesday, May 13 – Board of Directors and Budget Committee Meeting – Boyle Education Center Boardroom at 5:45 p.m.**
  16. Saturday, May 16 – COCC Salmon Bake – Madras Campus (Time TBA)
- XVI. Adjourned to Executive Session at 8:36 p.m.** **Skatvold**  
 ORS 192.660 section 2, subsection d, Labor Negotiations  
 ORS 192.660 section 1, subsection i, Performance Evaluation of CEO
- XVII. Adjourn to Open Session** **Skatvold**
- XVIII. Open Session**
- XIX. New Business**
1. 2025–28 Classified Negotiations 19a.1–4\* X **Boehme<sup>A</sup>**
    - a. Motion to approve the 2025–2028 collective bargaining agreement between COCC and the Classified Association of COCC as negotiated.
      - i. 1<sup>st</sup>: Erin Merz
      - ii. 2<sup>nd</sup>: Erin Foote Morgan
      - iii. In favor: Erica Skatvold, Jim Porter, Joe Krenowicz, Laura Craska Cooper, Alan Unger, Erin Merz, Erin Foote Morgan
      - iv. Opposed or abstained: none
- XX. Adjourn** **Skatvold**

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Central Oregon Community College  
Monthly Budget Status  
Highlights of March 2026 Financial Statements

**Cash and Investments**

The College's operating cash balances currently total \$33 million. The March average yield for the Local Government Investment Pool remained 4.0 percent.

**General Fund Revenues**

Spring term registration continues this month increasing tuition and fee revenues by \$3 million over the prior month.

**General Fund Expenses**

The expenses through March 2026 include the majority of the required budgeted inter-fund transfers-out for the fiscal year. The remaining \$6.6 million transfer out will be made to support the Madras build at the completion of the project.

**Budget Compliance**

All general fund appropriation categories are within budget.

Central Oregon Community College

**Monthly Budget Status**  
**March 2026**

13-May-26

<u>General Fund</u>	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget Current Year</u>	<u>Percent of Budget Prior Year</u>
<b>Revenues</b>					
District Property Taxes:					
Current Taxes	\$ 24,330,000	\$ 23,312,753	\$ (1,017,247)	95.8%	93.0%
Prior Taxes	283,000	384,877	101,877	136.0%	82.8%
Tuition and fees	22,430,000	20,367,454	(2,062,546)	90.8%	81.1%
State Aid	13,279,000	9,383,630	(3,895,370)	70.7%	75.2%
Program and Fee Income	100,000	40,382	(59,618)	40.4%	46.9%
Interest & Misc. Income	974,000	3,740,040	2,766,040	384.0%	12.4%
Transfers-In	5,588,744	2,903,957	(2,684,787)	52.0%	44.7%
<b>Total Revenues</b>	<b>\$ 66,984,744</b>	<b>\$ 60,133,093</b>	<b>\$ (6,851,651)</b>		
<b>Expenses by Function</b>					
Instruction	\$ 28,154,525	\$ 20,075,932	\$ 8,078,593	71.3%	59.3%
Instructional Support	5,554,985	3,854,992	1,699,993	69.4%	60.9%
Student Services	7,883,478	5,162,993	2,720,485	65.5%	54.4%
College Support	7,475,399	5,392,892	2,082,507	72.1%	57.7%
Campus Services	6,140,941	4,092,958	2,047,983	66.7%	66.3%
Information Technology	7,947,140	5,048,171	2,898,969	63.5%	64.8%
Financial Aid	200,000	115,383	84,617	57.7%	111.4%
Contingency	1,000,000	-	1,000,000	0.0%	0.0%
Transfers-Out	19,070,532	12,445,532	6,625,000	65.3%	100.6%
<b>Total Expenses</b>	<b>\$ 83,427,000</b>	<b>\$ 56,188,853</b>	<b>\$ 27,238,147</b>		
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (16,442,256)</b>	<b>\$ 3,944,240</b>	<b>\$ 20,386,496</b>		

**Central Oregon Community College**  
**Monthly Budget Status**  
**March 2026**

13-May-26

	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget Current Year</u>	<u>Percent of Budget Prior Year</u>
<b><u>Non General Funds</u></b>					
<b>Debt Service Fund</b>					
Revenues	\$ 6,152,755	\$ 5,459,244	\$ (693,511)	88.7%	81.1%
Expenses	6,087,037	2,136,202	3,950,835	35.1%	35.8%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 65,718</b>	<b>\$ 3,323,042</b>	<b>\$ 3,257,324</b>		
<b>Grants and Contracts Fund</b>					
Revenues	\$ 6,034,347	\$ 4,350,795	\$ (1,683,552)	72.1%	48.6%
Expenses	6,738,055	5,191,599	1,546,456	77.0%	75.6%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (703,708)</b>	<b>\$ (840,804)</b>	<b>\$ (137,096)</b>		
<b>Capital Projects Fund</b>					
Revenues	\$ 23,234,020	\$ 10,932,648	\$ (12,301,372)	47.1%	17.8%
Expenses	24,338,954	9,285,191	15,053,763	38.1%	0.0%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (1,104,934)</b>	<b>\$ 1,647,457</b>	<b>\$ 2,752,391</b>		
<b>Enterprise Fund</b>					
Revenues	\$ 5,349,792	\$ 3,464,451	\$ (1,885,341)	64.8%	68.2%
Expenses	7,655,167	5,770,926	1,884,241	75.4%	54.8%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (2,305,375)</b>	<b>\$ (2,306,475)</b>	<b>\$ (1,100)</b>		
<b>Auxiliary Fund</b>					
Revenues	\$ 6,504,732	\$ 5,841,785	\$ (662,947)	89.8%	72.7%
Expenses	9,749,773	5,318,515	4,431,258	54.6%	53.4%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (3,245,041)</b>	<b>\$ 523,270</b>	<b>\$ 3,768,311</b>		
<b>Reserve Fund</b>					
Revenues	\$ -	\$ -	\$ -	0.0%	0.0%
Expenses	25,000	-	25,000	0.0%	0.3%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (25,000)</b>	<b>\$ -</b>	<b>\$ 25,000</b>		
<b>Financial Aid Fund</b>					
Revenues	\$ 22,103,924	\$ 10,797,475	\$ (11,306,449)	48.8%	63.1%
Expenses	22,171,067	9,601,774	12,569,293	43.3%	66.5%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (67,143)</b>	<b>\$ 1,195,701</b>	<b>\$ 1,262,844</b>		
<b>Internal Service Fund</b>					
Revenues	\$ 85,000	\$ 115,855	\$ 30,855	136.3%	56.1%
Expenses	94,000	42,572	51,428	45.3%	66.6%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (9,000)</b>	<b>\$ 73,283</b>	<b>\$ 82,283</b>		
<b>Trust and Agency Fund</b>					
Revenues	\$ 18,200	\$ 14,957	\$ (3,243)	82.2%	150.3%
Expenses	75,000	26,794	48,206	35.7%	59.0%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (56,800)</b>	<b>\$ (11,837)</b>	<b>\$ 44,963</b>		

13-May-26

## Central Oregon Community College

**Cash and Investments Report**

As of March 31, 2026

College Portfolio	<u>Operating Funds</u>	<u>Trust/Other Funds</u>
<b>Cash in State Investment Pool</b>		
4089 - General operating fund	\$ 31,883,647	
3624 - Robert Clark Trust		\$ 412,139
6729 - Redmond Expansion		\$ 4,269,699
March Average Yield 4.0%		
<b>Cash in USNB</b>	\$ 1,163,816	
<b>Cash on Hand</b>		
Total Cash	<u>\$ 33,047,463</u>	<u>\$ 4,681,838</u>



**Board Meeting Date:** Wednesday, May 13, 2026  
**Exhibit:** 9b.1

**Central Oregon Community College  
Board of Directors  
Faculty and Administrators New Hire Report**

<b>Faculty Full-Time</b>		
James Adams	Assistant Professor I Art/Design	September 8, 2026
Amanda Brown	Assistant Professor I Nursing	September 8, 2026
Tara Davis	Assistant Professor II Mathematics	September 8, 2026
Gabriela Hernandez	Assistant Professor I Mathematics	September 8, 2026
Maribel Jimenez-Lockey	Assistant Professor II Ed/ECE	September 8, 2026
Alissa Locke	Assistant Professor I LMT	September 8, 2026
Whitney Martin	Assistant Professor I Nursing	September 8, 2026
Jessica Schueler	Assistant Professor I Biology	September 8, 2026
Kileen Wilson	Full-Time Temporary Faculty Mathematics	September 8, 2026

<b>Administrator Full-Time</b>		
Jennifer Soto	Foundation Accountant	April 27, 2026
Ryan Ballinger	Academic Advisor	May 4, 2026
Grant Ermis	Instructional Dean	July 1, 2026



**Central Oregon Community College**  
**Board of Directors**  
New Hires Report  
Date of Hire: April 1-30, 2026

<b>Name</b>	<b>Hire Date</b>	<b>Job Description</b>	<b>Department</b>
<b>Temporary Hourly</b>			
Ventura, Agatha Adilem	4/1/2026	Training Hours w /New Director	Regional Svcs. & R.C. Operations
Parker, Ann Marie	4/2/2026	Forestry Lab Assistant	Forestry Technology
Clausen, Stanley Jackson	4/2/2026	Forestry Lab Assistant	Forestry Technology
Alexander, Brad C	4/6/2026	Experienced Referee	Club Sports
King, Jessica Jo	4/8/2026	Writing Tutor II	Tutoring and Testing
Drake, Linda	4/27/2026	Instructional Assistant	Public Health
Weldon, Nathan	4/30/2026	Instructional Assistant	Fire Science

# Branch Campus Enrollment and Scheduling Report

Prepared by Instructional Dean Jessica Giglio and Instructional Outreach Dean Cindy Lenhart

August 2025 (Revised February 2026)

## Executive Summary

This report analyzes recent demographic, enrollment, and registration data related to COCC's branch campuses in Redmond, Madras, and Prineville, in order to develop a set of recommendations about how to move forward with course scheduling policies and other operational decisions. The report does not include an analysis of long-term data trends, but rather functions as a snapshot of the three campuses post-COVID.

