A Budget and Finance Retreat of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 8:00 a.m. at the Rio Salado College Conference Center, 2323 West 14th Street, Tempe, Arizona, pursuant to A.R.S. Section 38-431.02, notice having been duly given.

GOVERNING BOARD
- Dana Saar, President
- Randolph Lumm, Secretary
- Doyle Burke, Member
- Alfredo Gutierrez, Member
- Debra Pearson, Member (Absent)

ADMINISTRATION
- Rufus Glasper
- Sherri Lewis for Maria Harper-Marinick
- LaCoya Shelton-Johnson
- Debra Thompson
- Lee Combs
- Linda Lujan
- Ernie Lara
- Steven Gonzalez
- Irene Kovala
- Shouan Pan
- Paul Dale
- Anna Solley
- Chris Bustamante
- Daniel Corr for Jan Gehler
- Shari Olson
- Gene Giovannini

BUDGET & FINANCE RETREAT
The retreat began at 8:01 a.m. Board Member Alfredo Gutierrez, Chair of the Board’s Budget and Finance Committee, gave a brief introduction. The day represented the Board’s first hearing about the FY2015-16 budget and represented part of an ongoing process. He said that the budget is the most important policy document the Board will take up this year.

CHANCELLOR OVERVIEW
Chancellor Rufus Glasper reiterated that this was an opportunity for the first read of the budget and the first time the budget process would involve a Board committee. The intent was to lay out the framework that MCCCD will use to move forward. A copy of the full presentation is included in the appendix of these minutes.

Dr. Glasper remarked the budget process allows for review and presentation and budget impacts are presented to the Board. Budgeting is an iterative process which enables the Governing Board to redirect and focus activity by means of initial allocation or reallocation of financial resources. On this basis, the budget sets policy for the following year.

At a recent NACUBO presentation, the roles of the budget were defined as: a mechanism for setting priorities, an institutional plan of action, an institutional contract, a control mechanism, a gauge of risk, an instrument of communication, and a political device. The budget also reflects a systemic alignment between the Strategic Plan 2013-2016, the Financial Plan 2016-2024, and the Annual Budget for 2014-2015. It is also aligned with other planning efforts and local strategic plans. It is the link between strategic plans and year-end reporting.

All budget planning is based on the Board’s Vision, Mission, and Values. Administration needs the Board’s assurance that the Board is tied to the mission as it stands today.

There are different types of approaches to the budget: incremental budgeting and decremental budgeting. The largest component of the budget (80-85%) is for compensation. In response to the national and state financial crisis and shifts in enrollment distribution, the composition of faculty shifted to rely more heavily on
adjuncts and an increased use of temporary and part-time workers. As budgets were cut, MCCCD was able to maintain its financial condition due to increased efficiency and effectiveness. The budget is flexible and considers retrenchment, reallocation, pre-exigency planning, contingency, and reserves. System-level initiatives also must be kept in consideration (i.e., ONE Maricopa, Seamless Student Experience, Completion Agenda, Maricopa Priorities, IMOR2, Developmental Education, Student Success Initiatives, and Performance-Based Funding). Maricopa was recently cited in the Hechniger Report as trying a full slate of innovations, all at once. “If higher education is moving slowly toward the future, the Maricopa Community Colleges District is racing at high speed. Some of the innovations being tried by the district, which has nearly a quarter of a million credit seeking students in all 10 separate colleges in greater Phoenix, are controversial and unproven. And most are not unique; other community colleges and some four year universities are nibbling at them here and there. But few places are throwing so many reforms at the problems of higher education all at the same time.”

Planning strategies for MCCCD include: Maricopa Priorities, regional centers of excellence, vacancy savings, privatization of college services, increased enrollments, internal performance-based funding allocations and the notion of equity, external performance-based funding, Expenditure Limitation Amendments, and the results from a proposed Elasticity of Demand Study – Tuition.

