



**Maricopa County Community College District
Governing Board Minutes
January 19, 2016**

Special Session of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 5:30 p.m. at the District Support Services Center, 2411 West 14th Street, Tempe, Arizona, pursuant to ARS §38-431.02, notice having been duly given.

GOVERNING BOARD

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

ADMINISTRATION (SPECIAL SESSION)

Rufus Glasper
Maria Harper-Marinick
Debra Thompson
LaCoya Shelton-Johnson
Ed Kelty
Maggie McConnell for Lee Combs

CHANCELLOR'S EXECUTIVE COUNCIL

Linda Lujan
Ernie Lara
Bill Guerriero (Interim)
Steven Gonzales

CALL TO ORDER

President Gutierrez called the Special Session/Chancellor Search Meeting to order at 5:30 p.m.

**DISCUSSION OF QUALIFICATIONS
AND JOB DESCRIPTION FOR CHANCELLOR**

President Gutierrez explained that this evening's meeting would cover the following:

- Discussion of Chancellor Qualifications and Job Description
- Discussion of Search Committee Candidates
- Discussion and Vote on Search Plan
- Authorizing Vice Chancellor for Human Resources to Proceed with Search Plan

Consideration for a subsequent meeting on Saturday or Monday was discussed in the event the evening's agenda was not completed. Board members were reminded that an executive session would be required to discuss potential Interim Chancellor candidates. It is important to appoint an Interim Chancellor while the Chancellor is still at MCCCC. All board members can submit names for consideration. The Interim Chancellor will have full authorization to perform the office of Chancellor of this organization. The Board will oversee the Interim to ensure that any actions will not be detrimental to the organization.

The following metrics on the Chancellor job description and qualifications were discussed: (Metrics are method of measuring Chancellor accountability. Can he or she continue our outcomes. Question of how to hold Chancellor accountable to those metrics.)

- Directs the implementation of the Governing Board Outcomes, Chancellor Limitations and Administrative Regulations that serve as the foundation for the strategic operations of the MCCCC.

- Adding “success” to the job metrics is not measurable. Can be part of job description.
 - If 60+% of student require developmental edu or other, it should be a priority not an option. They cannot choose.
 - How do we measure these accountabilities? Response: This is a job description, not a monitoring report. Perhaps a monthly report could be added to the monitoring reports. It is thru monitoring reports that you should hold them accountable. Limitations should be worded positive rather than negative.
- Prioritizes the implementation of the Board Outcomes Policies [University Transfer Education and General Education; Workforce and Economic Development, Developmental Education, Community Development and Civic and Global Engagement] and ensures that they are reflected in the budget.
- Identifies and implements systemic strategic administrative initiatives designed to position the MCCCDC as an innovative higher educational institution at the local and national levels.
 - Do we have an evaluation at some point? Are we going to hold Chancellor accountable? Up to Board to determine if individual can do this. Do they have skill set? Individual needs to maintain MCCCDC as an innovative higher ed institution – not to position us but to take us to a higher level. Metrics are ONE Maricopa which have been measured. Leadership in terms of innovative actions. There is no uniform set of measurements among the 1400 community colleges across the nation. MCCCDC is at the top. We must insist on measuring innovations on programs that allow this. The individual must be told that this is what we want and expect. Also, they must be told that this our vision and we expect better. Provide vision for moving forward.
- Establishes and maintains a systemic learning organization that promotes conditions that are fair, dignified and safe for students.
 - Limitations are written positively. Looking for someone that can do these things.
- Fosters a work environment that is in compliance with all federal and state laws, and that is safe, secure and conducive to the retention of a skilled and effective workforce. This includes continuity of operations planning and emergency preparedness, addressing unsafe working conditions or environmental concerns, and facilitating employee awareness of the procedures to follow in the event of an emergency.