All branch campuses have experienced strong growth over the past two years, with Prineville, Madras, and Redmond increasing at higher rates than Bend. We see distinct demographic patterns at our smallest campuses: Prineville attracts predominantly younger, transfer-focused students, while Madras has the highest proportion of non-traditional-aged students with high levels of enrollment in career and technical programs. These patterns, in part, may be due to the courses offered and could change if other courses or programs were available.

Students demonstrate consistent delayed enrollment behavior, with significant increases in registration during the final two weeks before each term. Additionally, most branch campus community residents supplement their local coursework with online classes, while many do not take any courses at the campus in their community, indicating both an unmet demand for local courses and the continued need for flexible scheduling options. For example, 69 students from Crook County zip codes took only online courses in 2024-25.

Financially, classes require substantial enrollment to break even, with smaller sections creating significant cost pressures. However, recent scheduling improvements have reduced the number of very low-enrollment sections (two or fewer students). Analysis of course success rates shows that students perform similarly regardless of class size, indicating that moving away from offering the smallest sections should not negatively impact student outcomes.

Our recommendations, based on a comprehensive data analysis and detailed later in this report, include:

- Implementation of **scheduling guidelines** around transfer courses, including which courses to offer and at what frequency, to maximize enrollment at all branch campuses.
- An upcoming (Fall 2026) **shift in enrollment management policy** from "run at any size" to a three-student minimum.
- Continuation and expansion of **staffing and recruitment strategies**.

- Examination and strengthening of **student support services** at branch campuses through a stakeholder workgroup that will develop a data-informed plan to address the needs created by increased enrollment and expanded programming.

## Section 1: Demographics and Enrollments

### Student Demographics

The following demographic analysis examines student enrollment patterns across COCC's four campuses for the 2024-25 academic year, revealing significant variations in gender distribution, ethnic diversity, age groups, part-time/full-time enrollment status, program focus, and first-generation college attendance that directly impact how each campus should consider delivering programming and support services.

**Gender breakdown:** All campuses show female majorities, typical of college enrollments nationwide. However, Prineville and Madras have significantly higher female percentages, while Bend and Redmond have more balanced distributions. Madras has the highest level of female enrollments with 72.7% or a ratio of 3 to 1, while Prineville has female enrollments of 62.9% or a ratio of almost 2 to 1. These disproportionately low numbers of males suggest a future marketing and recruitment strategy that targets male potential students.

**BILAPOC students:** The data suggests a significant variation between campuses in serving ethnically diverse populations, with Madras playing a disproportionately important role in providing access to students of color. Madras alone contributed 110 students of color (7.5% of COCC's total) despite representing only 3.4% of total enrollments as a campus. While COCC's ratio of students of color overall aligns closely with Oregon's population average of 25%, there are variations between campuses that indicate different service populations and potentially different academic and student services strategies to meet the needs of students. Strategies in Madras might include bridge or transition support courses for first-time students, as well as Integrated Education and Training (IET) courses to support CTE programs. IETs involve basic skills development, support for English language learners, and career exploration and are course or program specific.

**Age distribution:** Across all campuses, 58.6% of our students are traditional-age (under 25) and 41.2% are non-traditional, or 25 years or older, a strong adult student population. However, Prineville has the youngest student population with 63.3% under 25, including over 42% aged 19 or younger. Madras, surprisingly, has 48% non-traditional-age students, the highest percentage at all the campuses, and the only campus approaching a 50-50 traditional vs non-traditional split. Each campus has developed a distinct age-demographic specialization: Prineville excels at attracting recent high school graduates due to its strong high school partnership program, and Madras has the potential to be an adult education hub serving

working professionals and career changers, while the larger campuses maintain more distributed populations.

Given these different age groups, we should consider leaning into these strengths by tailoring programming, scheduling, and support services to each campus's dominant age groups rather than applying a one-size-fits-all approach. The fact that over 40% of students overall are non-traditional age demonstrates COCC's success in providing educational access across life stages, but it also means operational strategies must accommodate vastly different student needs, from traditional college transition services at Prineville to evening and weekend programming for working adults at Madras.

**Full-time vs part-time enrollments:** Madras has the largest percentage of part-time students at a ratio (PT:FT) of 3.85:1. Redmond has the largest percentage of full-time students at a ratio (PT:FT) of 2.48:1. Bend's ratio (PT:FT) is 2.82:1 and Prineville's ratio (PT:FT) is 2.69:1. COCC's overall part-time rate of 73.6% exceeds the national community college average of ~60%<sup>1</sup>, which may signal that our success with such initiatives as Credit for Prior Learning, OERs, Veteran supports, and others that target working adults and non-traditional students. This trend is favorable as we continue to focus on adult learners and workforce development strategies.

When compared to age demographics, part-time students (71-79%) substantially outnumber non-traditional age students (37-48%), indicating that even many traditional-age students enroll part-time, likely due to work obligations or economic factors.

**CTE vs transfer focus:** Overall COCC has a balanced percentage of CTE (34.9%) and transfer (36%) students with other/exploratory at 29.1%. Madras has 46.9% CTE and 34.5% transfer while Prineville has 30.3% CTE and 40.3% transfer.

Madras and Prineville show distinct demographic and program characteristics. Madras has the highest percentage of non-traditional-aged students at 48% and also has the highest percentage of CTE-focused students at 46.9%. Meanwhile, Prineville has the lowest percentage of non-traditional-aged students at 36.7% and the highest percentage of transfer students at 40.3%. Each campus has developed its own unique student profile in terms of both age demographics and program focus.

**First-generation students:** Madras has the highest percentage of first-generation students (those for whom neither parent earned an associate degree or higher) with 52%; Prineville is close with 44.8% of students identifying as first-generation. These are both significantly greater

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<sup>1</sup> Community College Research Center, "Community College FAQs," Teachers College, Columbia University, May 1, 2025, <https://ccrc.tc.columbia.edu/community-college-faqs.html>

than Bend's rate of 27.9%. However, despite Bend having the lowest rate, it contributes 69.9% of the total number of COCC's first-generation students due to its size.

## Enrollment Overview

First, we observe some general enrollment trends on the branch campuses over the last three academic years, 2022-23 through 2024-25. The table below shows unduplicated headcounts at each campus.

	2022-23 Headcount	2023-24 Headcount	2024-25 Headcount	Headcount increase 2022-23 to 2024-25	Percentage increase 2022-23 to 2024-25
<b>Redmond</b>	722	858	862	140	19.4%
<b>Madras</b>	164	201	194	30	18.3%
<b>Prineville</b>	107	139	221	114	106.5%
<b>Bend</b>	3,885	4,222	4,434	549	14.1%

Prineville shows the most dramatic growth, more than doubling its headcount over this period, while Redmond and Madras both experienced more modest but still significant growth of around 18-19%, outpacing Bend.

In the remainder of this report, class sections that are bound for the purpose of co-requisite or faculty load (e.g., WR 098: Writing Seminar and WR 121Z: Composition I, or branch campus classes bound with remote classes) are counted as a single class with their combined enrollment. Those that are streamed from the Bend campus, even in cases where the instructor sometimes travels to stream from a branch campus, are not included. In both of those cases, that allows us a better perspective on the true financial implications of scheduling decisions. Redmond counts do not include the programs housed or partially housed there (Apprenticeship, Automotive, Manufacturing, and Vet Tech) as we are not currently recommending any policy changes related to those classes.

Over the past two academic years, few classes have run at branch campuses with two or fewer students:

	Fall 2023	Winter 2024	Spring 2024	Fall 2024	Winter 2025	Spring 2025
<b>Madras</b>	1	0	3	3	3	0
<b>Prineville</b>	1	1	1	2	1	3
<b>Redmond</b>	3	2	1	1	1	2

This tells us that recent scheduling improvements have led to a limited number of very small sections being offered and supports our recommendation to only run classes that meet the

enrollment threshold of 3 by the cancellation deadline starting in 2026-27. If such a threshold had been implemented in 2024-25, we would have cancelled 33 sections. Using the average faculty cost calculation detailed in Section 4, the average ultimate enrollment in those sections of three students, and an assumption of four credits/load units for each course, this would have resulted in a cost savings of approximately \$300,000.

Conversely, examining the courses that have enrolled well at the branch campuses over the past two years helps to guide our recommendations around core branch campus schedules. The highest-enrolled classes in Madras are largely foundational transfer courses, including writing, math, and communication. Other well-enrolled classes included those in psychology, education, and computer and information systems. Similar patterns can be seen in Prineville, with courses in first aid and public health also performing strongly. In Redmond, lab science courses have also been among the most popular in addition to the foundational areas already mentioned. A detailed list of enrollments over the past two years can be found in [Appendix A](#) and was used to inform the core schedule recommendations summarized earlier in this report and detailed in Section 6.