EXTERNAL LANDSCAPE

Ms. Dawn Wallace, Director of State and Local Government Relations, provided a brief overview of expected legislative support for the District. Ms. Wallace remarked that the State is posting deficits into 2016. In the early part of October the Financial Advisory Committee will come together to guide the legislature and Governor’s Office on the economic outlook for Arizona. After October 7, adjustments in revenue forecasts will be seen. This will affect MCCCD in multiple ways. Maricopa should see its funding as mandated by statute (~$7M). After the November elections MCCCD will know who the new governor and chamber leaders will be and can develop relationships with them. The District will ask for everything mandated by state statute, identify projects within the system that relate to workforce development and completion, and begin discussions on performance-based funding and tying them to specific outcomes. The plan is to tell the legislature what MCCCD wants to do/be in the future rather than have the legislature tell MCCCD what it should do/be.

Discussion ensured on the possibility of changing or eliminating the expenditure limitations. Ms. Wallace remarked it would be unlikely unless all local, county, and state agencies and political subdivisions could convince the legislature each can self-regulate. A Board member remarked it was unrealistic to expect the limitations to be removed and said that Maricopa needs to think creatively on how to legally circumvent the restrictions. Finding legal instruments available to protect funds will be part of the budget discussion.

TRENDS AND FUTURE

Ms. Debra Thomp...
construction increased to $9M per year, tuition and tax increases were partially used for initiatives and priorities instead of backfilling for revenue losses or slow revenues (i.e., 60/40, SSE, SSI, Public Safety, Faculty Inversion, IT Enhancements), and the 2004 bond implementation continues but will be complete in two to three years.

Challenges facing the district include: limited growth in property taxes from new construction, State budget issues (can MCCCD count on receiving $1.4M in State aid and/or $7.4M in base allocation), unrealistic to expect that tax and tuition increases will be approved every year, large dollar needs for identified initiatives and priorities (e.g., 60/40, SSE, IT Enhancements, possibly Maricopa Priorities, possibly Classification and Compensation, others). Opportunities for Maricopa include: Maricopa Priorities may yield some resources to reallocate within colleges, the District Office, and across the system; continue efforts to build reputation and information about needs with the State to leverage when funds are available; seek relief from legal impediments that do not cost the State anything; Maricopa Corporate College—3rd revenue stream; enhanced focus on prioritization of most critical needs; use of college balances to help with Life Without the Bond; and restarting planning for a future bond.

Discussion ensued regarding the Board’s role in prioritizing funding. Dr. Glasper asked the Board to look at the list of things Maricopa is doing now and add to it. All the items on the list were based on the Board’s mission. The Board can look at the list and adopt one that has a very high priority based on a standardized scale—a priority that gets the most bang for the buck. The Board can help increase partnerships and show the State the MCCCD can move forward. Dr. Glasper cautioned that prioritizing one may shift others lower down the list and the Board has to be prepared for that. All planning comes down to student success—that is why MCCCD exists.

**DISTRICT BUDGET PROCESS**

Ms. Gaye Murphy, Associate Vice Chancellor of Business Services, shared an overview of the process and timeline for the budget.

- **June-September:** Develop Financial Plan that includes revenue and expenditures estimates; State aid requests due September 1st
- **August-January:** Financial Advisory Council (FAC) considers available resources, mandatory and other District needs, and participates in college briefings
- **January:** Submit Proposed Tuition and Fees to Governing Board as Information Item
- **February:** (10th) Assessed Property Valuation due from Maricopa County Assessor Office; adoption of proposed Tuition and Fees
- **March:** Proposed Budget submitted as Information Item
- **April:** Preliminary Adoption of Proposed Budget
- **May:** Publish Legal Budget and Truth in Taxation notices; Major Taxpayers briefing; Truth in Taxation Hearing and Final Adoption of Proposed Budget
- **June:** Upload Adopted Budget to the Accounting System

Forecasting new revenue scenarios predict approximately $9M (no action), $3M (State aid cuts), $11M (tax increase), and $25M (tax and tuition increase). Expenditure considerations for FY2015-16 are $7M for mandatory expenses, $19M for COLA adjustment and step increases, $14M for discretionary expenses.

**COLLEGE UPDATES**

**Estrella Mountain Community College (EMCC)**

Dr. Ernie Lara, President of EMCC, presented the following.

