

REDLANDS COMMUNITY COLLEGE

Special Board of Regents Meeting

November 20, 2018

MINUTES

The Board of Regents of Redlands Community College met in special session at 6:30 p.m., Tuesday, November 20, 2018, in the Conference Room, Redlands Community College, El Reno, Oklahoma. Notice of the meeting date had been properly filed with the Secretary of State, and a copy of the notice and agenda was posted by 6:30 p.m., Friday November 16, 2018, in prominent public view at the location of the meeting and on the College website, www.redlandsccl.edu, in compliance with the Open Meeting Act.

Redlands Community College Board of Regents present:

Janie Thompson	Dr. Juanita Krittenbrink
Dr. David Von Tungeln	Richard Ruhl
Dr. Kent Carder	Jim Kitch

Redlands Community College Board of Regents absent:

Lynda McColl

Redlands Community College personnel present:

Richard Buchholz	Tamie McCabe
Bill Little	Zachary Gutmann
Gaylina Peters-Hurtt	Gokul Kadel
Brenda Harkins	Tina Jacobs
Kim Andrade	Anna Morris
Ed Zweiacher	Michael Cartwright
Sam Nusz	Alex Shafer
Annie Pearson	Kathleen Coughlan
Brandon Callis	Kelsey Heggy
Kenzi Hull	Amy Graham
Dayna Rowe	Debbie Newberry
Stephanie Fisher	Xavier Jackson
Brenda Kennedy	Natalie Cox
Kathi Scott	Peggy Clifton
Tricia Hobson	Julie Flegal-Smallwood
Todd Hobson	Dee McKenna
Kacey Daniels	Kevin Hawk
Ashlea Crossley	Charli Mackey
Kathy Grissom	Kendra Horner
Curtis Brabham	Mike Tabor
Jessica Wilson	Eli Zucksworth
Troy Milligan	

Regent Ruhl called the meeting to order at 6:33 p.m. Roll call established the presence of a quorum with six (6) Regents present: Richard Ruhl, Chairman; Dr. Kent Carder, Vice Chairman; Jim Kitch, Secretary; Dr. Juanita Krittenbrink, Janie Thompson, and Dr. Von Tungeln.

Guests Present:

Chancellor Glen D. Johnson and members of his staff
Approximately 75 students and supporters of Redlands Community College

Regent Ruhl stated, "The purpose of this meeting is to provide some open and transparent communications and dialogue on not only the future of Redlands Community College but also the future of Higher Education in the

state of Oklahoma. There are a number of challenges that are ahead and you are going to hear some of those from the Chancellor. Speaking on behalf of this board of regents, I can tell you that this board is very passionate, very committed and very dedicated to the future of this college. The decisions that we have made in the past and will make going forward are always in the best interest of the college. I know many of you as constituents and friends, faculty, students and staff have many questions about the future of not only Redlands but also Higher Education in Oklahoma. That's a very serious and valid concern and that's one that we all express so, that's what we are here this evening for and again that's why we wanted to have open and transparent dialogue and communication with you as constituents of the college. So with that, President Bryant, would you please introduce our special guest?"

President Bryant expressed his appreciation for everyone in attendance. He introduced the Board of Regents members. Then introduced the staff members present from the State Regents office. President Bryant stated there would be a public comments sections, so if anyone would like to ask a question, they should sign in and write their question on a 3x5 card and then the questions would be brought up front to be read over the microphone.

Chairman Ruhl introduced Chancellor Glen D. Johnson.

Chancellor Johnson presented a PowerPoint presentation titled Task Force Update-Growing Role of Mergers in Higher Education on the following topics:

- Statistics under national context on the increases in mergers nationwide
- Declining State Fiscal Support
- Declining Fiscal Stability
- Demographic Trends on Total U.S. Public and Private High School Graduates, 2000-01 to 2013-14
- Demographic Trends on Forecasted Growth in College-Going Students, 2012-2029
 - Examples used were, Wisconsin, Connecticut, and the University System of Georgia
- Oklahoma Context
- State Appropriations FY 2011- FY2019. Since the Recession in FY 08, higher education has been cut \$274.3 million. (26%)
- Higher Education Percent of Oklahoma Total State Appropriations. In FY 19 it is 11.3%.
- State Appropriations as a Percent of Total Higher Education Budget. From 1988 at 74.2% it has fallen to 27.2% in FY19.
- Percentage Change in State Fiscal Support for Higher Education, FY'12 to FY'17
- Oklahoma Enrollment Trends. Oklahoma has a -8.8% change from FY12-FY17
- Governor Fallin's Executive Order
- Task Force on the Future of Higher Education
- Chancellor Johnson gave the background of the formation of the task force. Their goals were to:
 - Conduct a systematic review of higher education
 - Examine existing initiatives and best practices; and
 - Report finding and recommendations on strategies that best support improving quality, access, affordability, and efficiency in the Oklahoma state system of higher education.
- Task Force Charge
 - College Degree Completion and Workforce Development Initiatives
 - Academic Program Innovations and Online Education
 - System Structure
 - Fiscal Solutions, Efficiencies, Affordability, and Technology
- Task Force Membership
- Common Themes of the subcommittees
- System Structure Recommendations
 - The State Regents and Chancellor should encourage governing boards to explore more cooperation on academic programs and administration in order to better streamline initiatives across the system