### Course Delivery Methods

Also in [Appendix A](#), the course delivery method for branch campus sections (fully in-person or hybrid) is delineated. Following is a summary of the number of courses offered in each mode at each campus. The notes about the ways courses are counted or not counted from the previous section apply here as well.

		Fall 2023	Winter 2024	Spring 2024	Fall 2024	Winter 2025	Spring 2025
<b>Madras</b>	<b>In-person</b>	8	8	10	11	11	8
	<b>Hybrid</b>	6	5	5	7	5	7
<b>Prineville</b>	<b>In-person</b>	5	7	5	8	9	8
	<b>Hybrid</b>	4	3	7	9	5	10
<b>Redmond</b>	<b>In-person</b>	23	22	22	19	19	22
	<b>Hybrid</b>	9	9	7	12	9	11

Generally, we have offered significantly more in-person than hybrid classes in Redmond and slightly more in Madras, while in Prineville, we switch between having more hybrid and more in-person classes. This is likely due to a general faculty preference to teach in-person vying with the benefit of only having to make the long round trip once per week when teaching a hybrid course in the more-distant (for most faculty) Madras or Prineville.

Overall, in-person class sizes are slightly higher, by approximately two students on average in Redmond and less than one student in Madras and Prineville. However, this difference is largely driven by high-enrollment foundational courses in math and writing, which are almost always

offered fully in-person for pedagogical reasons. Removing those from the analysis gives a higher average class size for hybrid classes in Madras and reduces the in-person advantage in Redmond to less than one student but amplifies the in-person preference in Prineville. So generally, continuing to encourage hybrid courses should not negatively affect campus enrollments, though it may be valuable to encourage more fully in-person courses in Prineville.

## Section 2: Course-Taking Behavior

In order to further understand student course-taking behavior, we analyzed where students who reside in our branch campus communities enroll in courses. Community residents are defined as follows:

- Madras community: Madras, Warm Springs, Culver, Ashwood
- Prineville community: Prineville, Powell Butte, Paulina, Post
- Redmond community: Redmond, Terrebonne

A detailed summary of the course-taking behavior over the past two academic years (2023-24 and 2024-25) for these student groups can be found in [Appendix B](#). However, a few general trends can be identified. Note that hybrid classes are counted as occurring at their in-person campus rather than online.

A minority of students in branch campus communities took courses at their home campus (the campus located in their community). The percentage of community residents taking any course at their home campus during an academic year ranged from 24 to 38%, with somewhat lower rates for Prineville than for the other two communities. On the other hand, 65 to 72% of students took at least one online course in an academic year. Most students, 59 to 75% depending on campus and year, took classes at multiple campuses (including online and remote). Very few students (3-6%) took classes *only* at their home campus; it was slightly more likely for students in those communities to take classes only in Bend and even more likely (rates at high as 24%) for them to take classes only online.

A survey administered to branch campus students in 2023 indicated an unmet demand for in-person instruction, with 12-15% gaps between the percentages of students taking in-person courses at their campuses and the percentages who wished to do so. In addition, the most common theme from the survey comments was a request for expanded local in-person offerings.

This indicates that we should strive to improve in-person and hybrid offerings, while also recognizing that many students will supplement their schedules with online courses as needed.

### Section 3: Course Registration Behavior

Analysis of three years of Fall term enrollment data (2022, 2023, and 2024) reveals a consistent and substantial pattern of student registration increases during the final two weeks before the term starts across all campuses and student populations – see [Appendix C](#) for details. There is an average of 25-30% increase in enrollments during these final two weeks. The increase is statistically significant across all campuses and is the highest in Prineville and Madras.

These data suggest that our students consistently make last-minute enrollment decisions, which have operational planning implications. This includes staffing and infrastructure that can meet the demand and course section management that is flexible and recognizes that the surge in enrollments can move a class from less than 5 enrollments to 10 or more students before the term starts. Student support services need to be available to support students' advising and registration needs close to the beginning of each term, particularly at the branch campuses.

### Section 4: Financial Implications

A basic analysis of the cost and revenue related to offering courses examines both the salary and payroll assessment costs for faculty, and the revenue brought in by students through tuition and fees. This excludes both the indirect costs to offer classes, and the additional revenue obtained from public resources based on generated FTE.

During the 2024-25 academic year, faculty costs totaled approximately \$22.3 million, and this compensation was tied to approximately 9500 load units (both instructional and non-instructional). Therefore, the faculty cost per load unit, which equates to one lecture credit, is approximately \$2350 college-wide. Further analysis could indicate whether this varies at the branch campuses – for example, it may be lower if those campuses employ a higher ratio of part-time faculty or less-senior full-time faculty.

Tuition in 2024-25 was \$121 per credit for in-district students, and credit-based institution-wide fees totaled \$19.25 per credit, meaning that the college took in \$140.25 in tuition and fees per credit from each student, excluding course-level fees.

Therefore, the breakeven enrollment with only tuition and fees<sup>2</sup> factored, for a lecture class is approximately 17 students, with lower values for lecture/lab, lab, and activity classes, which are compensated at less than one load unit per credit. To offer a standard 4-credit lecture class to 5 students, the faculty cost is \$9400, while the student revenue is \$2805, giving a net cost to the College of \$6595.

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<sup>2</sup> These calculations do not take into account funding from property taxes, state funding, or other funding sources.

Another important component of the cost to offer classes on the branch campuses is travel reimbursement. In 2024-25, the College paid part-time and adjunct faculty approximately \$49,000 for travel from their homes to the Redmond, Madras, or Prineville campuses. Spending on full-time faculty travel can currently only be approximated, as it is spent from departments' Administrative Travel accounts but is not delineated separately from other spending out of those accounts. Since it does account for the vast majority of that spending, analysis of those accounts provides a slight overestimate of this cost. In 2023-24, the College spent about \$42,000 from those accounts. Though the budgeted amount for 2024-25 was about \$65,000, it is likely based on recent history that the actual spending will align with the prior year, totaling approximately \$90,000 in travel spending across faculty. Continuing to hire both part-time faculty already living in our branch campus communities and new full-time faculty to be based at those campuses will help in mitigating this portion of the costs.

## Section 5: Course Success

Course success rates over the last two years, disaggregated by campus, indicate that students generally perform slightly better in smaller classes, but usually not to a statistically significant level. We examined the success (pass) rates of students during the 2023-24 and 2024-25 academic years, comparing those in classes with 5 or fewer students to those in classes with 6 or more students (see [Appendix D](#) for a data chart). These rates are defined by the number of students who earned A, B, C, or P grades, out of the total number of students enrolled after the fourth week of the term. Madras and Prineville both showed differences of less than 3%, with no statistical significance, though Madras students had a higher success rate in small classes and Prineville students in larger classes. Ultimately, this tells us that as we move away from having the smallest class sizes, this should have little impact on student success or completion rates.

## Section 6: Detailed Schedule Recommendations

The four foundational components of the Associate of Arts Oregon Transfer (AAOT) degree are math, writing, oral communication, and health. Over half of incoming students are placed below college level in math, with even higher percentages in the Madras and Prineville communities of residence, necessitating the regular offering of developmental math sequences culminating in the gateway college-level courses MTH 105Z: Math in Society and MTH 111Z: Precalculus I: Functions. While more students place into college-level writing, we still need to regularly offer WR 065: Rhetoric and Critical Thinking II at all branch campuses, as well as the WR 098: Writing Seminar co-requisite offered along with WR 121Z: Composition I. Students must also complete WR 122Z: Composition II or WR 227Z: Technical Writing for the AAOT, so at least one of those courses should be offered at each campus annually. Note that this approach will change as developmental education is substantially reduced or eliminated in Oregon by Fall

2027, likely through the addition of several co-requisite sections to replace current developmental sections.

While there are five communication courses that satisfy the foundational requirement, COMM 111Z: Public Speaking and COMM 218Z: Interpersonal Communication are by far the most highly enrolled. At least one section of each should be offered at each campus annually. Prineville can support offering three sections as the communication courses there are regularly cross listed with remote sections, giving strong enrollments. An additional section of COMM 218Z, an additional foundational option aside from those two courses, and a one-credit weekend course have historically done well in Redmond and should continue to be offered.

HHPA 242: Stress Management and HHP 252: First Aid & AHA Basic Life Support Provider CPR are two three-credit foundational health courses that satisfy the full AAOT requirement and regularly obtain strong enrollments at the branch campuses. We can also consider offering combinations of one-credit activity courses (e.g., HHPA 126: Yoga – All Levels) and HHP 212A: AHA Basic Life Support for Providers CPR, another popular one-credit course, to meet the three-credit requirement.

In addition to the foundational courses, we strongly suggest regularly offering options for the AAOT discipline studies requirements at all branch campuses: Arts and Letters, Social Science, and Science. These tend to be more challenging to schedule in Madras and Prineville due to the smaller number of faculty in these individual disciplines. In Arts and Letters, we recommend scheduling courses that can be co-enrolled with Community Education students due to lack of pre-requisites and coverage of topics of general interest (for example, ART 184: Beginning Watercolor has been popular). In Social Science, psychology courses have been particularly successful at all campuses, but courses in anthropology, history, public health, and sociology have also done well. In Science, both Madras and Redmond should continue offering human biology sequences to serve the needs of health careers students. As Prineville lacks the lab facilities and equipment of the other campuses, it is better served by equipment-light Science lab courses like those in astronomy, psychology, sustainability, and geographic information systems.