- Common sense. Individual must demonstrate experience that they can do this.
- Promotes an integrated effort with District and College executives.
 - Shared governance is implied. Leadership perspective that there is harmony between all college presidents and vice chancellors. (REWRITE)
- Maintains effective working relationships with faculty and staff, external educational institutions and community leaders.
 - This is pretty basic. Too broad. Expect great relationships and partnerships with external groups. (REWRITE) Reflect aggressive relationships with business community, university leaders, K-12, and other community college district. Establishes and maintains. Identify who these stakeholder groups are.
- Creates institutional mechanisms for public and constituent interactions that are fair, dignified and responsive.
 - It is our role through limitations to make that happen. Part of limitations that people are treated fairly. If this is not happening, then it is up to Board to correct or ensure it is happening. Individual must know that this is necessary. They must see that Board is a strong, committed Board.
- Engages in sound financial activities that protect the district from fiscal jeopardy while complying with local, state and federal laws. Ensures that actual expenditures are parallel to the Board's Outcome priorities.
 - There are limitations that cover this. We cannot change this. This is a very well run district. Need to include accreditation.
- Maintains and protects institutional assets from unnecessary risk. (COMBINE WITH PREVIOUS BULLET or leave as is.)
- Conducts Financial Planning and Budgeting within a fiscal period that is in alignment with the Board's Outcome Priorities, and is derived from a multi-year strategic operation plan.
 - Long term planning. This is going to be a major and constant issue. Revenue sources have changed dramatically. The amount for technology is only going to increase. There must be a return on technology. It is an investment. The way we measure investment is different – how much benefit to the county? We invest to get a return on GDP. We contribute to

economic development, and industries such as refrigeration, aviation, nuclear energy, healthcare, and machine tooling. We want to make sure Arizona becomes larger. Growth component can be added.

- Implements an Employee Compensation and Benefits plan that complies with local, state and federal laws and that establishes the MCCCDC as a competitive higher education employer.
- Routinely communicates and provides counsel to the Board on institutional practices, activities and conditions.
- Operates with a succession plan to ensure the competent continuity of executive operations.
- Ensures that the institution operates with a Department of Public Safety.
 - Make sure individual has experience with public safety at a college level. The individual must understand that he will be Chancellor of a community college system, as well as a chief of police. Previous board wanted to see a public safety division and the Public Safety Division in place is recognized by cities, police departments, and state universities.
- Develops and recommends systemic long and short term goals, objectives, organizational structure and staffing.
- Serves on national, regional and local committees and councils that serve to position the MCCCDC as a higher education leader and enhance the image of the district in the community.
- Adopts the employee personnel manual and oversees the final selection of personnel.
 - Demonstrates systems-thinking when approaching issue resolution and management of daily college operations.
 - Looking at the whole. Big picture.
 - Keeps up-to-date on technological developments, makes effective use of technology to achieve results; ensures access to and security of technology systems.
 - Adopts the administrative regulations that guide the day to day operations of the MCCCDC.
 - Acts as leader, manager and catalyst for organizational change.
 - Takes a long-term view and builds a shared vision with others; influences others to translate visions into action.
 - Develops new insights into situations, questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
 - Innovation mentioned earlier. Initiative to discuss on single accreditation/many accreditations.

MISCELLANEOUS DISCUSSION

- Taxpayers pay for all of this and we should be mindful of them and be much more frugal. Legislature is not funding us because we have broadened our activities.
- Need to show our taxpayers that we are good stewards of money.
- Vision too broad?
- Too much money spent on student travel. This is a legitimate educational activity.
- Have obligation to take care of educational needs of our county. Does not want to narrow mission. Wants community to see our value. Chancellor needs to be mindful that we are operating on taxpayer funds. We send students to DC to walk through Congress and inspire students. Athletic teams all over have their set of skills. We ought to recognize academic achievement in areas they are interested in.
- Respond to taxpayer concerns. Things being said that rile people up. If we explain it to them, they will understand.