and to ensure best practices are scaled across multiple institutions.

- The Legislature should create and fund a seed fund to provide financial incentives to encourage voluntary mergers of institutions. Institutional mergers should be undertaken with the following objectives: improve student success; maintain access; and maximize cost savings.
 - To enjoy the benefits of mergers, institutions will need to undertake considerable and thoughtful planning efforts, as well as develop significant communication strategies. Done well, mergers have proven to be highly beneficial to institutions and students, but they require a dedicated investment of time and resources. Institutions are much more likely to engage in this effort if it does not require reallocation of already scarce resources.
 - The State Regents and Chancellor should encourage and facilitate discussions on voluntary mergers or the implementation of partnerships between institutions.
 - There is evidence that some Oklahoma institutions are interested in voluntary mergers to save resources and better align academic programs. The Chancellor and State Regents are in a unique position to serve as a neutral facilitator and resource for such discussions. Voluntary mergers have a high probability of success because all parties enter the discussion understanding the benefits.
 - Governing boards with authority for a single institution should be given a period until June 30, 2019, to enter into voluntary mergers/partnerships with the University of Oklahoma Board of Regents, the Oklahoma A&M Board of Regents, or the Regional University System of Oklahoma Board of Regents.
 - After June 30, 2019, the State Regents will recommend that remaining institutions be governed by or merged with the University of Oklahoma Board of Regents, the Oklahoma A&M Board of Regents, or the Regional University System of Oklahoma Board of Regents, with the exception of any two-year community college that is a land-grant institution (Northern Oklahoma College) or receives local ad valorem funding (Oklahoma City Community College, Rose State College, and Tulsa Community College), which would retain their own respective governing boards.
 - Two-year community colleges or governing boards with a single institution should be governed by or merged with the University of Oklahoma Board of Regents, the Oklahoma A&M Board of Regents, or the Regional University System of Oklahoma Board of Regents. Following the merger, regents and trustees currently serving on the governing boards for single institutions will be converted to advisory board positions with gubernatorial appointments.
 - This recommendation aligns with Governor Fallin's executive order, which requested the State Regents to develop a plan to be presented to the Governor and legislature for the administrative consolidation of universities, colleges, centers, and branch campuses.
 - It is important to note that this recommendation concerns mergers of governance structures, not consolidation or elimination of institutions.
 - Elimination or closure of institutions was considered by the subcommittee, but it was decided that mergers of governance structures would better allow continued access to public higher education opportunities for Oklahoma's students.
 - Accordingly, the recommendation does not prevent institutions from retaining their own respective institutional identity, mission, admissions requirements, and tuition and fee structures.
 - Encourage collaboration and formation of partnerships between large urban two-year institutions, such as Oklahoma City Community College, Rose State College and OSU-OKC.*
 - Urban two-year institutions share much in common, including demographics of student populations and programmatic offerings. They are natural partners in developing strategies that can best serve their populations of students and communities. A more formal mechanism for regular interaction and partnership would undoubtedly benefit these institutions.
- Merger Considerations
 - Anatomy of a Merger
 - Prepare internally for the merger
 - Find potential partners
 - Perform due diligence