Additionally, we need to ensure that courses are scheduled to support specific campus-based programs, such as MTH 102: Applied Technical Mathematics in Redmond to support Manufacturing. As much as possible, those courses should also serve to meet AAOT requirements. Courses that meet multiple requirements for various degrees, such as fulfilling both an AAOT breadth requirement and a related instruction requirement for CTE programs, can make the most of the limited capacities at our branch campuses.

To ensure that schedules at the branch campuses are developed intentionally and collaboratively, department chairs will meet with branch campus directors in early Fall term and continue to communicate with each other during the schedule development process. The foundational AAOT courses will be scheduled first, so that we can avoid enrollment-killing conflicts (e.g., offering math and writing at the same time). We will also distribute AAOT courses generally across terms, days, and times.

## Recommendations

### Recommendation 1: Branch Campus Core Schedules

The branch campuses, especially Madras and Prineville, require carefully planned schedules in order to meet student needs (for example, enabling students to earn a transfer degree at the campus in their community) despite facility and staffing limitations. Recommendations in this section focus on transfer courses and those courses that serve as support or pre-requisite courses for career technical education (CTE) programs, as the courses that are formally part of CTE programs housed at the branch campuses are already clearly delineated.

The following is a summary of core schedule recommendations, details of which were addressed in [Section 6](#).

- Offer **math and writing sequences** consistently to bring students up through foundational/gateway transfer requirements.
- Schedule the two highest-enrolled **foundational communication courses** on a regular basis.
- Offer sufficient **foundational health courses** to allow students options to meet the three-credit Associate of Arts Oregon Transfer (AAOT) requirement at each campus.
- Schedule courses that meet the AAOT's **arts and letters** requirement with an eye toward **what can be co-enrolled with Community Education**.
- Focus on **social science** courses in popular disciplines like psychology and anthropology.
- Schedule **lab science** courses in Madras and Redmond that support students entering health careers programs, and in Prineville that work with the limited facilities and equipment available.
- Emphasize **courses that meet multiple needs** (e.g., foundational requirement for the AAOT and related instruction for CTE programs) and support the programs housed on the branch campuses.
- Develop the schedule with an **intentional and collaborative process** that focuses first on foundational courses and avoiding schedule conflicts.

## Recommendation 2: Branch Campus Enrollment Thresholds

For the 2025-26 academic year, Academic Affairs leadership has already communicated to chairs, programs directors, and campus directors that we intend to continue our recent practice of running classes at the branch campuses at *any* enrollment level (though a faculty member may decline to teach a class with enrollment under three for pedagogical reasons).

**For the 2026-27 academic year, we recommend that the minimum enrollment threshold as of the cancellation deadline (typically two Fridays before the start of the term) be set at three for the branch campuses.** Based on our observations of close-to-term enrollment behavior, this will likely result in final enrollments of five or greater across courses.

We could consider exempting certain foundational courses from these minimums to ensure that students are able to continue in their transfer degrees; however, with improved core scheduling that minimizes class conflicts and clear communication about the availability of key transfer courses, the need for such a practice should be minimal.

## Recommendation 3: Staffing and Recruitment

Anecdotally, it can be more challenging to staff branch campus classes due to the reluctance of faculty (who largely live in the population center of Bend) to travel to those locations to teach, even with the incentive of mileage reimbursement. This is especially true for the more distant Madras and Prineville campuses.

We have already implemented several strategies to mitigate this concern, which we recommend continuing and expanding as appropriate:

- A portal has been created specifically to **recruit part-time faculty living in branch campus communities to teach at those campuses.** Instructional outreach dean Cindy Lenhart regularly monitors applications to that portal and shares them with the appropriate deans and department chairs. This practice has resulted in several key part-time hires for our branch campuses.
- We have also begun to **hire full-time faculty to be based at campuses other than Bend,** primarily on a temporary basis. This currently includes temporary faculty in Humanities and Education and tenure-track faculty in Nursing and Medical Assisting. At this point, proposals for more such hires are likely in the next year or two.
- For full-time faculty based in Bend, **teaching at branch campuses partially fulfills the requirement for service to the College,** which faculty must meet for promotion and tenure. This could be better communicated or weighted more heavily in those processes.

- We should **continue to encourage faculty to offer hybrid courses** as a way for them to meet students' desire for in-person interactions with their professors while minimizing weekly commute time.

In addition, other possibilities have been proposed for future consideration:

- A **shuttle between campuses** has been requested in order to allow faculty additional work time while traveling between campuses (as they note that even monetary incentives do not make up for the time the commute takes out of their work week).
- That said, **additional monetary or other incentives** could be a way to increase willingness for more faculty to teach in Madras and Prineville.

#### Recommendation 4: Student Support Services

We recommend examining current student support service levels to effectively respond to increased enrollment and expanded CTE programming at branch campuses. We advise forming a stakeholder workgroup to develop a comprehensive vision and plan using data from this report and additional analysis to inform future initiatives. The workgroup will address branch campus students' specific needs through coordinated, data-driven planning.

##### Stakeholders:

- Branch Campus Directors
- Instructional Outreach Dean
- Student Affairs representatives (admissions, academic advising, financial aid)
- Other key decision-makers as needed

##### Focus Areas:

- Academic advising
- Recruitment and admission
- Financial aid support
- Staff roles and responsibilities across branch campuses and departments (ex., cross training staff or hiring a generalist to offer students services)
- Student support activities (BAR sessions, financial aid workshops, events)
- Bridge and transition programs with wraparound student supports

## Appendices

### Appendix A: Branch Campus Enrollments

**Madras.** Courses with 5+ students in bold. Courses with 2 or fewer italicized.

	Fall 2023	Winter 2024	Spring 2024
<b>In-person</b>	<b>BA 101 (25)<sup>3</sup></b> <b>COMM 218 (14)</b> <b>GS 107 (7)</b> HD 100CS (4) <b>HHP 212A (7)</b> <b>MTH 015 (6)</b> <b>MTH 105 (17)</b> <b>WR 098+121 (15)</b>	<b>ART 184 (10)</b> <b>BA 178 (24)<sup>3</sup></b> MTH 060 (4) <b>MTH 098 (9)</b> MUS 101 (4) <b>WR 065 (6)</b> <b>WR 098+121 (11)</b> <b>PSY 219 (14)<sup>4</sup></b>	<b>ANTH 103 (6)</b> <b>BA 214 (26)<sup>3</sup></b> <b>COMM 111 (7)</b> <b>ED 141 (6)</b> <b>GS 106 (7)</b> <b>HHP 212A (5)</b> <i>HHP 231 (2)</i> <i>HHP 295 (3)</i> <b>MTH 105 (11)</b> <i>WR 122 (2)</i>
<b>Hybrid</b>	CHN 101 (3) CJ 100 (4) <b>ED 140 (13)</b> <b>HHP 242 (6)</b> <b>PSY 213 (6)</b> <i>SOC 201 (2)</i>	CJ 100 (3) <b>ED 112 (11)</b> ED 250 (4) GEOG 101 (4) <b>HHP 252 (6)</b>	<i>CIS 120 (2)</i> <b>CJ 120 (6)</b> ED 173 (4) <b>HHP 282 (19)</b> WR 240 (4)
	Fall 2024	Winter 2025	Spring 2025
<b>In-person</b>	ART 116 (3) <b>BI 231 (6)</b> COMM 218 (4) HHP 212A (4) <b>MTH 015 (9)</b> MTH 105 (4) <i>PS 201 (1)</i> <b>PSY 201 (12)</b> <b>PSY 215 (13)</b> <b>WR 065 (14)</b> <b>WR 098+121 (6)</b>	<i>BA 214 (2)</i> <b>ENG 104 (7)</b> <b>HST 202 (8)</b> MTH 060 (3) <b>MTH 098 (13)</b> <i>MUS 101 (1)</i> <i>WR 065 (1)</i> WR 227 (3)	BA 178 (4) <b>COMM 115 (6)</b> GEOG 279 (4) <b>HD 191B (5)</b> <b>HHP 212A (9)</b> HHP 231 (4) MTH 105 (3) <b>WR 098+121 (5)</b>
<b>Hybrid</b>	<b>CIS 120 (10)</b> <b>CIS 131 (11)</b> <i>CJ 100 (2)</i> <b>ED 151 (5, 7)<sup>5</sup></b> <b>HHP 242 (8)</b> <b>PHE 100 (5)</b> <i>PHE 110 (2)</i>	CIS 131 (4) <b>ED 152 (7)</b> <b>ED 174 (9)</b> HHP 252 (4) PHE 299 (4)	CIS 120 (4) <b>CJ 120 (5)</b> <b>ED 174 (8)</b> ED 216 (4) <b>PHE 100 (5)</b> <b>PHE 284 (6)</b> <b>SOC 201 (6)</b>

<sup>3</sup> These classes were streamed between Redmond, Madras, and Prineville. Enrollments here are the total count from all three campuses, and this section also appears on those campus's lists.

<sup>4</sup> This class was streamed between Madras and Prineville. Enrollment here is the total count from both campuses, and the class appears on both campus's lists.

<sup>5</sup> One section was taught in English, and one in Spanish.