**Overview**

- HSI-44.2% student pop.
- Half of current FTSE growth in MCCCD generated by two colleges-EMCC and CGC
- EMCC Fund balances can only support one-time needs
- EMCC lacks continuity in staffing

**Strategic Planning Accomplishments and Goals**

- EMCC Progress - Governing Board Goals (‘09 to ‘13): College Level Success: 68 to
78%, Developmental Ed: 58 to 75%, Fall to Fall Persistence: 55 to 59%

- Accomplishments: CCSSE scores-Exceed all Nat’l/MCCCD benchmarks, Student Success Initiatives-E2 Mentoring, IMOR2, Aspen Prize-3 consecutive nominations, Get Into Energy, West Valley Think Tank
- Goals: Engagement, Completion, Resource Stability

Challenges and Opportunities

- Permanent funding needs, one year: Engagement (Faculty-$1M for 6 Residential and Adjunct, Retention/Recruitment-$150K), Completion (Student Support Services-$355K, Learning Support-$285K), and Resource Stability (Facilities/Safety-$355K)
- Carry forward balances, usage: IT, life w/o Bond-$4.5M, PAC payment-$1.5M, OYO/OSO-$530K
- Growth, capital needs (projected): Parking-$750K, Student/Employee Spaces-$7.2M, Buckeye Center-$750K

President Saar remarked that ten minutes is not time enough for a full discussion. He said he would plan opportunities for the colleges to present their budget needs in greater detail to the Board (and prospective Board members).

Chandler-Gilbert Community College (CGCC)

Dr. Linda Lujan, President of CGCC, presented the following.

Overview

- CGCC uses: active, engaged, experiential learning; learning communities; service learning; co-curricular learning; and holistic student support services to provide learning opportunities that lead to success.
- Given the right conditions, every student can succeed.
- Everyone contributes to student success.
- Our 2014-2015 Focus—at the heart of our work: The Student Learning Cycle (access, retention, success)—to create conditions to help every student succeed, Chandler-Gilbert Community College will focus on student learning cycle, institutional effectiveness, college shared governance, and future trends.
- Established 1985 as a center of MCC
- Accredited in 1992; re-accredited in 1997 and 2007 (Williams Campus-1995, Sun Lakes Center-1997, Communiversity @ Queen Creek Partnership-2014, Approved for distance learning programs-2014)
- Dual Enrollment Coordinating College for SE Valley
- Named to U.S. President’s Higher Education Community Service Honor Roll for seven consecutive years
- Named by the Carnegie Foundation for the Advancement of Teaching and Learning as a Community-Engaged College, one of only 17 community colleges to earn the distinction.

Strategic Planning Accomplishments and Goals

- Success Rate in College-level Courses has increased (74 to 76%)
- Fall to Fall Retention Rate has stayed steady (64%) but is higher than District average
- Success Rate in Developmental Courses has increased (68 to 70%)
- Number of Occupational Degrees and Certificates has almost doubled since FY2009-10 (235 to 411)
- Coyote Center Grand Opening on September 24, 2014
- Launched strategic scheduling initiative—a major change to course scheduling processes
- Established a Student Success Center within the Learning Center
- Expanded number of learning communities pairing developmental English, Math, and Reading courses with a variety of college-level courses in a variety of disciplines.
- Achieved 100% compliance with VA rules and regulations during audit in March 2014; awarded “Military Friendly” designation by GI Jobs Magazine; opened Veterans’ Service Centers at Pecos and Williams Campuses
• The Environmental Technology Center on the Pecos Campus was selected for MCCD’s Innovation of the Year in 2014. The ETC provides experiential learning opportunities to students and serves research needs of faculty and students in multiple disciplines.

Challenges and Opportunities
• CGCC is connected to, and highly valued by, its communities—Chandler, Gilbert, Queen Creek, and south Mesa.
• CGCC has new opportunities to partner with sister colleges to provide allied health programs in the Southeast Valley.
• CGCC is among the three youngest colleges and started with a lower funding base. Some catch-up has occurred, but college enrollment growth is constrained by fiscal realities: a major challenge will be achieving effective levels of Enrollment Services, staff as well as Student Success and Support staff—staffing levels are significantly below national standards (a greater percentage of resources have historically been directed to classroom and faculty, leaving critical support areas under-resourced); additional 60:40 allocation will help, but CGCC is still among the three colleges with the largest gap.
• Another challenge will be maintaining, supporting, and modernizing older classrooms, labs, learning centers, and other facilities to meet student and faculty needs.
• CGCC’s greatest resource is its people—we have amazing, innovative, and committed faculty (residential and adjunct), staff, and administrators with a true passion for student success.

