## MINUTES OF THE SENATE EDUCATION COMMITTEE.

The meeting was called to order by Chairperson Senator Barbara Lawrence at 9:00 a.m. on March 10, 1999 in Room 123-S of the Capitol.

All members were present except:

Committee staff present:

Avis Swartzman - Revisor

Carolyn Rampey - Legislative Research Jackie Breymeyer - Committee Secretary

Conferees appearing before the committee: Lieutenant Governor Gary Sherrer

Dr. Ed Berger, President, Hutchinson Community College Darrell Shumway, Trustee, Pratt Community College Dr. James Grote, President, Seward Co. Community College J. B. Webster, Trustee, Barton Co. Community College Jerry Allison, Trustee, Independence Community College

Dr. Jackie Viett, President, Butler Co. Community College

Others attending:

See Attached List

Chairperson Lawrence called the meeting to order and introduced Lieutenant Governor Gary Sherrer, Chair, Governor's Task Force on Higher Education, who was present to give testimony on:

## SB 345 - Kansas higher education coordination act

The Lieutenant Governor stated that he does support the bill as it reflects the concepts agreed upon by the Governor's Task Force on Higher Education. The bill addresses the critical issues of strategic planning, data collection and research, conflict resolution, mergers and affiliations, and the bringing of all elements of higher education together. It also addresses the concerns that centered around increased bureaucracy.

Lieutenant Governor Sherrer stated the funding issue could be addressed at a later time after the structure of higher education has been determined. He closed by stating the bill has great potential and urged its support. (Attachment 1)

Chairman Lawrence thanked the Lieutenant Governor for his appearance before the committee and called on several representatives from Kansas Community Colleges to give testimony on SB 345 & SCR 1613.

The first community college conferee was the President of Hutchinson Community College, Dr. Ed Berger. (Attachment 2) Dr. Berger stated that this legislation seems to address many of the governance concerns that have plagued the state for the past thirty years. If there was a design for higher education for a state, it would come much closer to looking like the current proposal than the one currently in place. The provisions in the bill address some of the barriers that have previously prevented all of higher education from being under one board. The coordinating and governing functions have been addressed and the legislation preserves the integrity of local control. These changes can be made without a constitutional amendment. It is time that all components of post secondary education functions as a coordinated unit.

Darrel Shumway, Pratt Community College trustee, presented his testimony (Attachment 3) and stated that local control is what keeps the community and service to that community as the most important aspect of the mission of community colleges. There is support for this bill because it retains the conceptual recommendations of the Governor's Higher Education Task Force and assures better and more consistent coordination among institutions. A funding component is needed to help relieve some of the financial distress many of the colleges are facing. He mentioned other areas that would need work to improve the bill. He ended by applauding the sponsors of the legislation and said that all educational institutions in Kansas are doing a good job, they are all important to the regions they serve. With this bill, they can be united under one governance system and move the state forward to make it one of the best.

#### CONTINUATION SHEET

MINUTES OF THE SENATE EDUCATION COMMITTEE, Room 123-S Statehouse, at 9:00 a.m. on March 10, 1999.

James Grote, President, Seward County Community college, appeared and stated several positive features of the bill (<u>Attachment 4</u>). He also stated a number of potential limitations such as having only three members per derivative board, adequate staffing and no funding recommendation. This bill provides the opportunity to address both the issues of governance and the critical funding issue.

J. B. Webster presented his testimony (<u>Attachment 5</u>) and encouraged the committee to move forward with a restructure of governance and coordination in higher education in the state. He spoke of the eight critical components that address the needs of the community colleges which include operating under the authority of locally elected boards of trustees, determination and approval of their own missions with primary focus on community, area and regional needs, as well as others that address local issues. He closed by stating Community Colleges have a unique position in the future of their own service areas, the state, the country and the world.

Jerry Allison, Trustee, Independence Community College appeared on the bill (<u>Attachment 6</u>) stating his concerns over several sections of the bill dealing with the compositional makeup of the Board of Regents, financial resources, and review and approval of course locations. The assurance of references in the bill to determination of college role and review of mission seem inconsistent with local trustee control.

Dr. Jackie Viett, Butler County Community College, was the last community college conferee. Her testimony highlighted expectations for the state's nineteen community colleges that included a community near to accountability as demonstrated through core indicators of effectiveness and the impact of the bill on these expectations. (Attachment 7) She continued with areas that need attention in the bill such as diverse Board membership, adequate staff and funding. In closing, she stated the community colleges are optimistic regarding the future of higher education within the state. They affirm their openness to changes that enhance the ability to meet the current and future needs and expectations of those they serve and they support those who have invested their time and energy to the development of the bill.

