

**C OCC Board of Directors
Policy Review Committee
Meeting Agenda
March 19, 2026
2:30 – 3:00 p.m.
Remotely via Zoom**

Committee Members: Laura Craska Cooper (Chair), Erica Skatvold, Erin Merz

C OCC Staff: Greg Pereira (President), Michael LaLonde, (Vice President of Finance and Operations), Kyle Matthews (Executive Assistant to the President and the VPFO)

1. Call to Order and Review of the Agenda
2. Proposed Revisions to Board Expectation of the President 8: Debt Level and Management – Items 2.1-2
3. Proposed Revisions to BEP 9: General Fund Reserve Policy – Items 3.1-2
4. Proposed Revisions to Governance Process (GP) 7: Board Planning Cycle – Items 4.1-5
5. Next Meeting: To Be Determined
6. Adjourn

BEP 8: DEBT LEVEL AND 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, 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.

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- 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.

~~With respect to the incurrence and management of institutional debt, the President shall insure that sufficient funds are available to meet current and future debt requirements on all indebtedness within prudent fiscal parameters.~~

~~Accordingly, the President must:~~

~~Issue bonds and other obligations that are in full accordance with the guidelines and limitations set forth in the Oregon Revised Statutes.~~

~~Ensure that future budgets adequately plan to pay for maturing principal and interest of its general obligation indebtedness.~~

~~Issue certificates of participation (e.g., full faith and credit obligations) only when sufficient revenues are available and identified to pay the obligation in the future.~~

~~Ensure adequate accounting to occur for the property taxes that have been levied to pay for the maturing principal and interest of general obligation bonds.~~

~~Not allow general obligation debt to exceed fifty percent of the district's general obligation debt capacity.~~

~~Ensure that a periodic review of interest rates is conducted at least once every 3 years to determine whether potential savings from refinancing meet and exceed 3% aggregate interest costs savings required by the State Treasurer's guidelines.~~

~~Not allow debt to be incurred without the use of legal services, financial services and a paying agent.~~

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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 ~~an unrestricted fund balance of 60 days of operating reserves.~~ 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. ~~This commitment is driven by our dedication to institutional stability and the long-term financial health of the College. In no event shall the reserve policy fall below fall below 37 days. In the event that the unrestricted fund balance of the General Fund falls below 60 days of operating reserves, the College will promptly adopt a comprehensive plan to restore it to the 60-day threshold within a five-year timeframe.~~

Funding of the Unrestricted Fund Balance

The ~~funding of the~~ General Fund's ~~unrestricted fund balance~~UFB will primarily ~~stem from 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 ~~unrestricted fund balance~~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 ~~unrestricted fund balance~~UFB. Regular reports will be provided to the Board and the Budget Committee, detailing the current status and projected trajectory of the ~~unrestricted fund balance~~UFB during each budgeting cycle.

GP 7: BOARD PLANNING CYCLE

Approved: June 9, 1993

Revised: 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 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. [2. Receive annual audit presentation.](#) [3. In consultation with president, establish presidential evaluation process.](#)

April: 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. ~~The~~Hold 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. [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: 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. [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. ~~23.~~ [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.

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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.](#)

DRAFT BOARD CALENDAR

MONTH	CHAIR / VICE CHAIR – TO DO’S	KNOWN BOARD AGENDA TOPICS	KNOWN BOARD COMMITTEE MEETINGS / IMPORTANT EVENTS
July	<ul style="list-style-type: none"> • Plan Fall Retreat for October or November • Decide monthly locations for Board meetings in coming year 	<ul style="list-style-type: none"> • Swear in new Board members, if any • Elect new Chair and Vice Chair • Share Board Committee appointments • Make decision about holding August meeting 	Audit and Finance Cmte Mtg Real Estate Cmte Mtg
August	<ul style="list-style-type: none"> • Usually no meeting due to vacation schedules 		
September			New Academic Year Begins
October	<ul style="list-style-type: none"> • Budget Cmte Membership Review – Post Openings, if needed 	<ul style="list-style-type: none"> • Strategic Plan Goal Report – Student-Ready College 	ACCT Conference Real Estate Cmte Mtg Anthony’s at the Old Mill Board Fall Retreat (or November)
November			OCCA Conference
December		<ul style="list-style-type: none"> • Vote on Room and Board for coming year • Strategic Plan Goal Report – Access 	

January		<ul style="list-style-type: none"> Annual Audit Presentation 	<p>Audit and Finance Cmte Mtg Real Estate Cmte Mtg</p>
February	<ul style="list-style-type: none"> Plan Summer Retreat for June or July 	<ul style="list-style-type: none"> Strategic Plan Goal Report – Community Engagement 	
March	<ul style="list-style-type: none"> Finalize President’s Evaluation process with President and discuss potential Contract changes, if any 		Board Orientation Cmte Mtg
April	<ul style="list-style-type: none"> Conduct President’s Evaluation 	<ul style="list-style-type: none"> Vote on Tuition and Fees for coming year Strategic Plan Goal Report – Workforce Development 	<p>Budget Cmte Mtg (held before Board Mtg) Real Estate Mtg Keyes Cmte Mtg Meal of the Year</p>
May	<ul style="list-style-type: none"> Conduct President’s Evaluation Begin Board Self-Evaluation 	<ul style="list-style-type: none"> Initial Budget Approvals Promotions, Tenure, Sabbaticals, and Emeritus 	Budget Cmte Mtg (held before Board Mtg)
June	<ul style="list-style-type: none"> Establish next year’s committees Seek candidates for next Chair and Vice Chair 	<ul style="list-style-type: none"> Numerous End-of-Year Budget/Administrative Approvals Renewal of Faculty and Staff Appointments Administrator Salary Adjustment, if any Share President’s Eval, Compensation, and Contract Changes (if any) at Board meeting 	<p>Commencement President’s Scholarship Celebration Board Summer Retreat (or July) – set Board Goals for coming year</p>

		<ul style="list-style-type: none">• Strategic Plan Goal Report – College Sustainability	
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Notes: Create a separate New Board Member Orientation Cmte calendar

Add Board cmte mtgs