- Sign an “intent to merge” agreement
- Seek legislative approval for the merger
- Sign an agreement
- Implement the agreement
- Principles for the Merger Process
 - Consider developing implementation principles to guide the merger/consolidation process:
 - Mission sustainability – consideration will be given to mergers between institutions within the same service area with consideration also given to mission and/or geographic compatibility between institutions and existing transfer patterns
 - Leadership – a clear, unified leadership structure will be established and maintained
 - Simplicity – merged institutions will merge functions and merge leadership positions; inefficient and complex reporting relationships will be avoided
 - Transparency – merger results will be monitored and presented to interested parties
 - Lessons learned will be actively shared
 - Maximize the use of technology when possible
- Academic Considerations
 - Coordinate with HLC
 - Coordinate with program-based accreditations (e.g., business, education, etc.)
 - Address structure of colleges, departments, and centers (e.g., SBDC)
 - Address program/curriculum differences
 - Streamline program offerings
 - Review and revise faculty policies and bylaws
 - Review and revise faculty contracts
 - Review and revise tenure and promotion processes and standards
- Student Issues
 - Address athletic programs
 - Delineate tuition strategy/approach
 - Merge information systems – address data governance and management
 - Coordinate with U.S. Department of Education for federal financial aid
 - Review and revise student handbooks and student conduct system
 - Review and revise bylaws related to student government and other student groups
- External Relations
 - Name of institution
 - Branding and messaging
 - Address foundation and alumni group issues
 - Legislative relations/support
 - Endowment restrictions
- Operations
 - Integrate financial systems, including payroll
 - Update contractual and rental agreements
 - Analyze impact on bonds
 - Coordinate with bond rating agencies (e.g., Moody’s)
 - Ensure effective implementation of controls (flowchart, key performance indicators, segregation of duties)
 - Ensure adequate internal audit coverage
 - Consolidate risk management operations
 - Transition legal agreements
 - Transition IT security
 - Identify all reporting requirements and develop plan to ensure compliance
 - Address satellite campuses

Public Comments and Questions:

El Reno Mayor Matt White stated: "I'll be real quick Chairman Ruhl and Chancellor, thank you so much we've had meetings with President Bryant and I appreciate some of the things you all have addressed and I do think that it's getting laid out well on your side and I think what may be the main concern of some of the community and I'm sure of the employees and other staff is the next step I guess you'd say. It's important the local board come in play when the decision power and everything else. President Bryant laid out a pretty good step of and this is something our discussion Tony and I have had, of performance based on what we've had the numbers we've had in the past, what we've done in the past, where we've done, kinda where we think we're going to be with the funding that we hope we are going to get and some mechanisms. I think it goes back to the board to where I hope as an entity, being Redlands, we changed our entity from El Reno Junior College to Redlands, moved right into that step and I think we could do that whether we keep the identity of Redlands or move onto RUSO, or to OU or OSU however that works. I think that being part of the community, I think it's important though that we have the steps that the board takes in place that you ask what the means are for the surrounding 51 schools. I see Mr. McVay here with our school, and how that affects some of us cause we're interested in some of that. We're interested in employers that this brings to our community. Will those steps be taken as far as what programs do work and what programs don't work, in the past we've kinda tried to chase some programs in order to make it work to help financially needs? I think it goes back to the point Canadian County is one of the fastest growing counties and one of the richest in this area. There is an opportunity here where we've seen absolutely where Yukon and Mustang was a one stop light community and it's more than that, Yukon's quite a bit more and I think El Reno has lot more growth because we have good leadership and strong growth patterns and own our own services. I think we are all on the right track, I don't want us to lose cycle of what we have done in the past or what has worked I want us to make sure that we get the community leaders and people that go to school here and graduate here the teachers and the people around here that depend on this school. Get their thought process of what level can we take this school to and we do this process we interview (we being the board) the 3 people but we need to sell ourselves and show them how important this college is to this area. This is an economic tool that I don't think the people realize. I know of the board does especially with Regents, my daughter graduated here and went onto OU and I didn't pay a dime for the services here, that's great. I think that's something we utilize and we use that economic engine all the time to help advising workforce to come here. So I just hope that we now take the step for you all the board, they played out the great step the board committee you're on, Chairman Ruhl, of what decisions being made. I think we have to dissect it down as a community area, community being that area wide, and see what the needs are for our employees, for our students, and for the growth of all of our area that we're involved in this process and that's not one of those things that we'd have to think what's worked for us before but these situations like you said Richard there's opportunity down the road, maybe a strong position and we're camping. But in order to do that I think we have to look outside the box and look at challenging ourselves of where we can be further to address the needs of the community and bring other things in that we're not used to. That's all I have to say. One more comment I have to say I'm a little disappointed Ms. Baker, I know you might have spoke to her, they need to be here at these meetings with these people that are out here to hear what's going on. And I hope we can relay back to them that they're not doing a good job but all this comes back down to, so if they're not here and they say they are giving it the old champion try well that's not going to work for these people or this community and it's not going to work for the education of Oklahoma kids. So she's not here."

President Bryant then read a few questions from the audience. One of our students asked:

It has been vocalized that the mergers are volunteer based. But what will happen if our board does not find a good fit for Redlands with one of those institutions?

