

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 the District’s *Strategic Commitments*:

- 7 • *The District will work to build a thriving community through 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 the 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 thus it must continually evolve
18 and 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, by being more efficient, effective, and focused on key
22 missions, so that it can thrive and succeed despite these challenges; and,

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

26 Whereas, while student success starts with education and training in the classroom through
27 rewarding interactions among instructors and students, ultimate success is achieved when
28 students enjoy a fulfilling life and a rewarding job; and,

29 Whereas, clear, measurable outcomes support constructive change, and transparency in process
30 helps build trust and acceptance; and,

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

35 Whereas, a primary pipeline for new students flows from our county's public and private high
36 schools, helping them prepare their students for post-secondary credit-bearing classes is
37 essential for maintaining or increasing District enrollment; and,

38 Whereas, the District's transformation will be successful when among other results, data reflect
39 an increase in both post-secondary institutional market share and an increased student
40 participation rate from the county's public and private high schools; 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 be planned with transparency and in consultation with
50 representatives of those impacted by the reorganization.

51 The transformation of the District will include streamlining administration at the colleges and at
52 the District Office to eliminate unnecessary redundancy and refocus key leadership on regional
53 needs and responses.

54 Such a reorganization will necessarily result in personnel adjustments, and the Chancellor will
55 need to exercise appropriate options to achieve the desired outcomes.

56 The District's workforce training programs will be guided by an informed understanding of the
57 current and future employment opportunities for its students as identified by the District's
58 industry partners. Within the constraints of accreditation, these programs must be significantly
59 more agile and must respond quickly and reliably to the needs of employers within strict
60 timelines.

61 The District will transform and grow to meet the needs of and reflect the character of its students
62 and communities; and,

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

65 The transformation of the District will include the systematic scaling of effective practices from
66 one college to other colleges; and,

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

70 The transformation of the District will preserve the strong ties to all the interested and
71 committed groups: local communities, students, and alumni; and,

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

74 To ensure successful transformation of the District, a regular reporting system will be established
75 at various business levels and progress on the transformation will be routinely monitored by the
76 Governing Board.

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