

1     **Resolution of the Governing Board of the Maricopa County Community College**  
2             **District Regarding the Transformation of the Maricopa System**

3     Whereas, the Maricopa County Community College District (the “District”) desires to transform  
4     itself to being leaner, more productive, and more responsive, and by doing so better meet the  
5     needs of its community through more effective deployment of resources toward achievement of  
6     these District *Strategic Commitments*:

- 7             • *The District will work to build a thriving community though access and student success*  
8             • *The District will be recognized as a leading innovator among institutions of higher learning*  
9                 *in the nation*  
10            • *The District will be a driving force for economic and workforce development in Arizona;*  
11            and

12     Whereas, the principal objective of the District’s transformation is to ensure that it is meeting  
13     the educational and employment needs of Maricopa County’s citizens thus ensuring the social  
14     and economic mobility and educational attainment equity for all citizens of Maricopa County;  
15     and

16     Whereas, the development of a skilled workforce that meets market driven needs within  
17     Maricopa County is a principal responsibility of the District and it must continually evolve and  
18     update its curricula to meet the current and future needs of the County’s residents and  
19     employers; and

20     Whereas, the transformation of the District must recognize and reflect the ongoing financial  
21     challenges confronting the District and all public institutions, and by being more efficient,  
22     effective, and focused on key missions, it will thrive and succeed despite these challenges; and

23     Whereas, The District will become more efficient and more effective by eliminating duplication  
24     and redundancy, and the resulting savings will be effectively redeployed to advance its key  
25     missions; and

26     Whereas, student success happens first and foremost in the classroom through rewarding  
27     interactions among instructors and students, and that student success starts with education and  
28     training in the classroom, but such success is ultimately achieved when students attain a  
29     successful life and a rewarding job; and

30     Whereas, substantial, valuable transformation necessarily involves change and the resulting  
31     anxieties and resistance, and that success must not be derailed by change-induced anxieties and

32 resistance. Clear, measurable outcomes support constructive change and help overcome such  
33 natural anxieties and resistance; and

34 Whereas, transformational change at the District level will require moving beyond the existing  
35 organizational structures and operational processes, and the best solutions will not be  
36 constrained only to those that are viable within the existing processes, practices, and  
37 organizational structures; and

38 Whereas, the District's pipeline for new students flows through our county's public and private  
39 high schools and helping them prepare their students for post-secondary credit-bearing classes is  
40 essential for maintaining or increasing District enrollment; and

41 Whereas, successful transformations are driven by specific, but realistic timelines and milestones  
42 identifying discrete, sequential activities and that these decision points foster effective,  
43 manageable change;

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

46 The District will transform itself to reflect current and future realities and opportunities since  
47 virtually all aspects of society have changed significantly over the last 50 years and the District  
48 must adjust, adapt, and change as well; and

49 The transformation of the District will include streamlining administration throughout the District  
50 to eliminate unnecessary redundancy and refocus key leadership on regional needs and  
51 responses. The District's workforce training programs will be guided by an informed  
52 understanding of the current and future employment opportunities for its students as identified  
53 by the District's industry partners. These programs must respond quickly and reliably to the  
54 workplace skill demands of employers; and

55 The District's workforce training programs will be significantly more agile and more responsive  
56 to employers' needs. Within the constraints of accreditation, the District's workforce training  
57 programs' curricula will be developed within strict timelines and in direct response to the needs  
58 of employers.

59 The District will transform and grow to meet the needs of and reflect the character of its students  
60 and communities; and

61 While the transformation will be accomplished through numerous specific activities and  
62 decisions, it is essential to maintain a focus on student success; and

63 The transformation of the District will include the systematic scaling of “best practices” from one  
64 college to other colleges; and

65 Transformational change at the District, will occur with mindfulness of the requirements of its  
66 accrediting organization, the Higher Learning Commission, and maintaining the accreditation of  
67 the Colleges and their programs is of paramount importance; and

68 The identities of the District’s Colleges are tied to their local communities, their students and  
69 alumnae, and that by maintaining these identities, the transformation of the District will preserve  
70 the strong ties to all these interested and committed groups; and

71 The transformation of the District will be guided by the outcomes established in the Governing  
72 Board’s Outcome Policies and executed through the vision and authority of the Chancellor; and

73 To ensure successful transformation of the District, a regular reporting system will be established  
74 at various business levels and progress on the transformation will be routinely monitored; and

75 The District’s transformation will be successful when among other results, data reflects an  
76 increase in both post-secondary institutional market share and increased student enrollment  
77 coming from the county’s public and private high schools; and

78 Transformational change will necessarily result in personnel adjustments, and the Chancellor will  
79 need to exercise all appropriate options including, but not limited to, redeployment of staff,  
80 reductions in force, early retirement offerings or other voluntary separation options, and make  
81 any necessary updates to employee manuals, to achieve the successful implementation of  
82 change.

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