Chancellor Johnson answered:

"I think the way we structure this recommendation it's two fold, the institutions like Redlands have from essentially February of 2018 through June 30th of 2019 which is what 6-7 months away from today, to look at these voluntary partnerships these voluntary mergers. And to do all the due diligence that we have been talking about. It looks like that's exactly what your board is doing. In terms of what happens next, I think our hope is that based on these discussions that all of these mergers will occur by June 30th because a voluntary option everybody gets to explore everything they come together. The recommendation does provide the State Regents the opportunity after June

30th to provide for those mergers at that point. I think what I would say in response to the student's question is encouraging everyone to continue on the path that you're on and look at a way where you identify Redlands a volunteer merger option and where that is done in a way that you've been informed." Regent Ruhl said they echo that. Their concern is what would happen post June 30, 2019 for the institution if the decision was made for us by someone else and them not taking our best interest into consideration. That's why we have taken what we consider to be a proactive approach in reaching out to the surrounding institutions and saying let's have discussions and so they can hear our financial status and where we're at and what if your interest and where are you at. It's been a viable two-way street at this time.

President Bryant wanted to clarify that once the mergers are identified the next legislative session they will take action would be for 2020. Chancellor Johnson said it could be depending on when they merged.

President Bryant read another question from the audience: Why aren't the three constitutional systems already forming buying groups and voluntary collaborations? President Bryant asked to speak to that question. He stated Redlands is part of two major consortiums in the state right now. We are with 14 other colleges to buy our employee insurance, and this past year we formed a transportation consortium that involves nine colleges in which we use shared transportation services for our student athletic teams, and organizations in which it dropped the cost for us to do that. Chancellor Johnson said the current three boards are always looking at options on healthcare, IT, and generally within those economies of scale. They buy off contracts and use that buying power to save money. Through their back office function, they've also employed some cost savings initiatives in the area of energy savings. As these mergers occur, you're going to have more institutions to leverage your assets and have more buying power and there are opportunities to do more and save money. Again to what end? To save money, to enhance course offerings for students and to improve the opportunities to student success. That's what drives every decision in this process.

President Bryant read another question from the audience:

How would a merger affect our grant programs?

President Bryant said we have already opened dialogue with that. Specifically community colleges have grants that are not available to comprehensive universities. The Chancellor said that is part of our negotiations in the mergers.

If we don't keep our identity as a community college, some of the grants we receive would not continue.

Chancellor Johnson said on things like that going forward just make sure you spell it out specifically this is something that endures for the benefit of the institution.

President Bryant read another question from the audience:

Is the only merger benefit the elimination of President and board and local control?

President Bryant said the task force recommended that the local boards would still exist as advisory boards to the constitution board. Chancellor Johnson spoke to that also. It would be board positions that would be subject to gubernatorial appointment with the advice and consent of the senate. Chancellor Johnson stated as a previous president of Southeastern Oklahoma State University, they had the McCurtain County Higher Ed Center come to the SE branch campus, same concept there. He met regularly with the board and had what he thought was a strong dialogue. The key is to make sure as that transition occurs there is an understanding in how that relationship is going to work between the Constitutional Board and what will be the board at Redlands. He would recommend there be discussion on what that level of input would be, frequency of discussions and all of that.

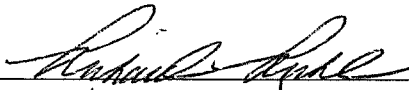
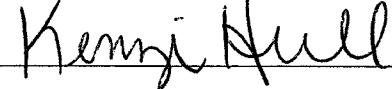
President Bryant read another question from the audience:

Consolidation of back offices is a phrase of concern for those that work there. What will be done with people working in those offices, i.e. will those duties be assumed by staff at the parent institution? Chancellor Johnson said again that's something that you work out. Our models at Connors and NEO they were the two smaller institutions that were part of the consolidation of the back office functions with the OSU A&M Board. I think there were some transitions involved and I would recommend there be discussions with them. I think both the institutions felt it worked out very well. Sometimes duties will change to some degree to accommodate it. They came away from that exchange, it was positive for the institution and for the staff at the institution.

President Bryant said the other question was about faculty but he believed the Chancellor had already covered that. The faculty positions would go by the HLC standards. That way no additional requirements would be placed on the faculty to continue to teach.

Regent Ruhl thanked Chancellor Johnson again for his time.

At 8:12 p.m., Dr. Krittenbrink made a motion, seconded by Dr. Carder to adjourn the meeting. Those voting for the motion: Regents Ruhl, Kitch, Carder, Krittenbrink, Thompson, and Von Tungeln. Those voting against the motion: None

Chairperson		Date	12/6/18
Secretary		Date	12-6-18