**Prineville.** Courses with 5+ students in bold. Courses with 2 or fewer italicized.

	Fall 2023	Winter 2024	Spring 2024
<b>In-person</b>	<b>ART 184 (5)</b> <b>BA 101 (25)<sup>6</sup></b> <b>COMM 111 (22)<sup>7</sup></b> <b>HD 100CS (7)</b> <i>MTH 098 (2)</i> <b>WR 121 (6)</b>	<b>BA 178 (24)<sup>6</sup></b> <b>COMM 111 (19)<sup>7</sup></b> <b>GS 106 (6)</b> <b>HHP 212A (9)</b> <b>MTH 105 (10)</b> <i>MTH 111 (2)</i> <b>PSY 219 (14)<sup>8</sup></b> WR 122 (4)	<b>BA 214 (26)<sup>6</sup></b> <b>COMM 218 (20)<sup>9</sup></b> <i>GS 107 (2)</i> HHP 295 (4) HHPA 158 (3) HST 206 (3)
<b>Hybrid</b>	CIS 120 (4) <b>HHP 252 (12)</b> <b>HUM 263 (6)</b> <b>PSY 213 (6)</b>	<b>CIS 120 (11)</b> <b>CIS 131 (5)</b> <b>ENG 104 (5)</b>	<b>CIS 101 (7)</b> <b>CIS 125E (16)</b> <b>GEOG 101 (5)</b> GEOG 295 (3) HD 110 (4) <b>WR 227 (7)</b> <b>WR 240 (5)</b>
	Fall 2024	Winter 2025	Spring 2025
<b>In-person</b>	<b>BI 101 (13)</b> <b>COMM 111 (23)<sup>7</sup></b> <b>HD 100CS (7)</b> <b>MTH 098 (7)</b> <b>MTH 111 (10)</b> <b>MUS 101 (6)</b> WR 065 (3) <b>WR 098+121 (23)</b>	ART 116 (4) <b>BA 101 (6)</b> <b>COMM 111 (9)<sup>7</sup></b> ENG 201 (4) GEOG 278 (4) <b>HD 100CS (9)</b> <b>HST 201 (7)</b> HUM 261 (4) <b>MTH 105 (21)</b> <b>WR 122 (10)</b>	<b>BA 214 (5)</b> <b>COMM 218 (15)<sup>7</sup></b> HHP 295 (3) <i>HHPA 126 (1)</i> HHPA 158 (3) HUM 263 (3) <b>PSY 215 (17)</b> <i>STAT 243 (2)</i> <b>WR 240 (5)</b>
<b>Hybrid</b>	<b>ART 115 (7)</b> CIS 120 (4) <i>CJ 100 (2)</i> <b>HHP 252 (12)</b> <b>HHP 252A (7)</b> <b>PHE 100 (6)</b> <i>PHE 110 (1)</i> <b>SOC 201 (7)</b>	<b>CIS 120 (5)</b> <b>CIS 131 (9)</b> <b>ED 216 (5)</b> <b>HHP 252 (6)</b> <i>PHL 202 (1)</i>	<b>ANTH 103 (8)</b> <b>BI 202 (8)</b> CIS 120 (3) <b>CIS 125E (11)</b> <i>CJ 110 (2)</i> <b>ED 112 (5)</b> <b>HHP 252 (9)</b> <b>PHE 282 (16)</b> <b>WR 121 (5)</b> WR 227 (3)

<sup>6</sup> These classes were streamed between Redmond, Madras, and Prineville. Enrollments here are the total count from all three campuses, and this section also appears on those campus's lists.

<sup>7</sup> These classes were bound with remotely taught sections. Enrollments here are the total count from both sections.

<sup>8</sup> This class was streamed between Madras and Prineville. Enrollment here is the total count from both campuses, and the class appears on both campus's lists.

<sup>9</sup> This class was streamed between Prineville and Redmond. Enrollment here is the total count from both campuses, and the class appears on both campus's lists.

**Redmond 2023-24.** Courses with 10+ students in bold. Courses with 4 or fewer italicized. Does not include APR, AUT, MFG, or VT.

	Fall 2023	Winter 2024	Spring 2024
<b>In-person</b>	<b>ANTH 102 (16)</b> <b>ART 116 (13)</b> <b>BA 101 (25)<sup>10</sup></b> <b>BI 231 (21)</b> <i>BI 234 (2)</i> <b>CH 104 (16)</b> <b>COMM 111 (22)</b> <b>EMT 151 (20)</b> <i>G 201 (9)</i> <b>HHP 212A (11)</b> <b>HHP 295 (10)</b> <i>HHPA 126 (3)</i> <i>HUM 211 (1)</i> <b>MTH 015 (19)</b> <b>MTH 060 (20)</b> <b>MTH 098 (14)</b> <b>MTH 102 (12)</b> <b>MTH 111 (21)</b> <b>PSY 202 (21)</b> <i>SOC 211 (2)</i> <b>WR 065 (16)</b> <b>WR 098+121 (25)</b> <i>WR 243 (3)</i>	<b>ART 115 (13)</b> <b>BA 178 (24)<sup>10</sup></b> <i>BI 114 (6)</i> <b>BI 232 (23)</b> <b>COMM 218 (19)</b> <b>COMM 219 (10)</b> <b>EMT 152 (17)</b> <b>GS 107 (12)</b> <b>HHP 100 (16)</b> <b>HHP 212A (11)</b> <i>HHP 242 (9)</i> <i>HHPA 158 (5)</i> <i>HUM 299 (1)</i> <b>MTH 060 (18)</b> <b>MTH 095 (15)</b> <b>MTH 105 (23)</b> <i>MTH 112 (4)</i> <b>SOC 201 (14)</b> <b>WR 098+121 (20)</b> <i>WR 121 (5)</i> <b>WR 122 (16)</b> <i>WR 240 (2)</i>	<b>BA 214 (26)<sup>10</sup></b> <b>BI 101 (14)</b> <b>BI 233 (15)</b> <b>CH 104 (11)</b> <i>CJ 100 (1)</i> <i>CJ 120 (8)</i> <b>COMM 218 (20)<sup>11</sup></b> <b>COMM 250 (10)</b> <b>ENG 250 (18)</b> <b>FA 101 (14)</b> <i>HHP 212A (8)</i> <i>HHP 242 (8)</i> <i>HHP 295 (6)</i> <i>HHPA 126 (4)</i> <b>MTH 095 (14)</b> <i>MTH 105 (7)</i> <i>MTH 111 (5)</i> <i>MUS 101 (3)</i> <i>STAT 243 (5)</i> <b>WR 065 (10)</b> <b>WR 098+121 (18)</b> <b>WR 122 (10)</b>
<b>Hybrid</b>	<b>ART 265 (12)</b> <i>CH 241 (5)</i> <b>CIS 120 (13)</b> <i>CJ 100 (6)</i> <i>HD 100CS (8)</i> <b>HHP 282 (20)</b> <i>SPAN 101 (4)</i>	<b>BI 234 (20)</b> <i>CH 242 (4)</i> <b>CIS 120 (18)</b> <b>ED 172 (13)</b> <i>ED 199 (8)</i> <i>ENG 232C (5)</i> <b>GEOG 101 (16)</b> <i>HD 100CS (5)</i> <b>HHP 252 (11)</b>	<i>ART 141 (5)</i> <b>BI 234 (22)</b> <i>CIS 120 (7)</i> <i>DSGN 101 (3)</i> <i>ED 299 (3)</i> <i>ES 101 (6)</i> <b>HHP 252 (12)</b>

<sup>10</sup> These classes were streamed between Redmond, Madras, and Prineville. Enrollments here are the total count from all three campuses, and this section also appears on those campus's lists.

<sup>11</sup> This class was streamed between Prineville and Redmond. Enrollment here is the total count from both campuses, and the class appears on both campus's lists.

**Redmond 2024-25.** Courses with 10+ students in bold. Courses with 4 or fewer italicized. Does not include APR, AUT, MFG, or VT.

	Fall 2024	Winter 2025	Spring 2025
<b>In-person</b>	<b>ANTH 102 (17)</b> <b>ART 101 (20)</b> <b>BA 101 (20)</b> BA 211 (6) <b>BI 231 (22)</b> <b>COMM 218 (19)</b> <b>EMT 151 (24)</b> G 201 (8) HHP 212A (8) <b>HHP 295 (18)</b> HHPA 126 (6) <b>MTH 015 (23)</b> <b>MTH 060 (22)</b> <b>MTH 098 (23)</b> <b>MTH 102 (11)</b> <b>MTH 111 (14)</b> <b>PSY 202 (16)</b> <b>WR 065 (11)</b> <b>WR 098+121 (26)</b> <b>WR 243 (10)</b>	<i>BA 212 (2)</i> <b>BA 214 (13)</b> <b>BI 101 (22)</b> <b>BI 232 (10)</b> <b>COMM 115 (25)</b> <b>EMT 152 (18)</b> <i>HHP 212A (7)</i> <b>HHP 242 (10)</b> <i>HHP 299 (5)</i> <i>HHPA 158 (9)</i> <b>MTH 015 (14)</b> <b>MTH 060 (19)</b> <b>MTH 095 (17)</b> <b>MTH 105 (24)</b> <i>MTH 112 (4)</i> <b>WR 098+121 (20)</b> <i>WR 121 (8)</i> <b>WR 122 (11)</b> <i>WR 240 (6)</i>	ART 141 (5) <i>BA 213 (1)</i> <b>BA 223 (13)</b> <b>BI 233 (10)</b> <b>CH 104 (17)</b> <b>COMM 111 (18)</b> <b>COMM 218 (11)</b> <i>GS 106 (5)</i> <b>HHP 212A (11)</b> <i>HHP 242 (9)</i> <i>HHP 295 (5)</i> <i>HHPA 126 (9)</i> <i>HST 202 (6)</i> <i>HUM 263 (4)</i> <b>MTH 060 (14)</b> <b>MTH 095 (20)</b> <b>MTH 102 (14)</b> <b>MTH 111 (12)</b> <i>MUS 101 (2)</i> <b>WR 065 (10)</b> <b>WR 098+121 (16)</b> <b>WR 122 (12)</b>
<b>Hybrid</b>	<b>BI 234 (19)</b> <b>CH 104 (17)</b> <b>CIS 120 (16)</b> CJ 100 (7) DSGN 140 (7) ENG 106 (5) <b>HD 100CS (13)</b> <b>PHE 282 (20)</b> <i>PHL 201 (2)</i> <b>SOC 201 (12)</b> <b>SPAN 101 (14)</b>	<b>ART 117 (10)</b> <b>BI 234 (24)</b> CIS 120 (8) ED 196 (5) <b>ED 199 (14)</b> <b>GEOG 101 (13)</b> <b>HHP 252 (12)</b> PHE 100 (9) <b>SPAN 102 (12)</b>	<b>BI 234 (22)</b> CIS 101 (8) <i>CIS 120 (3)</i> ED 173 (6) <b>ED 265 (10)</b> ES 211 (5) <b>FIRE 210S (22)</b> <i>HD 100CS (2)</i> <b>HHP 252 (11)</b> HUM 212 (5) SPAN 103 (8)