One of the members addressed his comments to Dr. Viett, saying that she had mentioned the public expectation for increased accountability. He has not seen anything in the bill that would increase the accountability. There are no expectations of improvement that are in the bill. If that is what the public expects, it is not in the bill.

Dr. Viett replied that she believes that would be addressed in the funding. It is critical that funding recommendations be developed in conjunction with this bill.

A question was addressed to the community college conferees, would they be supportive of provisions that would include expectations for improvement and hold them accountable to those provisions?

The response was, absolutely. They have already developed a series of core indicators of effectiveness and data collection will begin in the fall.

Another comment of concern was with the board structure. Rather than review issues as they arise and evaluate them on an entire state basis, each of them now has an area of responsibility that they will advocate for rather than looking at higher education as a whole. Is it correct in assuming that none of the community college people see this as a problem?

Dr. Viett replied that it is an area of concern, but not of such a concern that they would not support the bill. They believe there is something better out there than what they now have. They really do believe there is a better world out there than the one today. While this is not ideal, it is the best they have seen.

The Vice Chairperson followed up on the last comment. Dr. Vietti was asked what she saw coming out of this besides coordination.

Dr. Viett responded at this point in time, the community colleges are much more like universities than the technical colleges. If they are to gather as entities under one auspices, there will have to be better coordination as a result. It facilitates the ability to develop strategic planning on a state-wide level.

## CONTINUATION SHEET

MINUTES OF THE SENATE EDUCATION COMMITTEE, Room 123-S Statehouse, at 9:00 a.m. on March 10, 1999.

Dr. Viett was asked what impedes them from doing that now.

She replied that they are under two separate boards. Functioning under one board would improve communication. That one board has a local view. That is difficult to achieve with two boards.

Dr. Grote added there would be one board to go to for the State of Kansas.

The Vice Chairperson continued with a follow up question. Several persons had mentioned that adequate staffing be in place. Is there something in the bill causing concern in that area.

The response by one of the community college persons was that he believes there will be adequate staffing within the current ranks, but concern is with the three derivative boards, three members for each board. Staffing, itself, without more details appears not to be a problem. There is more concern with the independent review of specific categories of the derivative boards.

It was also commented that there is no one primary focal point that needs to be fixed, primarily because there is a good system of higher education in the state. An example of an area where there is not coordination, but there should be is that there is no state-wide data base system for higher education. This ties back to the accountability issue. If they were all under one board, the development of that type of system would be facilitated. Also the community colleges only deliver programs and services as assigned by the State Board of Education at the Freshman and Sophomore levels. In some cases it would be of great benefit to be able to add junior and senior level courses. They can envision the ability to facilitate that kind of enhanced delivery of programs and services.

Tom Burke, President, Kansas City, Kansas Community College, stood and identified himself for a few brief comments. With all the emphasis on the bureaucracy aspect of what the task force did, the one thing it did do was define the problems of higher education in Kansas today. Those problems appear in the bill as the responsibility of the coordinating council. It is not one single issue. The problems in the system were not identified by the task force, but by members at all levels of education in the state. All of the policies deal with coordination, adjudication of disputes and centralized data collection. At this time, there is no sharing of student information on a statewide basis.

Senator Jones asked if there would be testimony from the two urban community colleges. The reply was that the President and the Chairman of the Board of Johnson County Community College were contacted, but were out of town, but all the presidents support the bill.

Senator Downey reiterated what she had said yesterday with the question, who speaks for higher education in Kansas. The bill is an attempt to answer that question.

It was commented by one of the community college people that it does give them some anxiety that there is no guarantee that there would be a regent from a community college, it would be up to the Governor, but the board should be forward thinking and if it engages in a visionary plan for higher education in the state, then it would never want to revert to what it has been in the past.

Senator Downey stated that this is a less complicated structure than the Governor's Task Force. The real crux of the whole thing is the three-member board that is in charge of coordination. The reason for looking at some separation or three boards is because in the beginning years there has to be some specific attention to the needs of regents universities, community colleges and vo-techs and to the project of coordination. They do not have to be separated forever.