GOVERNING BOARD MEMBER QUESTIONS

- What are the challenges and opportunities facing the Chancellor position? What might require the next Chancellor's immediate attention?
 - If we are going to continue, we are going to have to loosen up restraints and limitations, i.e., "expense control limits". Both short term and long term. This affects cities and towns – a real challenge and an immediate concern. This needs to go to the ballot to change constitution. Cities and towns are under same expenditure limitations (population, FTSE, etc.)
- What are the challenges and opportunities facing the system? What might require the next Chancellor's immediate attention?
 - ONE Maricopa is a real challenge and an opportunity. Going forward with a vision that we have adopted. We need to look at revenues and maximize.
 - One of the major activities is to develop relationships with community and employee groups.
 - There are disconnected youth that are unemployed. They failed in K-12. Return on investment should be in our mission. Discuss with potential candidate.
 - Students are going to private schools instead of MCCCCD because they are offering solutions. Market is key.

Note: consider what influence the current four outcomes has on the above questions

- What additional key issues are facing the District now and in the future?
 - Funding is included in this.
 - Recruitment, Retention and Success for students and employees.
- What are the expectations of the community regarding the role of the Chancellor and MCCCCD?
 - Current Chancellor has done this extremely well. These are the expectations.
 - Questionnaires to Presidents and public. Need feedback from major groups. What do they want to see. Hope that search committee will reflect on this.
 - What has been put together regarding Chancellor Search. MAT and PSA will be added, as well as advisory councils and other employee groups.
 - Would want new Chancellor to continue high approval of MCCCCD.
 - Amount of time Chancellor spends fundraising. Is that something the Board needs to see in the job description. What is fair percent of time? Presidents' time has increased to over 30% and Chancellor 50-60% of time. Chancellor will be the face and make presentation and be the closer.
- What are the experiences and skills necessary for the position to lead Maricopa at this moment in the institution's history? (i.e., technical background, education, environment)
- What leadership traits and characteristics are desired in order to drive workforce excellence and student success? *Note: refer to Appendices D and E of the Chancellor Search Packet for additional insight*

DISCUSSION OF SEARCH COMMITTEE CANDIDATES

President Gutierrez explained that the Search Committee would work with the Search Firm and bring back the appropriate candidates. Search committee should represent the community and vet applicants and bring before the Board.

Candidates currently being considered by ASU President Dr. Michael Crow as Chair, Selena Bendarek, Faculty Association President, as Co-Chair. Other members being considered are the CEO of SRP, CEO or Senior Vice President of APS, the Regional Manager of Wells Fargo, GPEC President Chris Camacho, Rita Chang from NAU, Shannon-Ridgeway-Monaco, as well as faculty and

major employee groups.

This will be a Board-appointed committee that will have to comply with open meeting law. They will have legal counsel and will review the candidates in executive session. Finalists will submitted to the Board. Taxpayers are represented by varied members suggested. The attempt to have principals versus lobbyists. It was suggested that the committee have a superintendent from K-12. Dr. Denton Santarelli, Superintendent of the Peoria Unified School District, was suggested. The committee should be gender-balanced and have diversity of academic and business interest. They should be contacted officially by the Vice Chancellor.

There are four precertified search firms.

- Association of Community College Trustees
- Cizek Associates, Inc.
- Hockaday-Hartford
- Isaacson, Miller

This RFP was done in 2012 and will expire June 30, 2017. A suggestion was made to do a new RFP for the Chancellor Search. President Gutierrez indicated he did not want to delay this any longer. The law has been follow copiously. This is a major decision. Going for a new RFP will delay in that firms will need to apply and show their credentials and then will be added to the list.

DISCUSSION AND VOTE ON SEARCH FIRM

No action was taken on the search firm. Board members resistant to approving one of the current search firms because some members felt a new RFP should be done.

AUTHORIZATION FOR THE VICE CHANCELLOR OF HUMAN RESOURCES TO PROCEED WITH SEARCH PLAN

No action taken to authorize the Vice Chancellor of Human Resources to proceed with search plan until the issue of the search firm was resolved.

ACTION

Board Members agreed to meet on January 25, 2016 at 5:30 p.m. to continue discussion of search firm and search plan.

ADJOURNMENT

The meeting adjourned at 8:07 p.m.

Johanna Haver
Governing Board Secretary