GateWay Community College (GWCC)
Dr. Steven Gonzales, President of GWCC, presented the following.

Overview
• Serves approximately 11,500 students annually
• Includes MSC, NWSC, and Cutting Edge
• 125 degrees and certificates
• Federally designated Hispanic Serving Institution
• Minority majority
• Only MCCCD College with Light Rail stop
• Extensive Nursing, Allied Health, and Occupational Programs
• Designated Veteran Friendly Institution
• One of 150 Aspen Prize finalists in 2014
• Home to AZ-SBDC, Fahrenheit Labs, and CEI

Strategic Planning Accomplishments and Goals
• University Transfer and General Education—College-Level Course Success Rate: 72% (F11) to 74% (F13); Fall to Fall Retention: 38% (F10) to 42% (F11); GWECHS: 6 Students graduated from GWCC before HS
• Developmental Education—Success Rate 65% (F11 cohort) to 72% (F13 Cohort)
• Workforce & Economic Development—Goodwill at MSC; Career Center 140% increase in usage (7885 users); Veteran’s Nursing Program – 1st in US
• University Transfer and General Education—Increase Student Success (Retention, Completion, and Job attainment)
• Community Development and Civic and Global Engagement—Expand opportunities
• Workforce and Economic Development—Partnerships providing access to workforce training, business and entrepreneurial education

Challenges and Opportunities
• Currently land-locked, parking, proximity to downtown, ASU, and modes of transportation
• Infrastructure: new building, dated buildings, IT, renovations
• Entrepreneurial Spirit: Internal innovation drivers, revenue generating opportunities, finding our niche
• Re-organization: Grow our own, efficiencies, cost
• Nature of Professional and Technical Programs: Many growth opportunities, high
cost-low enrollment, space

District Office (DO)

Ms. Debra Thompson presented the following.

Overview

• DO provides a myriad of support services to the district in the areas of academic
affairs, student affairs, business services, human resources, resource development,
community development, legal services, government relations, civic engagement,
marketing/institutional advancement and more

Strategic Planning Accomplishments and Goals

• Student Success
• Performance Based Funding
• Classification and Compensation
• Information Technology
• Maricopa Foundation

Challenges and Opportunities

• Limited Resources
• Space limitations
• Increasing compliance and other demands for time—implement ACA, Financial Aid
fraud, IT enhancements like new systems implementation take considerable time yet
regular workload does not diminish
• With new systems, opportunity for more automation may help streamline work
• FY15 funds for Financial aid fraud in SSI and SSE should help with that workload
• MCOR and Foundation and other new revenue opportunities will help support needs

Scottsdale Community College (SCC)

Mr. Daniel Corr, Vice President of Academic Affairs at SCC, presented the following.

Overview

• Scottsdale Community College by the numbers—2013-2014 Enrollment: 15,384
Headcount, 5,622 FTSE, 173 Residential Faculty, 370 Employees, 2015 HLC Quality
Initiative Report, 2016 HLC Reaccreditation visit

Strategic Planning Accomplishments and Goals

• Developmental Education: Efforts to limit, innovation in delivery, focus in rigor—
preparation for college-level success
• Student Retention: Flex Express, CPD faculty mentors
• Student Engagement: CCSE data, Service Learning, Undergraduate Research, SOAR
• Open Educational Resources (OER): 90% of Mathematics; expanded to Reading, English,
CPD, Psychology, Chemistry, and more; cost savings and curricular specialization

Challenges and Opportunities

• Indigenous Scholars Institute: $225,000 raised to date, building specifications started,
Tribal Court Advocate training, Johnson Scholarship Foundation endowment
• Early College with Coronado High School: Early assessment and intervention,
expanded dual enrollment, concurrent enrollment, fall 2015 start
• Community Advisory Councils: 31 committees with 200 members, raising
scholarship funds, committed to student engagement

Rio Salado College (RSC)

Dr. Chris Bustamante, President of RSC, presented the following.

