



MARICOPA  
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## Maricopa County Community College District Governing Board Minutes August 10, 2015

A Special Session of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 5:00 p.m. at the District Support Services Center, 2411 West 14th Street, Tempe, Arizona, pursuant to A.R.S. Section 38-431.02, notice having been duly given.

### GOVERNING BOARD

Tracy Livingston, President  
Johanna Haver, Secretary  
Doyle Burke, Member  
Alfredo Gutierrez, Member  
John Heep, Member  
Jean McGrath, Member  
Dana Saar, Member

### ADMINISTRATION

Rufus Glasper  
Maria Harper-Marinick  
Debra Thompson  
LaCoya Shelton-Johnson  
Ed Kelty  
Paul Dale  
Lee Combs  
Daniel Corr for Jan Gehler  
Irene Kovala  
Gene Giovannini  
Shouan Pan  
Linda Lujan

### CALL TO ORDER

The Special Session began at 5:07 p.m. Board President Tracy Livingston welcomed the group and shared her vision for the meeting's discussion. Her intention was to have the Board actively lead the institution rather than run behind and without getting stuck in the weeds. She asked the Board to consider:

- Do the current Governing Board Outcomes position the District to fulfill its promise to the community?
- Which Governing Board Outcomes should the Governing Board prioritize for 2015-16? For 2016-2020?
- What policy and resource strategies should be implemented by the Governing Board to help advance the Board Outcome Priorities?

She envisions a practical timeline but quick, suggesting the Board spend two to three work sessions to create a strategic plan and adopt a new tool to evaluate the Chancellor—with a due date of October 2. She also recommended that committee assignments stay practical and on task, asking only those assigned to the committee to participate in discussions as any recommendations would be brought to the Board before any action could be taken. Board members objected to having 'non-members' on the sidelines in committee meetings so the Policy and Budget and Finance committees are now committees of the whole.

A question was raised on proper procedure for calling special meetings and a Board member recommended any new meetings be brought before the Board for a vote requiring 2/3 approval to set. (This is not necessary as MCCCCD's own policies state how meetings may be called, as needed, see *4.5 Board Meetings*.)

### STRATEGIC PLANNING BROAD OVERVIEW

Dr. Maria Harper Marinick, Executive Vice Chancellor and Provost, provided a high level and brief review of the strategic plan for the District. The current strategic plan, 2013-2016, was developed after the adoption of the Board outcomes and metrics in 2011. It is not prescriptive and allows for innovation. A copy of the presentation is included in the Appendix.

#### Maricopa Process for System-Wide Integrated Planning

- Planning process focuses on change—strategic, not operational
- Aligns and integrates planning for the future throughout the system
- Advances the new Governing Board Outcomes and Metrics

- Strengthens ONE Maricopa and other system priorities
- Incorporates 21st Century Maricopa initiatives

### **Components of System-Wide Integrated Planning**

- Addresses system-level strategies currently being pursued:
  - ONE Maricopa, Seamless Student Experience, Developmental Education Initiative, Completion Agenda
- Captures emerging strategies and innovations at the college and system level
- Incorporates a comprehensive environmental scanning process
- Drives resource allocation

### **Questions by Board Members**

- Some items in the plan are concrete, others less so. Is there a report on how well MCCCDC had done? (An end-of-year progress report is prepared every year; the plan is inclusive of FY15-16. Now is the time to revisit and collect information for the next cycle.)
- There is a metrics report presented in November that is impressive, specific, and measures outcomes in a way that tells the Board whether MCCCDC met that goal. Board members want the aspirational and concrete efforts tied together clearly. (A report will be provided.)
- Why did the Strategic Planning Council decide on the four areas identified in the report (access to learning, pathways to success, effective teaching and learning, and organizational integrity)? (The Council looked at all the data, along with other models, and came up with an integrated model for strategic planning.)

### **STRATEGIC PLANNING DIVISION FOCUSED**

Ms. LaCoya Shelton-Johnson, Vice Chancellor for Human Resources, presented an overview that illustrated how the District Strategic Plan informs a division-specific strategic plan and provided a snap-shot of HR's main areas of focus for the next three years. A copy of her presentation is included in the Appendix.

Planning considered whether the HR system was conducive to supporting Maricopa in its strategic imperatives. Does MCCCDC have enough trained talent to accomplish its goals? Plans were developed with broad stakeholder input. HR's strategic plan 2015-2018 is designed to stabilize and modernize the HR structure with five core goals: technology, internal effectiveness, ONE Maricopa Workforce, workforce analytics, and strengthening MCCCDC's position in the employment marketplace.

