



**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT  
GOVERNING BOARD SPECIAL BOARD MEETING & WORK SESSION  
APRIL 5, 2011**

**MINUTES**

A Special Board Meeting and Work Session of the Maricopa County Community College District Governing Board was scheduled to be held at 5:30 p.m. at the Rio Conference Center, 2323 West 14<sup>th</sup> Street, Tempe, Arizona to A.R.S. §38-431.02, notice having been duly given.

**PRESENT**

**GOVERNING BOARD**

Randolph Lumm, President  
Doyle Burke, Secretary,  
Debra Pearson, Member  
Don Campbell, Member  
Dana Saar, Member

**ADMINISTRATION**

Rufus Glasper  
Maria Harper-Marinick  
Lee Combs  
Debra Thompson  
George Kahkedjian  
Nikki Jackson  
Steve Helfgot  
Anna Solley  
Joyce Elsner  
Ernie Lara  
Chris Bustamante  
Linda Lujan  
Jan Gehler  
Paul Dale  
Shouan Pan  
Gene Giovannini  
Alberto Sanchez for Velvie Green

**CALL TO ORDER**      The special board meeting was called to order at 5:35 p.m. and was adjourned at 5:50 p.m. The work session was adjourned at 7:55 p.m.

**Special Board Meeting**

Governing Board President Randolph Lumm called the special board meeting to order and explained that the action item being considered this evening was a Board Resolution Opposing Legislation Allowing Firearms on Campus. He explained that it was being recommended that the Governing Board adopt the following resolution of opposition to the legislation allowing firearms on campus:

**RESOLUTION BY THE  
GOVERNING BOARD OF MARICOPA COUNTY COMMUNITY COLLEGE  
DISTRICT  
OPPOSING LEGISLATION ALLOWING FIREARMS ON CAMPUS**

WHEREAS, the Maricopa County Community College District Governing Board (MCCCD) recognizes that it has a legal duty to adopt policies to promote a safe environment for students, faculty, and staff;

WHEREAS, MCCCD is gravely concerned that, in an active shooter situation on campus, having additional people with weapons could result in further chaos and carnage by delaying law enforcement's ability to identify the active shooter;

WHEREAS, unlike the minimal safety training required to obtain a concealed carry permit, our police officers undergo continuous and extensive training to deal with an unpredictable active shooter situation on our campuses;

WHEREAS, a large portion of the crimes committed at our campuses are thefts or crimes of opportunity, improper storage of a firearm on campus would leave a gun accessible to countless unauthorized individuals, increasing the potential for the loss of life or serious injury to others;

WHEREAS, increasing the number of firearms on campus, with no requirement that they be well-concealed, will increase the number of reports of weapons sightings and activate a full response by law enforcement, thereby causing unnecessary disruption of classes and increasing the anxiety level of the community; and

WHEREAS, allowing firearms in an environment where individuals are known to exhibit high risk behavior such as experimentation with alcohol and drugs, could lead to unnecessary death and injury.

**NOW THEREFORE BE IT RESOLVED, BY THE GOVERNING BOARD OF THE  
MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT:**

Section 1. That MCCCD respectfully asks members of the State Legislature to deny passage of any legislation, including HB 2001, HB 2014, and SB 1467, that would limit our ability to adopt policies or any rules, administrative regulations, or procedures to prevent interference with or disruption of our colleges through any use, display or possession of a firearm or deadly weapon.

Section 2. That this resolution is effective upon adoption by the Governing Board of the Maricopa County Community College District.

Chancellor Dr. Rufus Glasper explained that the Arizona Legislature had introduced a number of bills relating to allowing firearms on community college and university campuses in this State. The Joint Council of Presidents of Arizona's public community colleges and universities formally adopted a resolution opposing legislation allowing firearms on campus on February 25, 2011. Dr. Glasper indicated he had signed this resolution along with the presidents of all of Arizona's public community colleges and the presidents of the public universities. The legislation proposes to allow faculty and individuals with concealed carry permits to possess a concealed firearm on the grounds of a community college or university and/or prohibits the

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community colleges and universities from adopting or enforcing policies that prohibit the possession of a concealed weapon by a person who has a valid permit. This legislation, including HB 2001, HB 2014, and SB 1467, represents a direct threat to public safety.