Overview
• Vision: We reinvent the learning experience to change lives
• Culture of Innovation: Pioneers in—online, dual enrollment, educational service partnerships, post-baccalaureate teacher education, and communiversities
• Fast Facts: Established in 1978 to serve non-traditional students, serve more than 57,000 annually, largest of the Maricopa Community Colleges
• Cost-efficient, productive, scalable: 44% lower cost per student when compared to peer institutions nationwide, RioLearn is scalable to serve more than 100,000 online students
• National and Local Recognition: Fast Company, Great College to Work For (Chronicle of Higher Ed), Great Place to Work (CareerBuilder), Involved in five Gates Foundation Funded Projects, President’s Innovation Labs (Lumina, ACE)

Strategic Planning Accomplishments and Goals

• Teaching and Learning: Next Generation Learning Models (online)—competency-based, adaptive, personalized; hybrid and in-person delivery
• Student Success: Awarded 5,147 Associate Degrees and Certificates, represents a nearly 19% increase in Associate Degrees, Gates Grants—NGLC (RioCompass, Student Success Helpdesk, RioPACE, GEAR, GIVR), Adaptive Learning Market Acceleration Project, Predictive Analytics Reporting (PAR), Purdue Analytics Project
• Blue Ocean/Innovation: Out of State Expansion, Predictive Analytics (Civitas), Adult Learners—Credit for Prior Learning Options

Challenges and Opportunities

• Enrollment: Increased Local and National Competition in Online Market, Improving Economy, Fraud Prevention Impact, Merger of US Airways and American Airlines
• Budget: Reduced Resources
• Enrollment: Out of State Expansion Initiative, International Partnerships—World Education Group, Increase Hybrid Offerings
• Innovation Initiatives—Next Generation Learning Models

South Mountain Community College (SMCC)

Dr. Shari Olson, President of SMCC, presented the following.

Overview

• Serves approximately 7,500 students
• Designated Minority and Hispanic Serving Institution
• One of 150 Aspen Prize finalists for 2014
• Home of Storytelling Institute
• Founder of ACE
• Developmental Education: 63% of students test into one developmental education course, 40% of students test into two-three developmental education courses, 37% of students are college ready

Strategic Planning Accomplishments and Goals

• 3.1% increase in college-level course success rate, 14.5% increase in part-time student academic progress, and 13.4% increase in fall to fall retention rates
• 8.6% increase in success rate in developmental education courses, 14.9% increase in success rate in subsequent English course after developmental English, and 19.7% increase in success rate in subsequent math course after developmental math
• Increased number of graduates from 239 to 403 (2009-2014)

Challenges and Opportunities

• Improving the Learning Experience & Employee Experience: 2003 Master Facilities Plan, Facilities Improvements – Classrooms, Student Development Model/Enrollment Services, Capital Financial Resources not available to meet capital needs for the college facilities improvements, new construction, mechanical systems, etc.
• Learning Support and Completion: Mandatory Strengths-based Student Success Courses,
Guaranteed Scheduling, Tutoring and supplemental instruction, Degrees and Certificates
- Gila River Indian Community Partnership: Elementary Education, Culinary, Pre-
  Allied Health, Early Childhood Education

Glendale Community College (GCC)
Dr. Irene Kovala, President of GCC, presented the following.

Overview
- Financial aid is a huge component of what we do in Maricopa; at GCC, $58M
  allocated in 2013 to 34,625 students
- There are more part-time employees at GCC than full-time (1,320/609)
- Operational budget has increased from $69M (FY2010) to $84M (FY2015)

Strategic Planning Accomplishments and Goals
- Service to Veterans: Designated a Military Friendly School by G.I. Jobs; 1,589
  veterans served in 2014 academic year; designated a ‘Veteran Supportive Campus
  by the Arizona Department of Veterans’ Services
- Academic Programs: GCC Guitar Ensemble group won the 2014 Guitar Foundation
  of America, Human Library—Westmarc honorable mention, more than 75 Kennedy
  Center American College Theatre nominations, multiple Jack Kent Cooke scholars,
  each year, All-USA Community College Academic Team student winners
- Integrated Planning and Budgeting: Linking planning with resource allocation via
  shared governance (IRPC), predictive FTSE modeling and course capacity planning,
  finalist 3 years for the Second Nature Climate Leadership Awards