Senator Emert commented that if one looks at the higher education governance report and sees the coordinating council plan, that is the laundry list of why the coordination is needed. There is no one principal issue, but a lot of significance issues for coordination. This is the single, most predominate issue that came out of the Governor's Task Force. There needs to be coordination.

Chairperson Lawrence thanked all the conferees and all who had taken part in the discussion and appointed a subcommittee made up of Senators Emert, Downey, Kerr and herself for further study of the bill.

The meeting was adjourned

## SENATE EDUCATION COMMITTEE GUEST LIST

DATE: March 10, 1999

NAME	REPRESENTING
Jym Albeg	KACCT
Keiln Lahm	KACT
Tom Burke	KCKCC
Laule a. Itrauje	Butler CCC
I d th M. L. X lander	Indiporder Community Colle
Christy Crenshaw	Board of Regents
Elaine Frispie	Div. of the Budget
and Deaton	DOR
MIPomotto	Potstrum State 11.
Jon Josserand	Ky/
EXIC Sexton	Wsu
J.B. Webster	Barton Co. Comm. Coll.
William Reid	KS Indepedent College Ass
Marvin Buris	Rd of Regarts
Linkand & Kembardt	St Red 8th List
Marvin Chance Jr.	Seward County Community College
Joe Birming HAM	KSDE
David 9 Monical	Washburn University
Towal Treas	Hutching Cannanity Colka

# SENATE EDUCATION COMMITTEE GUEST LIST

DATE: 3/10/97

NAME	REPRESENTING
Jim GROTE	Seward G. Comm. College
Craig Drant	KNEA
Mark Callman	/ASD
In Edwards	KCCI
Val De Fever	Ks. Bd. of Ed.
Martin L. Coopy	KACHA
Stacia Wortford	Lt. 600.
Sour Peterson	1C-State
Marlino Bein	Ku
Lebra Rideaux	FHSU

## Senate Education Committee Senate Bill No. 345

## Testimony – Lieutenant Governor Gary Sherrer March 10, 1999

I am here today in support of Senate Bill 345. This bill reflects the concepts agreed upon by the Governor's Task Force on Higher Education. This bill addresses critical issues of strategic planning, data collection and research, conflict resolution, mergers and affiliations and most importantly, how we can bring all the elements of higher education together to provide opportunity for greater collaboration, cooperation, efficiency, effectiveness and equity.

This bill addresses the concerns that were voiced about the Governor's Task Force's recommendations. These concerns centered around creating more bureaucracy by adding two new governing and coordinating aspects to higher education. This bill uses a single unit to achieve the Task Force's objectives.

This bill embodies the concepts of the Governor's Task Force in a more efficient form. It merits your consideration and I hope it will merit your support as it has certainly gained mine.

The issue of funding is often raised in the discussions of governance and structure. While I acknowledge that there are funding equity issues that should be addressed and while I respect the work of legislators in both houses that are addressing this issue, I would suggest that funding does not inherently have to be part of a re-structuring plan. In fact, I would suggest that funding should follow form. Let us determine what we want the structure of higher education to be and then let us determine the most fair and effective system of state funding that supports that structure. Funding and structure are related but separate issues and neither should bear the weight of the other in legislative discussions. Those who believe in a better structure of higher education do not need incentives or enticements of money to obtain their support.

Members of the committee, I believe you have an opportunity to make a significant contribution to the higher education system of this state with passage of S. B. 345. Your challenge is made even more difficult because we have good providers of education - our vocational technical schools, our technical colleges, our community colleges, our Regents universities, and our private colleges are doing a good job. Unfortunately, "good is the enemy of better." You will hear from those that think it is "good enough" that we are doing a "good job," that the results are "good." They are right - but in the next century today's good will not be good enough. We can be better, we must be better, and S.B. 345 can help us be better. Please reject arguments of those who find comfort in the status quo, or those who see a need to protect turf, or those who demand that only a perfect system is acceptable to replace our current imperfect one. There are no perfect systems and we can not search through 25 more task forces to find one.

This bill provides great potential. A bill never gives guarantees, but instead creates opportunities. This bill does just that and I urge its support.

Senate Education attachment Testimony for the Senate Education Committee, March 10, 1999

Senate Bill 345 seems to provide solutions to many of the higher education governance concerns that have plagued the State of Kansas for the past thirty years. If one was to design a system of higher education for a state, it would come much closer to looking like what is being proposed in Senate Bill 345 than the disjointed system that we currently have.