**MOTION NO. 9798**

Governing Board Member Doyle Burke moved for approval of the Board Resolution.  
Governing Board Member Dr. Don Campbell seconded.

**Discussion:**

Governing Board Member Debra Pearson stated that although she understood the concept, idea, fear and anxiety that some people may have and how this has been approached, she didn't know how Gabby Gifford would feel about this even though she had worked on this issue with her at the Legislature. Mrs. Pearson indicated she took offense to the way guns were being villainized instead of the bearer. She was very annoyed with the march that has transpired from an era where we had shooting as a sport in school and we took our guns to school on the bus. No one touched them or messed with them. These students/people that create this havoc on our campuses are not going to care and they are not going to care about us opposing this legislation. She was annoyed at the lack of education especially in an education system about the fact that there has been a lot of research about guns actually prevents crime. To build a false security or false thoughts that we are keeping students safe by preventing guns on our campuses and that we are going to be a gun free zone, no guns on our campuses, we are lying to ourselves because those who are going to come on our campuses know that there might be someone who is going to shoot them. While she appreciated what board members were trying to do, she was not in agreement that this is what they should be doing.

Governing Board President Randolph Lumm stated that when he was first elected and toured the Chandler-Gilbert CC campus, the head of security asked him how he felt out guns. He answered that it was the most dangerous thing to do. He had been on a school board for K-8 where they had a gun brought in and just with the presence of it, the student got suspended. He felt very strongly that this was the action that needed to be taken. He didn't know if the Legislature was going to listen to us, but we needed to have the courage to voice our opinions and not just sit back and not take action. Guns are prohibited in sports arenas and they should be prohibited in educational settings.

Governing Board Member Don Campbell indicated he strongly opposed guns on campuses. His son was killed at the age of 31 and he wants to see a society where we can eliminate guns altogether. He was 100% opposed to this legislation. If they are going to bring them on the campuses, they are going to bring them to board meetings and he wanted this voted down.

Mrs. Pearson responded that there was nothing that could be done to prevent guns from being brought on premises.

Governing Board Member Dana Saar indicated he his concern was not whether we could keep guns off campus but more so about other weapons than just guns. More people get knifed than shot. It was his understanding as he read the legislation that we need to ask the legislature to keep out of our business and we will keep out of theirs. We are elected officials and we should have the right to enact rules and regulations for the resources we are responsible for rather than someone who is not responsible to tell us what to do in this regard. I would rather see this

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rewritten in such a way that it takes care of this. Guns are just one of many that I would be concerned about. More importantly, he thought it was ridiculous that we should be telling the Legislature to stay out of our business.

Dr. Campbell responded that the state legislature is the ultimate policy maker in the state over all boards and controls the whole thing. If you want additional things included, bring them forward next month and we can vote on them.

Governing Board Member Doyle Burke stated his specific concern about guns because there are bills at the legislature that deal with them and the legislature might vote on them. We need to take action on those 3 bills and he supported this resolution because a significant number of faculty oppose this legislation. He wanted to support faculty.

Mr. Lumm felt that in this democracy the Board need to voice its opinion about this legislation and let the Legislature know how this Board felt. Mrs. Pearson once again stated she felt it was inappropriate and letters should be written individually by board members. Dr. Campbell called for the vote.

Chancellor Glasper reminded the Board that this was a resolution and not a policy so that if the Board chose to take formal action at a future meeting it could do so but felt it was important that the Board make some statement as to whether it is this or something else. What was absent in this District was a voice from the Board as to where they stand on guns. This conversation was important for those in attendance because the word would travel. If the Board takes formal action it would clarify what that intent of the board was. Mrs. Pearson commented that this action would be the opinion of the majority of the Board and not the opinion of the Board. Dr. Glasper reminded Mrs. Pearson that the Board speaks as one voice and that this was a resolution, not a policy.

President Lumm called for a roll call vote:

Mrs. Pearson – No

Mr. Saar – Yes

Mr. Burke – Yes

Dr. Campbell – Yes

Mr. Lumm – Yes

Motion approved 4 -1 (Pearson – no)

Special Board Meeting Adjourned: 5:50 p.m.