Challenges and Opportunities
- Underprepared Students: 6,975 students served in 2014 academic year,
  developmental Ed is our HLC Pathways project, 60% of our students test into at least
  1 developmental education subject
- Student Retention and Persistence: 3,766 student registered with DRS Office, 1,525
  activity using accommodations, DRS has experienced a 37% increase in active
  students since 2011; 17 advisors for over 27,932 students last year; HSI with 8,198
  Hispanic students or over 29% Hispanic serving
- Life Without Bond Funds: Capital savings—funds used for renovation projects not
  bond funded, technology purchased with 5-year warranties to extend life, aging
  facilities—a considerable amount of deferred maintenance

Paradise Valley Community College (PVCC)
Dr. Paul Dale, President of PVCC, presented the following.

Overview
- PVCC's Comprehensiveness: Learning Centered College—GEA Assessment, Building
  Out the Campus—Capital Projects, Community Engagement—Fine and Performing
  Arts, High School Bridge Programs, Aspen Prize Nomination 2012, 2014
- Academic Programs—STEM, Developmental Math, Allied Health

Strategic Planning Accomplishments and Goals
- Black Mountain Expansion—Enhancing the Sciences (Biology, Chemistry, Astronomy)
- Original iStartSmart Student Success Programming, Strategic Enrollment
  Management (SEM) Multiple Starts, Returning Adults, Financial Student Success,
  Completion Agenda Goal Achievement
- Higher Learning Self-Study and Re-Affirmation of Accreditation

Challenges and Opportunities
- One Maricopa Opportunities Serving North Valley (101 & 51 Crossroads)
- Expansion of Open Education Resources (OER)
• Achieving Student and Academic Support Staffing Levels

**Maricopa Corporate College (MCOR)**

Dr. Gene Giovannini, President of MCOR, presented the following.

**Overview**

• The MCOR Team met in July of 2014 and set a three year target of 7.2 million in sales. MCOR will have software operations, marketing and management tools in place and operating. MCOR’s flexible outcome-based products and services, connection with MCCCD, and our dedication to future workforce needs will get MCOR to financial self-sufficiency within 5 years (FY 17/18).

**Strategic Planning Accomplishments and Goals**

• Implement CRM and Integrate website with CRM and set up website to support lead generation. Needed to manage accounts, track clients and track information to report and improve process. Once established, it will be a tool for all MCCCD to use for recruitment from non-credit and continuing education classes into credit programs.

• Develop and implement a MCOR branding plan and marketing plan. CRM and Inbound marketing tools needed to develop contacts and relationships.

• Define solutions capabilities and implement a plan to increase solutions services. CRM-marketing tool needed to help MCOR discover what is lacking in the community and what solutions can be offered.

**Challenges and Opportunities**

• Enhancing sister colleges knowledge and understanding of MCOR and business model, working together to share revenues, resources and tools. District policy and procedures that don’t fit for this type of business unit. Great improvements have been made related to procurement, general accounting and IT.

• Support other Colleges with shared resources and revenue.

• Provide a service to companies and their employees wanting to grow their skill sets to improve productivity, workforce satisfaction, and the bottom-line.

• Growth not only for MCCCD but also to our community.

• Leveraging MCOR operations philanthropically.

**Phoenix College (PC)**

Dr. Anna Solley, President of PC, presented the following.

**Overview**

• Vision: Phoenix College will be the premier provider of learning opportunities for our community to go far, close to home.

• Values: Engagement, Excellence, Innovation, Integrity, Respect, and Stewardship

• Learning College Principles: Collaboration, Communication, Evaluation, and Responsibility

• Fast Facts: Celebrating our 94th anniversary as the flagship of the Maricopa Community Colleges; serve over 25,000 students per year who represent 100 countries and speak over 50 different languages; faculty and staff are continuously recognized for their innovative talents and commitment to student success.

• National & Local Recognition: Recognized by the Aspen Institute as a top 150 community college, PC Bears won the NJCAA Division II Men’s Basketball Championship, Designated a Military Friendly School for 2014 by G.I. Jobs Magazine.