### **Questions by Board Members**

- Are your efforts measuring similarly positioned people elsewhere? Does MCCCDC have the capacity to do that? (There are a number of sources that provide that data at MCCCDC's disposal and the new system can help identify total employment rewards package.)
- Employees feel somewhat disenfranchised regarding the One Maricopa Workforce decision (combining the five existing employee groups into a single classified staff group). Board members asked why fixing the existing system was not considered (make them all fair/equal but maintain identity). Discussion continued on this topic and VC Johnson will respond to the Board regarding the decision making process and communications plans.

President Livingston wrapped the discussion by asking Board members to take a positive stance to set a priority for strategic planning and set a couple of dates to discuss the big overriding questions to help the system move forward on its agenda. She said if the Board feels the Outcomes are not fulfilling MCCCDC's promise to the community, the Board needs to decide where to go.

This would include discussing the path toward single accreditation and ONE Maricopa conversations. The purpose of the day's discussion was to acquaint the Board with the District's strategic plan so the Board could align its own (by adding additional Outcomes, for example). Another objective would be to align the MCCCDC system with industry groups to make sure students meet employer demands/expectations. She wants the Board to set priorities and help direct how resources are allocated.

Dr. Glasper commented that Dr. Harper-Marinick's presentation was driven by Board Outcomes. The Board provides the ends and the Chancellor provides the means. The previous Board set priorities on Developmental Education and Workforce Development; he hopes this Board doesn't set new Outcomes and metrics at the stake of Developmental Education and Workforce Development.

#### **Board Recommendations**

- Align discussion in existing committee meetings.
- Board should take the District's strategic plan and see if it meets the Board's needs rather than create a new and separate Board strategic plan. The Board could offer suggestions to the Chancellor when new ideas come up.
- The Chancellor's Evaluation should be discussed in Executive Session.
- After some discussion, a consensus was reached that the Board would adopt the District's strategic plan and make recommendations for new initiatives (not Outcomes) to the Chancellor as needed. The Governance Manager noted that new initiatives must come from the committee of the whole rather than individual Board member interests.

#### **BOARD COMMITTEES**

This was addressed at the beginning of the meeting so discussion moved on to the next item.

#### **CHANCELLOR'S REVIEW**

President Livingston reminded the Board that last year (2014) the Chancellor was presented with a letter from the Board summarizing the year's evaluation process. She proposes to do the same to complete this year's evaluation (2015). She remarked that the Governance Manager and Vice Chancellor of Human Resources were pulling together a new evaluation tool for the next monitoring cycle.

#### **Board Recommendations**

- Delay discussion of future evaluation until the Board completes the current cycle.
- Discuss the Chancellor's 2015 evaluation in Executive Session, TBA.
- Make sure the evaluation fits what MCCCDC is doing.
- The policy is what we evaluate the Chancellor by and the Board needs to have a full discussion on whether that is sufficient or if it needs to change.
- Better align the timing of the Chancellor's evaluation and annual monitoring report.

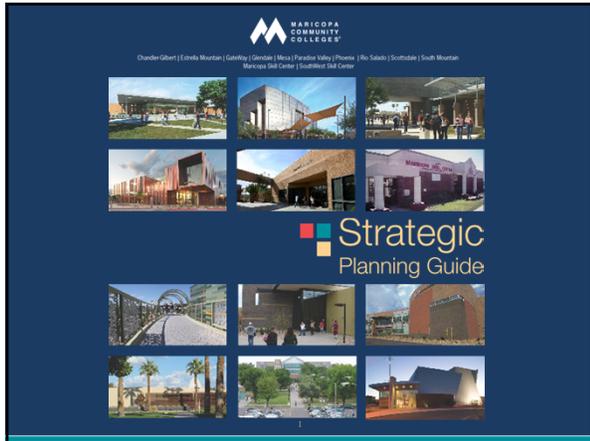
#### **ADJOURNMENT**

The Special Session was adjourned at 7:15 p.m.

