



**Maricopa County Community College District
Governing Board Minutes
November 28, 2016**

A Special Meeting of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 7:00 p.m. at the Glendale Civic Center, 5750 West Glenn Drive, Glendale, Arizona, pursuant to ARS §38-431.07, notice having been duly given.

GOVERNING BOARD

Alfredo Gutierrez, President
Johanna Haver, Secretary
John Heep, Member
Dana Saar, Member
Jean McGrath, Member

Absent:

Tracy Livingston, Member
Doyle Burke, Member

ADMINISTRATION

Maria Harper-Marinick
Paul Dale
LaCoya Shelton
Gaye Murphy
Edward Kelty
Shari Olson
Bill Guerriero
Ernie Lara
Terry Leyba-Ruiz
Sasan Poureetezadi
Maggie McConnell

SPECIAL MEETING The Special Meeting of the Governing Board Regarding the Transformation of the Maricopa County Community College District was called to order 6:59 p.m.

PLEDGE OF ALLEGIANCE The Pledge of Allegiance was led by Governing Board Member Jean McGrath.

WELCOME AND OVERVIEW Board President Alfredo Gutierrez welcomed those in attendance to the first meeting of the Maricopa Community College District Regarding the Transformation of the Maricopa System. He stated that a reorganization was being contemplated and the powers and duties were under the authority of the Chancellor. The system has done well for fifty years but changes are being considered due to tough economic cuts from the State which have resulted in losses of \$400 million in revenue. Mr. Gutierrez commented that we need to reevaluate where we are and we can't do this by standing still. The changing nature of the economy has put demands on the system and it will become more pressing as technology changes and evolves. This is the reason for this public hearing which will allow the public to take part in the discussion.

BOARD RESOLUTION President Gutierrez called attention to the published Resolution which was still in draft form and modifications will most likely be made by the second and third meetings. Following this, decisions will be made. President Gutierrez then turned the meeting over to Chancellor Maria Harper-Marinick for her remarks.

CHANCELLOR'S REMARKS Chancellor Maria Harper-Marinick thanked everyone in attendance and demonstrating that they care about the communities we serve. The Chancellor stated that this evening she would provide information about her vision for the transformation of the system, because some had heard her and some had not and might be questioning what this transformation is and what it looks like, therefore, she was interested in taking this opportunity to share that vision. She thanked the Board for providing the opportunity to make

a public statement about the transformation through a resolution which is typically what the Board has done in the past.

Today, in order to provide an overview of the good things the organization has done for the many years the system has been in place, a video had been created and she asked that everyone please direct their attention to the screens. Many things have changed since the system was founded in 1962 when we had islands of population and much empty land. Now we have a large county where many people who live here know that we go from one city to another with no distinct boundaries. While our District is still one of the best and one of the largest, the structure and many of its policies date back to the beginnings of the Maricopa District. The Chancellor stated that when she thinks about the proposed reorganization, it is with the goal of transforming the system to be more responsive to the needs of the community today. We are talking about a reorganization of the upper levels of the administration, specifically leadership roles to create a regional approach.

A new strategic plan has been adopted and that plan has what are called the strategic commitments of the District. The goal of the transformation effort is to meet those commitments. These include (1) building a thriving community through access and student success; (2) being a driving force for economic development and workforce development in Arizona; and, (3) attaining recognition as a leading innovator among institutions of higher education. The system has been strong and has been successful. For example, six of our ten colleges have been recognized by the Aspen Institute as prize finalists and the system has an excellent reputation for the way it handles its finances, its triple Aaa bond ratings from the three main Houses, and providing workforce development for the state of Arizona. As we know, many of the nurses and first responders have Maricopa credits. More than 60% of students at ASU have come from MCCCDC. The impact that we have in the community is great and we hope to continue to do that. We believe that we need to approach the changes in a systemic manner as opposed to a localized area as we have done before because the service areas cannot be defined six-mile radius as was traditional. Now we have concentric circles. Prior to arriving here tonight the Chancellor stated she was meeting with students from Rio Salado and when she asked how many empowerment centers there were in the county, she was told eleven. The six-mile radius is not how we serve the community today. We also know that there has been significant development in transportation in the Valley. Due to the population growth and sprawl, we know that our community outreach now spans multiple municipalities. We also have regional economic development organizations that cross multiple college service areas. We have new ways to deliver services to students and we have thousands who attend classes in multiple locations because of various conveniences that students require. Some of the outcomes that we hope to accomplish through the regional approach are:

1. Comprehensive and seamless community outreach at a regional level;
2. Regionally based community development;
3. Greater alignment with regionally developed and delivery of occupational programs;
4. Implementation of MCCCDC 2017-2020 Strategic Commitments at a regional level than college-specific;
5. Regional approach to new program development;
6. Create regions that match the districts they serve, i.e., East Region (MCC & CGCC), North Region (SCC & PVC), South (GCC & EMC), and Central (PC & SMC). Rio would be considered the distance learning institution and would include MCOR. GateWay Community College has been the center of innovation and will assume a larger role in the system-level delivery of occupational and workforce development programs.
7. Consolidation of college level administrative functions and reduction of administrative overhead costs. Eleven Presidents would be reduced to six presidents, and the impact would also be felt at other levels of the organization. A savings of \$1 million would be recognized through this effort and this funding would then be channeled to improve support services and student services.