It is certainly not a fault of any of the governing or coordinating bodies, either past or present, that the existing system is in place. Community Colleges and Vocational Technical Schools grew out of the K-12 system, had local missions, with locally elected Boards of Education and Trustees, so it seemed only logical that they come under the coordinating function of the State Board of Education. The Regents institutions, having statewide missions, were governed by the appointed Board of Regents.

As the missions of community colleges have expanded, making them more regional than local institutions, as community colleges have responded to meeting the needs for a technologically sophisticated workforce and as learning has become less time and place specific, community colleges are clearly more closely aligned with higher education than K-12. these basic changes, it seems only appropriate that all post secondary education in Kansas be under one board.

The provisions of Senate Bill 345 addresses some of the barriers that have previously prevented all of higher education from being under one board. One of the primary concerns of community colleges has been the preservation of local boards of control, allowing for responsiveness to the constituencies that created the colleges and are funding nearly 50 per cent of the colleges' operations. This legislation preserves the integrity of local control and creates a coordinating board for community colleges and vocational schools within the superstructure of the reconstituted Board of Regents.

One of the concerns that community colleges previously have expressed about coming under the Board of Regents was the ability of the Regents, or really any board, to have both coordinating and governing functions. This issue is addressed by the delineated responsibilities of separate three member boards for Regents and Community Colleges. Other proposals for a separate community college board would have required a constitutional amendment.

To maximize the delivery of educational services to the citizens of Kansas, it is time that all components of post secondary education function as a coordinated unit. Senate Bill 345 seems to achieve this end while maintaining community college local control which allows for the uniqueness that has characterized and been a strength of community colleges in Kansas.

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Senate Education Ottachment 2 3-10-99

#### TESTIMONY ON SB 345

I am Darrell Shumway, a trustee at Pratt Community College over the past 12 years and a member of the Board of Directors of the national Association of Community College Trustees. In that role, I have become familiar with several community college governance models across the nation, have discussed governance with several of the national experts in this area, and firmly believe that what is being proposed in Senate Bill 345 is a very workable model for Kansas. This governance model retains local control of what my colleagues refer to as, quote, the eight critical points of community college governance, unquote, which J. B. Webster will discuss with you following my testimony. Local control is what keeps the community and service to that community as the most important aspect of our mission. Our Board supports SB 345 because it retains the conceptual recommendations of the Governor's Higher Education Task Force by uniting higher education in Kansas and by assuring better and more consistent coordination among institutions. This, by the way, is the most prominent feature of other successful governance systems across the country. positive features of SB 345 are that:

- It doesn't require a constitutional amendment.
- 2. In theory, SB 345 puts community colleges on a level playing field with the Regents in terms of advocacy for improved articulation, funding, mission identification and other

Senate & ducation altochment 3 3-10-99 issues.

3. It opens the door to resolving some longstanding issues among postsecondary education such as service areas, unnecessary duplication of programs and services and others.

But, as in any governance model that would be proposed, SB 345, I believe, can be improved. I urge that consideration be given to adding a funding component to the bill while higher education still is a, quote, hot topic and on the front burner, unquote, of the legislative agenda. This would help relieve some of the financial distress many of our colleges are facing. bill needs to provide for adequate staffing of the newly structured board to assure the smooth and timely flow of business. Personally, I would like to see a provision that assures that no more than one person from any one county and no more than any two alumni from any one institution, are appointed to the board. Any hint of institutional or political favoritism should be avoided at all costs. Finally, just for practical reasons, I would recommend increasing members to 15, in groups of five rather than three, to provide a more diversified membership and to promote a broader discussion and consideration of the issues brought before the board. This last recommendation should only be considered if somehow a constitutional amendment could be avoided.

I applaud Senators Downey and Emert for their bipartisan efforts to resolve an issue that has for so long divided the higher

education community in Kansas. Each of our institutions, whether they be Regents universities, community or technical colleges, or area vocational schools are important to Kansas and to the regions they serve. They are doing an excellent job. However, in my opinion, united under one governance system, together, they can move Kansas from one of the better systems in the U.S. to one of the best. Thank you for this opportunity to present my views.