## Appendix B: Course-Taking Behavior

<b>Madras Community Students</b>	<b>2023-24</b>		<b>2024-25</b>	
Total students	275		303	
Took courses <b>only</b> in Madras	12	4%	18	6%
Took courses <b>only</b> in Bend	9	3%	24	8%
Took courses <b>only</b> online	44	16%	58	19%
Took courses <b>only</b> in Redmond	5	2%	6	2%
Took courses <b>only</b> remotely	0	0%	1	0%
Took courses <b>only</b> in Prineville	0	0%	1	0%
Took courses at multiple campuses	205	75%	195	64%
Took <b>any</b> course in Madras	104	38%	108	36%
Took <b>any</b> course in Bend	125	45%	121	40%
Took <b>any</b> course online	180	65%	198	65%
Took <b>any</b> course in Redmond	69	25%	61	20%
Took <b>any</b> course remotely	51	19%	11	4%
Took <b>any</b> course in Prineville	6	2%	22	7%

<b>Prineville Community Students</b>	<b>2023-24</b>		<b>2024-25</b>	
Total students	249		292	
Took courses <b>only</b> in Prineville	7	3%	10	3%
Took courses <b>only</b> in Bend	19	8%	32	11%
Took courses <b>only</b> online	46	18%	70	24%
Took courses <b>only</b> in Redmond	6	2%	6	2%
Took courses <b>only</b> remotely	1	0%	1	0%
Took courses <b>only</b> in Madras	0	0%	2	1%
Took courses at multiple campuses	170	68%	171	59%
Took <b>any</b> course in Prineville	59	24%	84	29%
Took <b>any</b> course in Bend	132	53%	143	49%
Took <b>any</b> course online	174	70%	210	72%
Took <b>any</b> course in Redmond	69	28%	73	25%
Took <b>any</b> course remotely	39	16%	12	4%
Took <b>any</b> course in Madras	12	5%	11	4%

<b>Redmond Community Students</b>	<b>2023-24</b>		<b>2024-25</b>	
Total students	793		814	
Took courses <b>only</b> in Redmond	35	4%	45	6%
Took courses <b>only</b> in Bend	96	12%	113	14%
Took courses <b>only</b> online	159	20%	161	20%
Took courses <b>only</b> in Prineville	0	0%	1	0%
Took courses <b>only</b> in Madras	1	0%	0	0%
Took courses <b>only</b> remotely	9	1%	4	0%
Took courses at multiple campuses	493	62%	490	60%
Took <b>any</b> course in Redmond	281	35%	304	37%
Took <b>any</b> course in Bend	484	61%	528	65%
Took <b>any</b> course online	545	69%	569	70%
Took <b>any</b> course in Prineville	15	2%	28	3%
Took <b>any</b> course in Madras	26	3%	24	3%
Took <b>any</b> course remotely	120	15%	59	7%

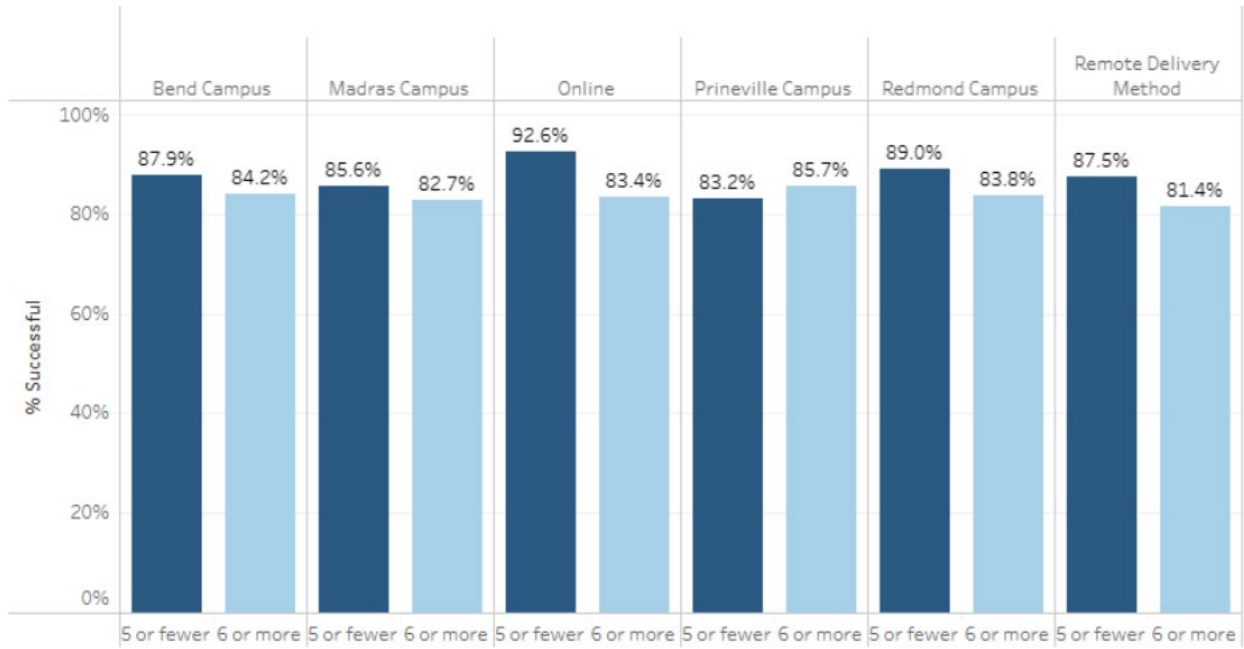
## Appendix C: Course Registration Behavior

	Fall 2022			Fall 2023			Fall 2024		
Enrollments by residency	2 Weeks Before Term Start	Term Start	% change	2 Weeks Before Term Start	Term Start	% change	2 Weeks Before Term Start	Term Start	% change
<b>Bend Residents</b>	2913	3683	26.4%	3324	4183	25.8%	3849	4634	20.4%
<b>Madras Residents</b>	221	308	39.4%	315	419	33.0%	265	370	39.6%
<b>Prineville Residents</b>	244	350	43.4%	355	443	24.8%	427	517	21.1%
<b>Redmond Residents</b>	851	1099	29.1%	1084	1342	23.8%	1123	1404	25.0%

	Fall 2022			Fall 2023			Fall 2024		
Enrollments by campus	2 Weeks Before Term Start	Term Start	% change	2 Weeks Before Term Start	Term Start	% change	2 Weeks Before Term Start	Term Start	% change
<b>Bend Campus</b>	3626	4526	24.8%	4125	5149	24.8%	4746	5849	23.2%
<b>Madras Campus</b>	34	67	97.1%	71	103	45.1%	75	107	42.7%
<b>Prineville Campus</b>	33	48	45.5%	24	42	75.0%	100	132	32.0%
<b>Redmond Campus</b>	415	556	34.0%	480	624	30.0%	509	646	26.9%

## Appendix D: Course Success

This data is drawn from academic years 2023-24 and 2024-25.