**Governing Board Work Session: Part I - Systemic Approach to IT**

Vice Chancellor of Information Technology Services George Kahkedjian came forward and highlighted the following speakers for the session:

IT Governance in Maricopa Update

George Kahkedjian, Vice Chancellor for Information Technology

Information Technology Leadership Council Update

Ed Kelty, Vice President for Information Services, Rio Salado College

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Virtualization: A Maricopa Collaborative Initiative  
Dustin Fennell, Vice President for Information Technology,  
Scottsdale Community College  
Student Email: A Maricopa Collaborative Initiative  
Miguel Corzo, Director, Strategic Information Technologies,  
District Office ITS

Mr. Kahkedjian commented that the plan itself was not what IT was doing but the bigger question, especially for a district this size, is how do we do it? How do we bring thousands of employees into the discussion and how do we bring thousands of students into the picture. Governance model asks how it going to connect the business side of the house to the IT side of the house. Governance is important not only to higher ed but also to the private sector. Many private sectors are struggling because IT is not part of the picture.

**IT Governance in Maricopa**

- The major role of IT governance is to outline the decision rights and accountability framework to encourage desirable behavior in using IT
- IT governance structure and processes recommended through 21st Century Maricopa initiatives are currently being rolled out district-wide
  - Information and Instructional Technology Governance Council (IITGC)
  - Alliance Groups
  - User Groups
  - Communities of Practice
- When fully in place, the new IT governance structure and processes will provide:
  - Checks and balances (At MCCCE everything that is being done is in the best interest of the organization. Strategic planning is a directional document that sets the direction. Very hopeful that many recommendations will come to him with overall direction in mind. Break down silos and work collaboratively.)
  - Clear decision-making processes
  - Clear communication regarding activities and decisions
  - Participative approach to IT decision-making
  - Improved collaboration (This is an opportunity to say this is the direction we are moving in. This will improve collaboration.)

**Information Technology Leadership Council (ITLC)**

- One of seven Alliance Groups that help coordinate the activities of the IT Group at Maricopa. Made up of IT Leads at all campuses.
- Chartered to:
  - Provide advice regarding IT processes, standards, infrastructure and services
  - Identify and complete district-wide collaborative projects and initiatives
- Composed of highest level IT person at each college and one representative from the District Office ITS as designated by the Vice Chancellor
- Agenda for 2011-2012
- Develop and implement district-wide approaches to:
  - Desktop and application virtualization
  - Identity management
  - Project management

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- Help desk services
- Network services
- IT training and professional development
- Develop agreed upon approach to Total Cost of Ownership and Return on Investment for all IT-related investments
- Work with academic leadership to define the appropriate role of information technology in achieving student engagement and success

**Question: Mr. Lumm asked how major projects are implemented.**

Mr. Kelty responded that a sub-team creates a chart and members come up with a recommendation and outline the project management standardization steps. The funding question was referred to George Kahkedjian. Mr. Kahkedjian has been using industry benchmarks and from organization that have these products in place. These do give a range for types of resources which would be needed. As the project moves forward, the project gets narrowed down as software and hardware gets selected. Methodology of project management is utilized, building on ideas that have already been here. Mr. Lumm asked how much power and authority does the leadership council have? Response: If three want it and three don't, democracy takes place with things always moving forward. They want student experience to be consistent across MCCCCD. Same access across the board for a One Maricopa environment. These are major initiatives that will work for many years. Mrs. Pearson questioned how much time was spent in meetings? Concern was that there are meetings to plan meetings to plan meetings. She did not see the student component and student focus in these slides but rather a team leadership council. Mr. Kahkedjian responded that we are in an environment where we have shared services. When we look at the systems in place, we are often far from the customer. Students will participate at the college through alliances, and focus groups. Mrs. Pearson stated we need to stay ahead of students and that they are frustrated with our services. Mr. Kahkedjian reassured everyone that the student is the focus of their planning, acknowledging the issues and addressing them as we move forward. They are mindful of responding to finding solutions and making decisions that are best for One Maricopa.