## SB 345 And SCR 1613 Hearing Senate Education Committee Wednesday, March 10, 1999 9:00 A.M. Room 123-S

## Seward County Community College 1801 North Kansas Liberal, KS. 67901

Good Morning Senators Lawrence, Langworthy, Hensley, Kerr, Umbarger, Lee, Oleen, Emert, Bleeker and Jones. My name is Jim Grote, President, Seward County Community College, Liberal, KS. The nature of my remarks is directed at SB 345. In reviewing SB 345, there are a number of positive features. These positive features include the following:

- It does not require a constitutional amendment;
- It retains some of the conceptual recommendations of the Governor's Task Force on Higher Education;
- It appears to place community colleges on a level playing field with the Regents;
- It appears to acknowledge local control by the community college Boards of Trustees;
- It appears to have provisions to coordinate all public sectors of higher education by bringing those institutions together under one Board; and,
- It appears to provide a mechanism for dispute/conflict resolution.

Senate Education Attachment 4 Although the above features are indeed positive, there are a number of potential limitations. These potential limitations include the following:

- Having only three(3) members, per derivative board, perhaps does not provide enough diversity for discussion and consideration of higher education issues; therefore we do support HCR 1613, which provides an opportunity to increase the number of members to the State Board of Regents;
- The provision for adequate staffing to operationalize the responsibility of the new board needs to be assured;
- There is the need to specifically list the authority of local Boards of Trustees, i.e., having the ability to hire and fire CEO, to establish local institutional budgets, responsible for capital improvements and facilities, and to determine an institutional mission; and,
- No funding recommendation is included.

With the above limitations, the most critical is the absence of a funding recommendation. In many respects, the funding issue is perhaps more significant than the issue of governance. As the Senate Education Committee continues its deliberations, hearings and discussions on SB 345, I would encourage some thought on adding a funding formula component, which would move us away from the enrollment and credit hour driven model that we currently have. I also encourage your thoughts toward a forward funded formula model, recognizing the statewide impact of community colleges, as well as local property tax relief.

For example, and at Seward County Community College, with a mill levy of 26.85, only twenty-one(21) percent of our general fund revenues come from state sources with the overwhelming

percentage of support(54%) coming from our local tax base. Student tuition and fees comprise some eighteen(18) percent, with the balance from other sources. As assessed valuation continues to decline, coupled with the impact of the aggregate tax levy lid, enrollment growth is the only significant road for increased revenue.

Whatever the case, and with continued discussions on SB 345, the opportunity does exist to address not only governance but also funding. Addressing both issues are essential and a very necessary step in developing and facilitating a system of higher education in Kansas capable of meeting the demands of our state and its citizens in the 21st century.

Good morning Ladies and Gentlemen of the Senate Education Committee! My name is J. B. Webster. I am Chairman of the Barton County Community College Board of Trustees and Vice-chairman of the Kansas Association of Community College Trustees.

I have been associated with education in Kansas since 1949. I was an instructor in the public schools for 19 years and was an instructor at Barton County Community College for 22 years, the last four years I was also Humanities Division Chairman. I retired in 1991 and was elected to the Board of Trustees in 1994. I am giving you this information to show I believe in what we are meeting here to discuss and to encourage you to move forward with a restructure of governance and coordination in higher education in the state of Kansas.

In July of 1997, when various plans were brought forward concerning the governance and coordination of higher education, the Kansas Association of Community College Trustees developed the CRITICAL COMPONENTS FOR COMMUNITY COLLEGE SERVICES TO THE PEOPLE OF KANSAS. I believe you have a copy in your packet that you have received. KACCT has whole heartily supported previous studies when they included the EIGHT CRITICAL COMPONENTS. The Components address the services of Community Colleges, which create job preparation, economic development, academic advancement, personal enrichment, and essential skills. KACCT supported the house bill last year that included these components, the Governors Higher Education Task Force that included these components and I know KACCT will support SB 345 as it includes these components.

Community Colleges have a unique position in the future of their own service areas, the State of Kansas, the United State of America and we must not forget the world!

KACCT supports governance and coordination of higher education!

I thank you very much for your attention.

Seaste Education attachment 5

# Specific Bill Element Testimony Senate Bill 345 Jerry Allison Independence Community College

Chairwoman Lawrence, Vice Chair Langworthy, and members of the Senate Education Committee. Thank you for the opportunity to address the elements of Senate Bill 345 which will facilitate a continued high level of access to quality higher education that our Kansas citizens currently experience and assure resource equity for all Kansas higher education institutions. Toward that end, I make five brief points.