## MADRAS

Credit	2023-24	2024-25	2025-26 YTD
Headcount	201	194	198
Sections Offered	59	58	64
Seats Taken	358	297	411
<b>Campus Student Demographics</b>			<b>2025-26 YTD</b>
<i>Students taking classes on the Madras Campus</i>			198 Students
Female			70% 139
Male			26% 51
Average Age			29
Financial Need/Receive Pell			49% 97
First Generation			64% 126
Veteran			5% 10
Latinx			43% 86
American Indian/Alaskan Native			17% 33
Asian			1% 2
Black or African American			3% 5
Native Hawaiian/Pacific Islander			1% 1
Caucasian			37% 74
<b>Regional Student Demographics</b>			
<b>Madras   Warm Springs   Culver   Ashwood</b>			<b>2025-26 YTD</b>
<i>Students taking classes on any campus and online</i>			643 Students
Female			56% 359
Male			37% 238
Average Age			25
Financial Need/Receive Pell			28% 179
First Generation			37% 241
Veteran			2% 13
Latinx			38% 245
American Indian/Alaskan Native			19% 120
Asian			1% 6
Black or African American			2% 14
Native Hawaiian/Pacific Islander			1% 5
Caucasian			28% 182

## PRINEVILLE

Credit	2023-24	2024-25	2025-26 YTD
Headcount	139	221	135
Sections Offered	41	61	54
Seats Taken	204	379	251
<b>Campus Student Demographics</b>			<b>2025-26 YTD</b>
<i>Students taking classes on the Prineville Campus</i>			135 Students
Female			56% 75
Male			41% 55
Average Age			25
Financial Need/Receive Pell			41% 55
First Generation			41% 56
Veteran			10% 14
Latinx			15% 20
American Indian/Alaskan Native			5% 7
Asian			9% 12
Black or African American			4% 6
Native Hawaiian/Pacific Islander			1% 2
Caucasian			67% 90
<b>Regional Student Demographics</b>			
<b>Prineville   Paulina   Post   Powell Butte</b>			<b>2025-26 YTD</b>
<i>Students taking classes on any campus and online</i>			558 Students
Female			57% 317
Male			36% 203
Average Age			24
Financial Need/Receive Pell			23% 130
First Generation			32% 179
Veteran			4% 23
Latinx			13% 75
American Indian/Alaskan Native			4% 22
Asian			4% 20
Black or African American			2% 10
Native Hawaiian/Pacific Islander			1% 5
Caucasian			69% 383

## REDMOND

Credit	2023-24	2024-25	2025-26 YTD
Headcount	858	862	922
Sections Offered	222	215	229
Seats Taken	1994	1972	2235

Campus Student Demographics	2025-26 YTD		
<i>Students taking classes on the Redmond Campus</i>	922 Students		

Female		43%	393
Male		52%	475
Average Age		26	
Financial Need/Receive Pell		33%	304
First Generation		46%	421
Veteran		5%	45
Latinx		19%	178
American Indian/Alaskan Native		6%	55
Asian		3%	28
Black or African American		2%	16
Native Hawaiian/Pacific Islander		1%	8
Caucasian		63%	583

Regional Student Demographics	2025-26 YTD		
<b>Redmond   Terrebonne</b>	1,164 Students		
<i>Students taking classes on any campus and online</i>			

Female		58%	674
Male		36%	420
Average Age		26	
Financial Need/Receive Pell		30%	355
First Generation		41%	481
Veteran		5%	54
Latinx		17%	202
American Indian/Alaskan Native		5%	57
Asian		4%	41
Black or African American		2%	28
Native Hawaiian/Pacific Islander		1%	11
Caucasian		66%	763

## BEND

Credit	2023-24	2024-25	2025-26 YTD
Headcount	4,222	4,434	4,442
Sections Offered	1,156	1,350	1,366
Seats Taken	17,663	19,497	19,288

Campus Student Demographics	2025-26 YTD		
<i>Students taking classes on the Bend Campus</i>	4,425		

Female		49%	2169
Male		45%	1997
Average Age		28	
Financial Need/Receive Pell		28%	1243
First Generation		31%	1374
Veteran		8%	337
Latinx		14%	609
American Indian/Alaskan Native		3%	154
Asian		4%	190
Black or African American		2%	93
Native Hawaiian/Pacific Islander		1%	58
Caucasian		66%	2901

Regional Student Demographics	2025-26 YTD		
<b>Bend   Sunriver   LaPine   Chemult   Crescent</b>	4,676		
<b>Gilchrist   Camp Sherman   Sisters</b>	4,676		
<i>Students taking classes on any campus and online</i>			

Female		49%	2313
Male		42%	1981
Average Age		26	
Financial Need/Receive Pell		19%	908
First Generation		24%	1136
Veteran		4%	210
Latinx		12%	539
American Indian/Alaskan Native		2%	114
Asian		5%	214
Black or African American		2%	93
Native Hawaiian/Pacific Islander		1%	55
Caucasian		68%	3199

# Reimagine our Future: 2023 – 27 Strategic Plan

## Goal: Workforce Development

Board of Directors' Meeting  
May 2026



CENTRAL OREGON  
community college

# GOALS

**Student-Ready College  
Access**  
**Community Engagement**  
**Workforce Development**  
**College Sustainability**

# GOAL

## **Workforce Development**

COCC develops and aligns educational opportunities with regional workforce needs and industry standards.



# ACTION PROJECTS

**Workforce Development**  
Madras Expansion  
MATC Revitalization  
Workforce Infrastructure

# Workforce Development: Workforce Infrastructure Action Project



**CENTRAL OREGON**  
community college



# WORKFORCE INFRASTRUCTURE

9d.6

## Action Project: **Workforce Infrastructure**

- Identify or develop program needs assessment tool
- Develop metrics to track COCC's progress in supporting the workforce needs of our College district
- Identify who regularly reviews data, making appropriate recommendations to VPAA

## Workforce Infrastructure

- Key milestones
  - Lightcast Analyst (2024)
  - Program Demand Gap Analysis (2025)
  - Campus report on PDGA (in development now)
- Next steps
  - Analyze PDGA in context of Economic Impact Report (2026)
  - Develop metrics and responsibility and reporting structure (2026-27)



# WORKFORCE INFRASTRUCTURE

9d.8

## Workforce Infrastructure Work Group Members

Annemarie Hamlin

Chris Egertson

Helen Wiersma-Koch

Cindy Lenhart

Malissa Silacci

Paula Simone

Central Oregon Community College  
Board of Directors

**RESOLUTION**

**Prepared by:**

Angie Anderson-May, Operations & Finance Project Manager  
Andrew Davis, Dean of Student Engagement

**A. Action Under Consideration**

Authorize the College President or designee to negotiate and execute a contract for food service operations, including residential dining, café operations, and catering services, pursuant to **RFP #1616-26**.

**B. Background Information**

On February 4, 2026, Central Oregon Community College issued RFP #1616-26 to solicit proposals for comprehensive food service operations, including residential dining, café services, and catering.

Sodexo America, LLC is the College's current food service provider and has been providing dining and catering services on campus under the existing agreement. The solicitation process provided an opportunity to evaluate current services against market options and confirm the best overall value to the College.

A total of two (2) proposals were received in response to the solicitation. An evaluation committee reviewed and scored each proposal in accordance with the published evaluation criteria and conducted interviews with both proposers. Following this process, the evaluation committee identified Sodexo as the highest-ranked responsive and responsible proposer.

**C. Options/Analysis**

1. Authorize the College President or designee to negotiate and execute a contract for food service operations with Sodexo America, LLC in accordance with RFP #1616-26; or
2. Do not authorize contract negotiation and execution at this time.

**D. Timing**

Board approval at this time will allow the College to proceed with contract negotiations and finalize an agreement prior to the start of the new fiscal year. The contract is anticipated to take effect on July 1, 2026, supporting continuity of services and a smooth operational transition.

**E. Recommendation**

Be it resolved that the Central Oregon Community College Board of Directors hereby authorizes the College President or designee to negotiate and execute a contract for food service operations, including residential dining, café operations, and catering services, pursuant to RFP #1616-26 with Sodexo America, LLC, subject to successful contract negotiations and compliance with applicable procurement requirements.

**F. Budget Impact**

The agreement is expected to be financially self-supporting through food service operations, with an emphasis on long-term sustainability and revenue growth. As outlined in the proposal, key revenue drivers include expanded meal plan offerings, increased catering services, and broader community participation, all intended to strengthen financial performance while supporting student access and experience.

The contract will establish financial terms, including commissions, fees, and reporting requirements, to ensure transparency, accountability, and alignment with the College's financial and operational objectives.

**GP 7: BOARD PLANNING CYCLE**

*Approved: 6/9/1993; Revised: 6/13/2001; 12/9/2015; 9/11/2024*

To accomplish its goals with a governance style consistent with Board policies, the Board will utilize a planning cycle which typically starts with a Board Retreat in the summer and/or fall and continues through the year, taking into special consideration if there is an upcoming legislative session.

Topics to be covered include, but are not limited to: in consultation with the President, setting annual or multi-year goals for the President; consideration of the long-term financial health of the institution; strategic planning; master plan update; facility maintenance review; student success measures; new programs; and review of Board policies.

Board members will also be encouraged to identify those areas of education and training needed to increase their knowledge and effectiveness in future deliberations.

While the actual calendar may vary from year to year based upon the schedules of the individual Board members, the following is a guideline for completing the Board's annual activities:

January-March:

1. Consider spring retreat, as necessary.

April:

1. The President Evaluation Committee shall convene and begin the review process, including consultation with the President on the form of evaluation instrument and the identity of individuals to be consulted or interviewed in connection with the evaluation process.
2. The first Budget Committee meeting will be held.

May:

1. The second and final Budget Committee meeting will be held.
2. Depending upon when the Board retreat is scheduled, the Board Self-Evaluation Committee shall identify the form for the year's self-evaluation and distribute the same to Board members.

June:

1. The annual budget will be adopted.
2. The Board will give the President their annual evaluation and make a determination on any adjustment to the President's salary, which will take effect July 1.

June-October:

1. Hold annual retreat, including consideration and adoption of Board and President goals for the upcoming year.
2. Complete board self-evaluation, which is ideally done at annual retreat.

July:

1. The regular July meeting shall also constitute annual organizational meeting at which the Chair and Vice-Chair shall be elected for the upcoming year.
2. The President shall designate the Presidential line of succession to the Board.

July-August:

1. New chair consults each board member regarding preferred committee assignments for the upcoming year.

August:

1. Typically, either the July or August meeting is canceled in recognition of the reduced volume of reports and activities during the summer.
2. An annual retreat will be held between June and November. At this retreat, among other things, the Board will, in consultation with the President, set goals for the following year. In addition, the Board will conduct its annual self-evaluation.