The implementation will take a phased-in approach in 2017, beginning with one or two regions and then building forward after that. We hope to be more responsive to the needs of the communities that we serve and strengthen the ways in which we serve students, strengthen K-12 partnerships in a regional manner and deliver to the community the promises we have made to provide access to opportunity and student success for the diverse communities that we serve.

GOVERNING BOARD DISCUSSION AND QUESTIONS

Board Member Dana Saar commented that MCCCC is a link between the community and employees. He has learned a great deal about the importance of this institution to the community. The role of the Board is to set the direction of the organization and the Chancellor needs to make this happen. The Board is here to listen about where it needs to be today and once the current members are gone. The organization needs to make sure that the Arizona economy is healthy because of its efforts.

CITIZENS' INTERIM

President Gutierrez read the required statement on Citizens' Interim which is as follows: *This is an opportunity for members of the public to address the Governing Board. In compliance with the Open Meeting Law, the Governing Board will neither discuss nor take action on issues raised during this portion of the agenda. When necessary, issues will be taken under advisement and placed on a subsequent agenda. Presenting concerns to the Board and the free expression of ideas should be communicated with decorum and respect. Uncivil or disorderly conduct is not permitted. The use of derisive or insulting language or the direction of remarks that defame, attack, or harass an individual may serve as cause for the Board's President to direct that the speaker immediately conclude his or her remarks.* Mr. Gutierrez then invited those that had asked to speak to come forward:

1. Robert Soza, President, Maricopa County Community College Faculty Association, provided the following comments:
 "I am here on behalf of the Maricopa County Community Colleges Faculty Executive Council. I have been asked by our District's Faculty Leadership to express our support for the Board's and Chancellor's vision of a more effective District. We are eager to participate in the evolution of this District to share our collective expertise and to help inform the forthcoming transformation. We also acknowledge that transformation introduces uncertainty, and as a faculty we are prepared and willing to embrace the uncertainty in the pursuit of greater student access and success. We welcome the change that will ensure that the District and its colleges are better able to serve our students, and that we become ever more responsive to our community's needs. As the system evolves, we offer our continued partnership and understand that this transformation will require that faculty evolve as well. We look forward to those opportunities to improve our role on the frontline of the District's educational mission. The Faculty Executive Council, as well as the ten College Senates are all committed to remaining strong, active partners throughout this time of change. With faculty at the table working with the Chancellor, CEC, the Board and our community partners, we are confident that the coming transformation will result in positive change, positioning the District to be the colleges of choice for our community's work force and general education needs.
2. Dr. Jon Storslee, PVC Faculty, expressed excitement about changes that are planned. There is a new enrollment system coming, as well a customer relationship system that will be put in place.

He is very excited and nervous about how the changes will impact our culture, however is afraid that the baby might be thrown out with the bath water. Students have to bring in other students. Students don't know all that we offer. Technology is not cheap. Can we update our systems to keep up? The norm is seven years to update. He stressed that he will support the Chancellor.

3. Jim Reed, GCC Faculty, came to Maricopa 30 years ago – three decades ago. A former Chancellor once said that the people at the top set the tone. Mr. Reed was brought in by Jean Ann Abel who said it was a delight to work here. Former Chancellor Paul Elsner was a visionary. He wrote encyclicals that no one read but once he had a vision and they responded. Board did not come out and do this. At GCC there was a young Hispanic female as President and there were disagreements. Board member asked for her resignation. This got involved with politics. The last decade it was an “us/them situation.” Cannot tolerate if this is moved forward. NAU Program at GCC graduates more people than NAU does. He is a Republican that loves transformation. One Republican board member told him who to vote for and he would hope that board members would not come with any agenda to this non-partisan institution. Mr. Reed supports Chancellor Harper-Marinick. He trusts her and will follow her direction. The foundation is sound and not divisive.
4. Chuck Montgomery, EMC Fire Science Faculty, spoke about a couple of topics. He stated that the firefighting programs at the community colleges were irreplaceable to firefighting and police agencies. There is no way to duplicate what we offer in this area. He encouraged that this important relationship be continued and be made more effective and pertinent to the changing times. He encouraged considering that the naming of the proposed regions have geographic simplification: North, South, East, West.
5. Rachel Smith, EMC Faculty provided the following comments: “My name is Rachel Smith. I have been a West Valley resident for 15 years and I am a faculty member and Faculty Senate President at Estrella Mountain Community College.