1. In Sec. 3(a) I am concerned for the compositional make-up of the Board of Regents:

Number of Regents: The advocacy and coordination currently provided by the Board of Regents for universities must continue with inclusion of community colleges. The same number of Regents may stretch the existing resources.

Senate Education accomment 6 Fair representation: The number of Regents assigned to the community college derivative board should provide leadership representative of the number of our colleges and students served.

- 2. In Sec. 5 (a) The financial resources which accompany the assurances of advocacy for 'the provision of adequate resources and sufficient authority for all postsecondary educational institutions' stated in the article must be adequate to create equity among higher education institutions.
- 3. In Sec. 10 (b) 2 Review and approval of course locations as a role of the coordinating derivative board may easily fragment and limit the access to higher education that our colleges currently provide.
- 4. In Sec. 18 (a) The assurance that 'the community college shall continue to be operated, managed and controlled by locally elected boards of trustees' answers community college trustees' concern for state coordination that does not hinder their elected role. However, references to determination of college role and review of mission in section 5 (b) 2 seem inconsistent with local trustee control.

5. In summary, Senate Bill 345 overall addresses the principles of cooperation among colleges and universities, equitable funding for community colleges and reward for productivity measures adopted by our Independence Community College Trustees. The above concerns for Board of Regents composition that provides advocacy and fair representation, adequate financial resources, course location approval, and local board control summarize the points I ask you to revisit.

Thank you for your attention



# Independence Community College

February 16, 1999

Senator Tim Emert Room 356-E State Capitol Topeka, KS 66612

Dear Senator Emert:

This letter confirms Independence Community College Board of Trustees' support for higher education legislation that will provide cooperation among all colleges and universities, create equitable funding for community colleges, eliminate credit-hour funding bases, and reward productivity measures. Please do not hesitate to contact any one of us for questions or clarification of our status on higher educational legislation.

Sincerely,

Independence Community College Board of Trustees

Rick Smith, Member

Dr. Dolores Thornton, Member



OFFICE OF THE PRESIDENT

Testimony for SB 345 and SCR 1613 Hearing
Senate Education Committee
March 10, 1999
Prepared by Jackie A. Vietti, Butler County Community College

A Future Initiatives Task Force appointed by the Kansas Association of Community Colleges is in the process of finalizing a document that addresses critical short and long-term initiatives. These initiatives have been selected to ensure our continued effectiveness in meeting the needs of individual citizens, communities and businesses within our state. As part of that document, we have identified a set of expectations for ourselves and for the public. It is important to examine the impact of SB 345 in light of these expectations.

## Our expectations for the state's nineteen community colleges:

- A strong commitment to our students and our local constituents
- Increased recognition for our contributions to the state
- A commitment to accountability as demonstrated through core indicators of effectiveness
- Preservation of the eight critical components as outlined today
- Adequate funding

## Our perceived public expectations for community colleges:

- ♦ Better coordination and increased accountability for higher education
- Accessible, affordable, high quality higher education
- Property tax relief
- ♦ A literate and skilled work force

## The Impact of SB 345 on the Expectations of the Community Colleges and the Public:

- ♦ SB 345 appears to preserve the eight critical components that must be retained if we are to continue to meet our statewide as well as locally unique missions.
- ♦ SB 345 places community colleges on a level playing field with the Regents universities.
- SB 345 provides the framework for improved coordination and accountability for higher education and thus improved effectiveness in developing a literate and skilled work force for our state.
- ♦ SB 345 offers great potential finally to close the book on discussion regarding the issue of governance of higher education.

901 S. Haverhill Road

El Dorado, Kansas 67042

(316) 322-3100

FAX (316) 322-3318

## Areas in Need of Attention Regarding SB 345:

While the Senate Education Committee and Senators Emert and Downey are to be commended for their vision in developing a fresh, new approach to a long-standing and to-date unresolved issue, there are some areas in need of attention as SB 345 moves forward:

- ♦ The proposed Board must include diversified membership to promote broad discussion and consideration of issues.
- ♦ Adequate staffing must be put into place to provide effective and timely oversight and coordination of all entities included under the Board of Regents.
- Funding recommendations must be considered in conjunction with the bill.

## **Closing Comments:**

- The community colleges of Kansas are optimistic regarding the future of higher education within our state.
- We affirm our openness to changes that enhance our ability to meet the current and future needs and expectations of those we serve.
- We offer our appreciation and support to those who have invested their time and energy in developing SB 345.