September:

1. New committee assignments made.

**GP 7: BOARD PLANNING CYCLE**

Approved: ~~6/9/1993~~; June 9, 1993

Revised: ~~6/13/2001; 12/9/2015; 9/11/2024~~ June 13, 2001; December 9, 2015

To accomplish its goals with a governance style consistent with Board policies, the Board will utilize a planning cycle which typically starts with a Board Retreat in the summer and/or fall and continues through the year, taking into special consideration if there is an upcoming legislative session.

Topics to be covered include, but are not limited to: ~~in~~In consultation with the President, setting annual or multi-year goals for the President; consideration of the long-term financial health of the institution; strategic planning; master plan update; facility maintenance review; student success measures; new programs; and review of Board policies.

Board members will also be encouraged to identify those areas of education and training needed to increase their knowledge and effectiveness in future deliberations.

While the actual calendar may vary from year to year based upon the schedules of the individual Board members, the following is a guideline for completing the Board's annual activities:

**January-March:**

July: 1. New Board members are sworn in. 2. The regular July meeting shall also constitute annual organizational meeting at which the Chair and Vice-Chair shall be elected for the upcoming year. 3. Planning begins for fall retreat. 4. The President shall designate the Presidential line of succession to the Board.

July-August: 1. New chair consults each board member regarding preferred committee assignments for the upcoming year.

August: 1. Typically, either the July or August meeting is canceled in recognition of the reduced volume of reports and activities during the summer. 2. An annual retreat will be held between June and November. At this retreat, among other things, the Board will, in consultation with the President, set goals for the following year. In addition, the Board will conduct its annual self-evaluation.

September: 1. New committee assignments made.

October: 1. Review Budget Committee makeup and determine vacancies, if any. 2. Advertise vacancies on Budget Committee.

December: 1. Receive update on budget status to date. 2. Consider any necessary revisions to budget.

~~4.~~ January-March: 1. Consider spring retreat, as necessary. 2. Receive annual audit presentation. 3. In consultation with president, establish presidential evaluation process.

April:

~~4.~~ 1. The President Evaluation Committee shall convene and begin the review process, ~~including consultation~~ and to the extent not already completed, consult and agree with the President on the form of evaluation instrument and the identity of individuals to be consulted or interviewed in connection with the evaluation process.

~~2.~~ 2. Hold ~~The~~ first Budget Committee meeting ~~will be held~~.

#### May:

~~4.~~ 1. May: 1. The second and final Budget Committee meeting will be held.

~~2.~~ 2. Depending upon when the Board retreat is scheduled, the Board Self-Evaluation Committee shall identify the form for the year's self-evaluation and distribute the same to Board members.

#### June:

~~4.~~ 1. The annual budget will be adopted.

~~2.~~ 2. The Board will give the President their annual evaluation and make a determination on any adjustment to the President's salary, which will take effect July 1. 3. Consider any changes to list of committees. 4. Interested Board members encouraged to identify interest in serving in Board leadership in anticipation of elections in July.

#### June-October:

~~4.~~ 1. Hold annual retreat, including consideration and adoption of Board and President goals for the upcoming year.

~~2.~~ 2. Complete board self-evaluation, which is ideally done at annual retreat.

#### July:

~~1. The regular July meeting shall also constitute annual organizational meeting at which the Chair and Vice-Chair shall be elected for the upcoming year.~~

~~2. The President shall designate the Presidential line of succession to the Board.~~

#### July-August:

~~1. New chair consults each board member regarding preferred committee assignments for the upcoming year.~~

#### August:

~~1. Typically, either the July or August meeting is canceled in recognition of the reduced volume of reports and activities during the summer.~~

~~2. An annual retreat will be held between June and November. At this retreat, among other things, the Board will, in consultation with the President, set goals for the following year. In addition, the Board will conduct its annual self-evaluation.~~

#### September:

~~1. New committee assignments made.~~

**BEP 8: DEBT MANAGEMENT and ISSUANCE**

*Approved: 1/9/2002; Revised: 12/9/2015; Renumbered: 4/1/2024;  
Revised: \_\_\_\_\_*

Central Oregon Community College may incur debt to finance capital assets, facilities, and other long-term investments that support the College's mission and strategic priorities. Debt shall be managed prudently to maintain fiscal stability, preserve institutional creditworthiness, and protect the long-term financial health of the College.

The College shall manage debt in accordance with applicable provisions of Oregon Revised Statutes, including ORS Chapter 287A (Public Borrowing) and Oregon Budget Law (ORS Chapter 294). Debt practices shall support responsible financial stewardship consistent with Northwest Commission on Colleges and Universities (NWCCU) standards related to financial planning and resource management.

The Board of Directors retains authority to approve the issuance of debt obligations.

Debt shall be incurred only when reliable revenue sources have been identified to meet current and future debt service obligations without compromising the College's operating stability, required reserves, [viability ratio](#), [credit rating](#) or long-term financial sustainability.

The President shall administer the College's debt management activities and shall:

- Ensure that all debt obligations are issued in compliance with applicable laws and regulations.
- Ensure that annual budgets and long-term financial plans provide sufficient resources to meet debt service obligations.
- Evaluate the affordability and long-term financial impact of proposed debt prior to issuance.
- Maintain general obligation debt within prudent limits, not to exceed fifty percent (50%) of the district's legal general obligation debt capacity.
- Periodically review outstanding debt for potential refinancing opportunities consistent with Oregon State Treasurer guidelines.
- Utilize appropriate professional services, including bond counsel and financial advisory services, in connection with debt issuance and management.

- Periodically report to the Board regarding the status of outstanding debt obligations.

Debt management shall be implemented in coordination with the College's Reserve Policy, Spending Policy, capital planning processes, and annual budget development procedures to support responsible stewardship of public resources and long-term institutional sustainability.

## **BEP 9: General Fund Reserve Policy**

### **Establishing and Managing General Fund Unrestricted Fund Balances**

The General Fund's unrestricted fund balance, often referred to as a reserve, plays a pivotal role in ensuring the consistent provision of services, addressing emergencies, acting as a safeguard against enrollment fluctuations, buffering against uncertainties in State funding, mitigating temporary revenue shortfalls, and maintaining stability during economic cycles. We aim to strategically manage these reserve funds to guarantee robust cash flow, stabilize interest rates, and ensure the seamless continuity of service delivery.

### **Defining "Unrestricted Fund Balance"**

For the purposes of this policy, "unrestricted fund balance" or "UFB" specifically refers to the portion of the General Fund balance that remains unreserved, meaning it is not earmarked for existing college obligations.

### **Aspirational Reserve Levels**

Central Oregon Community College endeavors to maintain a UFB of at least 60 days of operating reserves ("Reserve Goal") but in no event less than 37 days of operating reserves (the "Reserve Minimum"). The Reserve Goal and the Reserve Minimum have been established to: (i) reflect the Board's dedication to institutional stability and the long-term financial health of the College; (ii) to provide a response time cushion to allow the Board and staff to respond strategically in the event of a catastrophic event such as a pandemic, fire or civil unrest; and (iii) to increase the likelihood that the College can meet its immediately financial obligations to employees and vendors in the event of unforeseen circumstances or a catastrophic event.

The Board shall regularly monitor the College's compliance with the Reserve Goal and the Reserve Minimum.

If at any time, the UFB falls below the Reserve Goal, the Board shall have 60 days to adopt a plan that is reasonably calculated to restore the UFB to a level that meets or exceeds the Reserve Goal within 3 years of the date of adoption of such plan (the "Reserve Goal Deadline"). Until the UFB again complies with the Reserve Goal, the Board shall annually review and revise its plan as the Board deems reasonably necessary to meet the Reserve Goal by the Reserve Goal Deadline.

If at any time, the UFB falls below the Reserve Minimum, the Board shall have 30 days to adopt a plan of action reasonably calculated to bring the UFB into compliance with the Reserve Minimum within 60 days of the date of adoption of such plan of action (the "Reserve Minimum Deadline"). Until the UFB again complies with the Reserve Minimum, the Board shall, on a monthly basis, review, and as the Board deems necessary, revise, the plan of action.

The number of days in operating reserves will be calculated by dividing general fund expenses by 365 to arrive at average daily spending for the year. The ending general fund balance will

then be divided by the average daily spending to arrive at the number of days of reserves in the ending general fund balance.

### **Funding of the Unrestricted Fund Balance**

The General Fund's UFB will primarily be funded by the surplus of General Fund revenues over expenditures.

### **Decision-Making Authority**

The Board of Directors is vested with the authority to make decisions regarding the utilization of the General Fund's UFB. These decisions will be made in consultation with the President and the appropriate personnel within the Office of Finance and Operations. Potential utilization avenues encompass capital equipment acquisitions, acquisition of real property, matching funds for construction projects, capital construction initiatives, IT infrastructure, deferred maintenance, investments in new programs or services that will transition to recurring funding sources following a defined trial period, and projects aligned with the College's strategic direction, among others. It is important to note that the General Fund's unrestricted fund balance shall not be allocated to support regular or annual operating expenditures.

### **Monitoring and Oversight**

The Vice President of Finance and Operations, or their designated representative, will assume responsibility for the management and vigilant monitoring of the General Fund's UFB. Regular The UFB and the number of days of operating reserves will be presented in the monthly Board of Directors financial reports will be provided to the Board and, annually to the ~~the~~ Budget Committee, detailing the current status and 5-year projected trajectory of the UFB and number of days of operating reserves during each budgeting cycle.