As I read your resolution I am greatly encouraged by your focus on student success and community development. Although I don't officially speak for everyone at EMCC, I can tell you that, just like me, my colleagues are fundamentally dedicated to these same goals and that we will welcome and enthusiastically support, develop, and pursue opportunities that will help our students succeed in college and in life. In these goals I am with you 100%

Estrella is a successful college with its own unique character. We have been recognized by the Aspen Institute for multiple years, we are finalists for a Bellwether award - We have received millions of dollars in grant funding for high tech workforce dev programs for which we partner with local industries like Palo Verde NGS and SW Gas. However, guiding our college and our sister colleges to become even more efficient, even more responsive and even more student centered is, undoubtedly of paramount importance and I am glad that you and the District Leadership are tackling this issue. I am also encouraged that you resolve to utilize data, benchmarks, and specific measureable outcomes to guide your decision-making.

The Employees of the district represent the most valuable resource and an incredible brain-trust that is available to you. As you guide the development of our college system please be mindful of these people – please reach out, engage and listen. We have processes for shared governance with in our district that serve all employees from the Chancellor on down and provide students with fair, predictable, structured interactions with their college. These shared and negotiated processes create a level of trust that runs throughout our workplace and throughout our interactions with our peers, our supervisors, our students and our communities. The result of this trust is that we, as employees, are empowered to do our best work and that our students and communities are served to our utmost abilities.

As you shepherd this period of transformation I ask that you are mindful of the importance of shared governance and trust. I ask that you make decisions that allow us to continue at our utmost abilities and to continuously improve our work which we are all, always, seeking to do. Thank you. “

CLOSING COMMENTS

President Gutierrez commented that the reason for this meeting was outlined by the Chancellor and that the main reason was student success and streamlining to meet upcoming challenges. We are the state’s greatest provider of workforce development and we have to continue to be the greatest resource of economic success. The Governor wants to ensure that 60% of Arizonans 25 and older have a certificate or college degree by 2030 and increasing Bachelors and Masters degrees. We are the role by which this can be achieved. We will have to deal with that. We made a decision which was absolutely the right decision by choosing a Chancellor that has the trust of the faculty, staff, and the community. She has a vision. She is the right person at the right moment. We have made that decision and are going to move forward with this decision. Change is difficult but sometimes it provides great opportunity. Change is coming whether we want it or not. The question before this Board is do we follow the Chancellor into a future has uncertainty. You don’t transform it without some displacement. We should also be ready to understand that we can be successful.

Board Member Saar indicated that Administration is fully capable. We have competition from ASU and Grand Canyon. Change is going to fill the needs of those being born today.

Board Member Haver indicated that when she first heard about the idea she was very concerned. One President going to two colleges? Regional President would have specific duties and would oversee the community college’s fundraising and outreach which are really hard for a President to do. This would be a more efficient system.

Board President Gutierrez stated that Board Members are elected officials. If there are concerns, people need to contact them.

Board Member McGrath indicated that something was mentioned that bothered her. College Presidents and Chancellor are asked to do fund-raising. We have a Foundation that needs to do this. Educators should concentrate on education and should not be doing fundraising.

Audience Speaker Don Habecker expressed appreciation to the Board for coming out today to meet with the public and employees. He has been here since 1957 and the college has given a lot to him, his family and the community. He did, however, want to talk about the five elephants in the room:

1. Personnel adjustments
2. Redeployment of staff
3. Voluntary separations
4. Reductions in force
5. Transformational change

If the organization is in a budget crunch, why not ask employees to give back money?

President Gutierrez stated that the resolution as it stands will be amended. Member-elect Thor has recommended changes and a revised document should be available.

Board Member Heep stated he appreciated what he has seen. Has been here decades and the moral of the story is that 50 years ago the Chancellors asked for help each year and sometimes they did not. We always got back because we increased technology and we grew. Looking over time, great corporations gave community colleges opportunities to train their working groups. They released their training programs to the community colleges. Thanks for the efforts of keeping the workforce going.

Audience Member Christina Bolyard stated she was a product of community colleges, as was her family who were also employed by MCCC. She is in a student support role and very concerned about the five things mentioned by Don Habecker. She asked what they mean and what they mean to staff. Now we have to be concerned about redeployment.

Audience Member John Karritz indicated he had been at GCC sixteen years and there is no Jim Reed for the staff at the colleges. Those individuals are gone. It is nice to hear that there is a cooperation of working with employees. Things are very disenfranchised by things that are happening at the MCCC District Office. He would appreciate administration sitting down and talking to employees.

ADJOURNMENT The Special Meeting adjourned at 8:03 p.m.

Johanna Haver
Governing Board Secretary