**Virtualization: A Collaborative Initiative**

- The Business Problem:
  - Need to reduce annual cost of desktops
  - Need to reduce support costs for desktop support
  - Need to expand access to technology for students
- The Solution: A layered approach to providing application and desktop capabilities in a virtual environment based upon a set of agreed upon district-wide standards.
- ITLC reviewed and agreed upon district-wide standards and approach
- Full implementation and funding plan to be completed by June 30, 2011
- Anticipated benefits include:
  - Reduction in capital expenditures
  - Reduced IT time spent on desktop management
  - Increased and simplified security
  - Improved access to applications

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Mrs. Pearson expressed concern about the implementation goal of June 30 and the number of courses and getting a proper search engine to find classes. Mr. Kahkedjian thanked Mrs. Pearson for the sense of urgency she expressed and that it was recognized. Virtual courses had been implemented at different places and this is a way of speeding this up and being consistent across the difference campuses. If done at different campuses, we would have ten different systems. There are tradeoffs. SCC is leading the way; MCCCDC is on the cutting edge. Mr. Lumm congratulated everyone on the implementation of this software. He asked if we had bought this or had someone write it, to which the response was that it had been purchased, with SCC paving the way. Have moved forward with a working model that has now been extended to SMC, EMC, and PC. This technology is just in the initial stages of building sustainability across MCCCDC and positioning itself to do its business. Mr. Saar asked if certain software programs would be made a standard. Mr. Fennel responded that virtualization is a method to standardize a process and deliver a program. Students will have access to same version of software where they can create, store, and access from anywhere. Faculty make arrangements for the type of software that will be needed and it is installed so that all students have access. The learning environment is the same no matter where the student is. Mr. Saar asked what the financial needs were to support 200-300,000 users. Mr. Kahkedjian responded that coordination is needed so that cost savings can be realized. Microsoft Office gets reviewed by Legal Department and Purchasing. Not just one person doing this but a rather robust team. Mr. Saar asked if it could be extended to K-12 and the response was we would have to pay for schools that are not part of our contract. Pricing is place and could cost a whole lot more. Dual enrollment students could take advantage of this. Dr. Campbell asked if textbooks would go away with this type of software and the answer was that content has value whether it be hardcopy or virtual. Programs that utilize elective textbooks would make life easier for students.

**Student Email: A Collaborative Initiative**

- What is it?
- A free set of customizable tools that enable faculty, staff and students to work together and learn more efficiently
- Very low cost, no advertising, and no hardware maintenance mean time and money saved
- Supported by representatives from all 10 colleges and District Office
- One common email address for all students promotes the One-Maricopa concept across our system
- <http://www.maricopa.edu/google>
- How is it used?
  - Classroom Support/Course Distribution Lists
  - Faculty Content Management
  - Free Office-Like Applications for all Students
  - Student Websites
  - Student to Student Communication and Document Sharing
  - Recruitment/Retention Tool
  - Surveys and Marketing Tool
  - Blackboard Communications
  - Student and Faculty Collaboration Tool
- Statistics:
  - Used by all 10 colleges

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- Integrates with commonly used tools
- A single One-Maricopa official email to communicate with all students
- Provides students with many services at low capital and operational costs
- Maricopa now has over 1 million student e-mail accounts in GoogleApps@maricopa
- Approximately 60% of all enrolled students use this system
- In 2010, there were over 15 million logons to GoogleApps@maricopa by faculty, staff and students

**Key Take-Aways**

- IT Governance is a process that provides for improved decision-making, accountability and improved collaboration
- We are beginning a systemic approach to IT through the shared governance model
- We are already seeing the benefit of this more structured approach to decision-making

**Summary - Mr. Kahkedjian recapped the evening feedback as follows:**

- Need to move faster but will take this as a challenge.
- Benefits are tremendous and the more they mature, the more benefits there will be.
- Will take the business challenge to the Leadership Council that by fall, students will be able to do things on-line.
- Will research how things are put on-line and found through search engines.
- In response to future year planning, Mr. Kahkedjian reported that we are moving forward well. One of the items that the Board approved was the HR system and they are working with Vice Chancellor Nikki Jackson on this.