# **Appendix**

## **Strategic Planning Guide**

### **Human Resources Strategic Plan Snapshot**



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### Maricopa Process for System-Wide Integrated Planning

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- ◆ Strengthens *ONE Maricopa* and other system priorities
- ◆ Incorporates 21<sup>st</sup> CM initiatives

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### Components of System-Wide Integrated Planning

- ◆ Addresses system-level strategies currently being pursued:
  - ◆ ONE Maricopa, Seamless Student Experience, Developmental Education Initiative, Completion Agenda
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- ◆ Drives resource allocation

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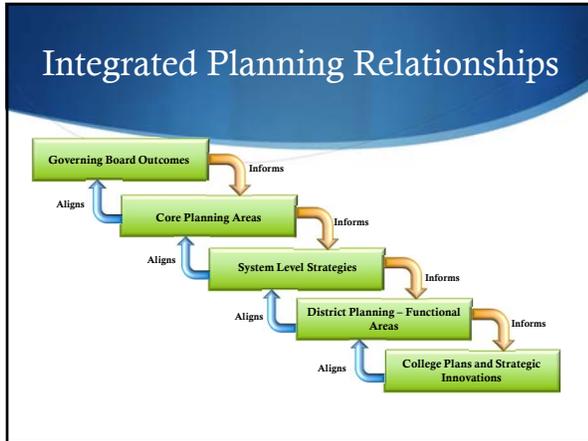
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### Alignment of Core Planning Areas with GB Outcomes

Core Planning Area	Governing Board Outcomes
	<b>1. University Transfer Education and General Education</b>
Access	A. Students will have access to quality higher education programs and support services necessary to increase retention and achieve their learning goals.
Pathways to Success	B. Students declaring an intent to earn a degree will complete an associate's degree. The number of associate's degrees awarded will increase.
Teaching/Learning	C. i. Students will demonstrate post-secondary competencies in communication (writing, speaking, listening, reading), the humanities, science, critical thinking, problem solving, computer and information literacy, mathematics.
Pathways to Success	C. ii. Students will experience a seamless transfer to baccalaureate-granting institutions. C. iii. From 2011 to 2020, the percent of students earning the AGEC and transfer associate's degrees will increase. C. iv. From 2011 to 2020 the percent of students matriculating to baccalaureate-granting institutions will increase.
Teaching/Learning	D. Students will benefit from enhanced educational delivery options.

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## MCCCD Strategic Planning Goals (2012-2016)

- ◆ **Access to Learning**  
Goal #1 - MCCCD will improve access to learning opportunities for students and the community.
- Pathways to Success**  
Goal #2 - MCCCD will enhance educational and career pathways to support student goal attainment.
- Effective Learning and Teaching**  
Goal #3 - MCCCD will improve student learning outcomes and teaching effectiveness.
- Organizational Integrity**  
Goal #4 - MCCCD will strengthen policies and practices to guide the effective use of public resources

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## Strategies for Goal #1 Access to Learning

**Goal #1 - MCCCD will improve access to learning opportunities for students and the community.**

**Strategies:**

1. Enhance student services designed for underserved populations
2. Implement a coordinated approach for effective recruitment and marketing that leads to improved retention
3. Implement a uniform student enrollment process through the Seamless Student Experience initiative
4. Provide student-centered course schedules and learning options

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1.1 Responsible Parties: Associate Vice Chancellor for Student Affairs and Vice Presidents for Student Affairs

Goal #1: MCCCD will improve access to learning opportunities for students and the community.

Strategy #1: Enhance student services designed for underserved populations

Year 1 (2012-13)	<p><b>Retention and completion</b></p> <ul style="list-style-type: none"> <li>• Develop a common District definition for underserved students.</li> <li>• Conduct program review to identify services and academic programs that yield high student retention and completion of underserved students.</li> <li>• Collect base-line data on student rates of retention, success, and completion.</li> <li>• Transition and standardize services and supporting organizational structures, policies, and practices from the Seamless Student Experience (SSE) processes and Student Success Initiatives (SSI) to facilitate student transition from high school to college.</li> <li>• Design and implement college retention plans for under-served students.</li> <li>• Develop a cultural and academic congruent environment where inclusivity of under-served students supports retention and completion.</li> </ul>
Year 2 (2013-14)	<p><b>Sustainability and resource alignment</b></p> <ul style="list-style-type: none"> <li>• Plan, secure funding, and leverage internal and external resources for long-term sustainability.</li> <li>• Implement an organizational structure (with aligned resources) to support program and services prioritization for long-term viability and scaling.</li> </ul>

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**Human Resources Strategic Plan  
Snapshot**

Prepared for Governing Board Retreat  
August 10, 2015

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**Maricopa Strategic Plan**

- Goal 4: Organizational Integrity  
*MCCCD will strengthen policies and practices to guide the effective use of public resources; HR has and will continue to work collectively and responsibly to align its areas of focus, priorities and ultimate mission with that of Maricopa*
- HR's strategic plan cascades from this goal
- Developed with broad stakeholder input
- Living document

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**HR Strategic Plan**

- 2015 – 2018: Stabilize & Modernize
- Five core goals focused on infrastructure issues
- Each goal = several objectives associated with
- Variety of ways for monitoring and reporting contingent upon the goal or area of focus

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