Mr. Lumm and Mr. Saar both expressed appreciation to the opportunity to receive this information and making life more productive for students. Chancellor Glasper also thanked everyone who presented this evening. He stated that over the next couple of months he will be presenting to the Board items related to 21<sup>st</sup> Century Maricopa relative to my evaluation and the Board has determined that his evaluation be focused on that. We continue to implement, plan and strategize all those items that we have examined over the past year. We are making monumental movement and the collaboration that is present in this District is unprecedented and will continue to grow in many respects. We are asking to continue to present to you our progress. The Chancellor stated that he appreciated the adoption of outcomes which establish the priorities for this system. We can work on those items that are important to the Board. Timelines will be developed, resources will be put in place, and these will address goal of increasing student completion by 50% which we think is a stretch goal that is worthy of consideration. Before anything can be done, we need to define a process. What was presented tonight was a governance structure and a process. You move from process to implementation and the longest continuum we will have milestones that will need to be achieved. Also being very practical and know that you each have your own pet peeves and we are taking great note of what they are and we are trying very hard to respond to them because I count votes. I count opportunities to keep you engaged. Where we can meet those challenges, we will meet them. Wherever we encounter great resistance to meet them, we will also present them with you. We are listening. He appreciated all those in attendance and he is proud of employees in this District who are working on these groups and are willing to change long standing behaviors.

**APRIL 5, 2011 GOVERNING BOARD SPECIAL BOARD MEETING & WORK SESSION****Part II – Discussion Pertaining to Expanded Board/District Initiatives**

The Chancellor next stated that he had requested that the Board Chair place an item on the agenda in response to a recommendation from Mrs. Pearson regarding two proposed Board Policy items as amendments, Civil Discourse and Entrepreneurism. Third would be Relationships with High Schools to Ensure College Readiness which Mr. Saar has been working on with him, Dr. Maria Harper-Marinick, and the Arizona School Boards Association. Lastly, a fourth would be the Speed to Change in Support of Business proposed by Mrs. Pearson. A number of different articles were provided as resources, however, they would not be discussed this evening.

**Board Policy Amendments: Civil Discourse & Entrepreneurism**

Mrs. Pearson explained that at the last ACCT Leadership Congress in San Francisco, Kirkwood Community College had presented information on the topic of entrepreneurship. They were surprised to find out how many students did not know what entrepreneurship was when they infused this into their programs and classes. This got her to thinking that students did not recognize how important entrepreneurship was to their lives and moving them forward in their own areas of interest, and how they could become a mover or shaker. They didn't know the word existed and didn't know the different ways that it happens and those that make things happen. They are never going to bear fruit if they don't know that it is there. If you bring this to MCCCDD, it caused her to ask where we are headed. People have not been educated to do things a different way. At Kirkwood when this mentioned, there was not a total buy-in. When it finally caught on it was exciting for students to think outside the box for opportunities.

Mr. Saar indicated that has received a lot of information about what Maricopa is doing in their entrepreneurial classes, and when they attended the awards ceremony last week for small business, he found out what many people are doing in their entrepreneurial endeavors. Having come from a small farming town in northern Wisconsin, the word entrepreneur did not have a lot of meaning for him, however other than teaching for five years, he has always been entrepreneur. The skills needed to be one have to be started early in life. He didn't know that you could make a freshman in college who has had no training or thoughts on what that could be an entrepreneur and that is why it is important to work with K-12 groups and trying to incorporate what we see the needs out there. What he has observed so far is that we are doing quite a bit. We are doing things on the right path and agrees we should keep the pressure on. Mrs. Pearson questioned how many students have heard the term and Mr. Saar responded that it probably depended on what part of the Valley you lived in and how it was promoted. It is not word but it is the concept we have to push.

Mrs. Person stated she felt the motivation comes from hearing the word and what it could mean. Very small percentage of students even know those classes exist. They have no idea why they should even take those classes because they don't even know what it means. Kirkwood set this as a policy and set as a benchmark for students. They types of businesses they are going into as a college is exciting and they are awesome opportunities for being a source of success. Believes that entrepreneurship is so much a part of the success for America.

Mr. Burke stated he was unclear of the breadth of the term entrepreneurship. Not clear about it would be implemented. Mrs. Pearson indicated she wasn't sure about this either but felt it should be set as a policy as to the how and what. Staff and faculty should be able to do this.

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Mr. Lumm stated he took a class in business but most students were not engaged. Likens it to the way we promote globalization but not dictating it. We support this as a board and as a district. It is another way of looking at the world. This is a way of marketing to the world.

Dr. Maria Harper-Marinick reminded the audience that we have globalization as part of the outcomes and it is a value of the organization but we have not asked in the past to infuse globalization as part of the curriculum. We have had programs to show people how to infuse globalization or diversity as part of their course, but it is a choice for faculty, not a policy for faculty to infuse anything other than their own discipline. It is not a requirement within each course which is how she understood this concept to mean. Mrs. Pearson clarified that it was not for every single class but rather to have a course as to how you could have a student that had something that could be marketed and help them have that component and show them how others have done this. It is not necessary for every class to have this. To say this how we are going to do it will only limit the creativity and excitement for coming up with ways to do it. Dr. Harper-Marinick explained that she understood this but that we have never had a policy that requires infusion of content other than the content of the discipline but that doesn't mean that we don't have a lot of infusion but that is a faculty choice of how they develop it. That is not how we approached curriculum in the past. Mr. Saar reiterated that we have incorporated relevance in all instruction whether you are going to make a hobby or living out of it. It is up to the individual. If it is relevant to someone, they are going to learn it. Mr. Burke stated that we have courses for infusing writing across the curriculum, internationalizing or diversity and so there might be a way to infuse entrepreneurship. Dr. Harper-Marinick affirmed that we do indeed have such courses but there is no requirement to infuse these into each course. Dr. Glasper asked Mrs. Pearson to clarify her request on the topic of infusing entrepreneurship across the curriculum and she stated that this did not mean every single class but rather infused in our courses that we recognize the importance of and teaching entrepreneurship. Dr. Glasper stated that his understanding of infusing diversity, meant that there was a coordinator of the program who developed the curriculum and that person was available to faculty to assist them infuse this into their classes where appropriate. And that is what we were proposing but it was our understanding that you wanted a policy. Mrs. Pearson reaffirmed that she wanted a policy and that she wanted it measured and where it is being done best. She is talking about a goal. Dr. Glasper responded that if the Board wanted it to become an outcome measured by metrics, there was no way it come forward for a first reading by this month so if the Board wants to adopt this, we will have to develop something that will have metrics and have Dr. Harper-Marinick reach out to faculty to discuss how this can be developed. As with the Diversity Initiative, a report is produced indicating how it is being infused and by whom. In similar fashion, this could be done with Civil Discourse and Entrepreneurship, these could be a direction and need not be a policy. Dr. Glasper stated that by the next regular board meeting he would recommend bringing some guiding principles based on how we move a term to policy and would like to chart this out. Both of these can be addressed. The policy piece because he is not sure how much time would be spent with the metrics on that component. Mrs. Pearson asked what the Chancellor would recommend in its place. Dr. Glasper responded that would like to demonstrate what we are doing, what we do currently for the Board and how we could enhance. Would like to use that as a structure that could be built upon. It has reporting components, a measurement component, and a metrics component.

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Faculty Association President Mr. Harold Cranswick commented that he was not familiar with what Kirkwood Community College was doing but at Maricopa faculty are always interested in new ideas but responsive to options. If it comes across as a mandate, there is not enough time to coordinate what they need to cover already. If they don't see it coming from their own discussion and are now being asked to do something they don't feel confident about. Writing across the curriculum was valuable for every class and how writing was extremely valuable regardless of what class they were taking. That was presented to them through a series of forums and faculty came together in an interdisciplinary sense and they were shown how to make that happen. If you are looking for the spirit of entrepreneurship, then you want to do that in the same spirit in the classroom that makes it an exciting opportunity for people and some of the faculty are going to be really excited about it and others are going to be frightened by it because it is something foreign to them. Very afraid if it comes as a mandate, then it doesn't generate the enthusiasm you want into the classroom. Mrs. Pearson acknowledged that not all educators will be excited because it is not their forte but wants to connect it to diversity. Mr. Cranswick commented that when we talk about ethics, philosophers get excited about but they get scared when they think that an economist will teach ethics. We have to be careful about where this is leading. I can appreciate that entrepreneurship is important right now but what happens every time you get a new board member and they want a new topic to infuse into the curriculum. We stop to ask at what point do I get to teach my discipline and do my thing rather than take care of what our Chancellor and our business people are going to be measured by. Conversation is a good thing to have and generate some ideas because there are some great people out there who are doing a great job already. In the business department there are many who already teach that. Mr. Saar stated that he thought faculty are being given another club and if they are good with it great.

Mr. Burke commented that the Board has not given the Chancellor directive about entrepreneurship and I don't know how we would do that. I think there might be a way to discuss it but tonight it has not given directive to do so and what I have heard is that Mrs. Pearson is quite interested in entrepreneurship as a concept and is interested in elevating it as an interest for students. All for that but that becomes something for us to give you to do. The Chancellor responded that what he would do was to prepare something to give to the Board and advance the discussion. He asked if this was ditto for Civil Discourse. Mrs. Pearson responded that Civil Discourse was a major issue that the Board needed to look at. The issues that we are facing as a nation and if we don't start educating how to agree and disagree agreeably in a manner that we try to hear and listen, where they are coming from, how they feel, and why they feel this way, without name calling. We need to be educating people on how to come to consensus, to work on a common ground. Those skills need to be on every campus. Opportunity for leaders to come out of these institutions. Community colleges are the best place to teach these.

Mr. Burke stated that this is what we are doing. He didn't have the vision that Mrs. Pearson was talking about what we needed to do because the program that we have is quite good. He didn't get the vision about what needs to be done in these areas. Mrs. Pearson responded that we have a SPPF Program that needs to be grown and needs to be a district wide initiative. Mr. Burke restated his position and indicated he would not participate as a board member giving direction to faculty about curriculum that we are going to teach until we discuss this. Mrs. Pearson stated that she did not want SPPF in every classroom but did need it on every campus. Mr. Saar commented that we have the Governor's pillars of character that have been implemented now for ten years or more. We need to pick up on that in the post-secondary world. Not going to tell

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faculty what to teach in general, kids come in with those skills and we enforce that. We have issues with K-12 that is falling apart. Remediation is a big issue. If our goal by 2020 is to massively improve completion and graduation rates and we continue to get kids who are coming in that are not ready, however, K-12 is not ready to provide education to those students who need more. We will be working with less qualified students in the future. They have asked us for some help and wonder if could we jump down into that K-12 world to help them? Mr. Burke commented that we have not given the administration any directive tonight. Mrs. Pearson is interested in entrepreneurship quite strongly and civil discourse and he was not quite sure how to continue with this in terms of what we want to do. Dr. Campbell stated that this is the most powerful country in the world and that is because we have had the largest amount of businessmen throughout the world that are entrepreneurs and they did not pick that up from having to attend community colleges. We have to change students in elementary and high school to think about more than sports. Need to work with those kids in K-12 to they can achieve more when they get to the community colleges or the universities. We need to get more people involved.

**Relationships With High Schools to Ensure College Readiness**

Dr. Glasper commented that in terms of relationships with high schools there is an attachment in the packed which was provided by Vice Chancellor Dr. Harper-Marinick as a result of meeting with Dr. Debra Duvall and Panfilo Contreras of the Arizona School Board Association. They are wanting from the Governing Board ideas of what additional things the board wants. At this point will come back with a plan. Mr. Lumm responded that we needed to increase dual enrollment with K-12. Concerned about requiring values from all students. Asked if there were models on globalization, infusing of workshops, lesson plans, activities, and encouraging civility?

**Speed to Change in Support of Business**

Mrs. Pearson commented that when she attended the ACCT National Legislative Summit earlier this year, she heard a speaker (David Wessel, Bureau Chief, Wall Street Journal) who spoke on the topic community colleges and the need to change and not resting on laurels of what we have done. Sad that it was funny. Did not like that the truth was funny. We are not keeping up. She had someone tell her that we couldn't provide training to the needs they had requested in the way of specialized training. They needed it now and couldn't wait. We have got to speed up the change and be a bigger faster source for change. Dr. Glasper responded that if we did not move ahead, we must have given a reason. Dr. Campbell responded that we have always had people who prefer to develop their own business and want to do in their own style. They have the right to do that. Others have the right to go to community colleges and the four year institutions to enhance their type of business. Not one way to solve all problems but we look at different methods to achieve.

Dr. Glasper concluded the evening's meeting by stating that there was no specific direction but would review these items and respond with a general understanding of what heard and how we could address them.

**Adjournment of Work Session:** The work session adjourned at 7:55 p.m.