**Strategic Planning Accomplishments and Goals**

• Progress toward Governing Board Goals: 6 year graduation rate: 22% (District = 21%); Graduation rate occupational students in 6 years: 20% (District = 17%); Subsequent success rate college-level English: 79% (District = 77%)

• Accomplishments: Enrollment Management: Retention Plan and Mentoring Initiative, One Stop Student Enrollment Center, Center for Nursing Excellence, MOOC and OER Expansion
• Goals: Student Success Initiatives, Developmental Education, HLC Accreditation/Assessment Academy, Professional Development

**Challenges and Opportunities**

• Strategic Planning: Use of SharePoint for Engagement/Reporting
• Enrollment Management: SSI/SSE/IMOR2 Retention Efforts, Degree Phoenix, PCPA Expansion
• Resource Stability: Maricopa Priorities Recommendations, Plan for LWOB
• Facilities Upgrades: Center for Allied Health/Dental Excellence, Technology Support

**Mesa Community College (MCC)**

Dr. Shouan Pan, President of MCC, presented the following.

**Overview**

• Soon Celebrating 50 years: Operates two campuses/five sites; Offers 200 programs, degrees, and certificates; Top 56 associate degrees producer in the nation; Top 10 two-year certificates producer in the nation
• Enrollment: FY2014/2015 FTSE 13,000; Four-year decline of 20%
• Strategic Priorities: Student Success and Retention, e-Learning, Workforce Development, Resource Development

**Strategic Planning Accomplishments and Goals**

• Student Success and Retention: Degrees and Certificates Awarded improved by 38%; Course Retention Rate increased from 80 to 91%; Course Success Rate increased from 71 to 76%
• e-Learning: Headcount increased by 45%
• Workforce Development: Degrees and Certificated awarded increased by 45%
• Resource Development: Grants and Donations grew 10%

**Challenges and Opportunities**

• Lower Operating Funds from Lower Enrollment: 4 year funding reduced $7.8 million, Avoid layoffs = reduce open positions + personnel reassignments, Generated one-time surplus funds, Maricopa Priorities recommendations
• Facilities in need of renovation and upgrading; prepare for life without Bond funded capital: Great athletics teams; outdated facilities, Old classrooms; need for new instructional technology capabilities, More online/hybrid/flipped classrooms
• Growing international population and start-up of English Language Institute: More than 50% of all F1 students in the District, Brings in big tuition $ but most kept at District. Opportunity to bring in more students with improved sharing of the revenue
• Red Mountain Campus enrollment decline 36%; need to reposition

**WRAP UP / NEXT STEPS**

Dr. Glasper concluded the day by stating he was extremely proud of the institution for engaging at many levels. He asked leaders to share best practices. He said he would be pushing ONE Maricopa solutions and evaluating all the practices being demonstrated at the colleges. He would look for potential resources for those colleges successfully moving the needle to incentivize new efforts. He wants the colleges to think about increasing enrollment and retention and focus fiscal resources on it. MCCCD will generate new money and finds ways to keep funds in the system. MCCCD needs to prioritize and have conversations about cash balances so it can move forward in a planned way but this is not a time to act in a desperate fashion. MCCCD is in control of its future. MCCCD needs to up the risk factor. He encouraged the presidents to look at international enrollment, pull the string on privatization, and consider a 4-year degree option. He also wants to cause some noise at the State and show the community believes MCCCD has a role to play and to push for more. Federal and private grants have helped to sustain MCCCD but MCCCD needs to find resources for those things it really wants. Presidents need to think of ways to talk to the broader community and be prepared for follow-up conversations with the Board. The budget will not be allocated evenly by 10, instead it will be more strategic, focused, and performance-based.
Board members thanked everyone for the time and attention to detail and look forward to continued conversations.

**ADJOURNMENT**

The Retreat adjourned at 12:50 p.m.

__________________________
Randolph Lumm
Governning Board Secretary
Appendix

Budget and Finance Retreat Presentation
District Overview
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
Budget Process allows for review and presentation

Budget Impacts presented to the Governing Board

Budgeting is an Iterative Process

Process enables the Governing Board to redirect or focus activities by means of initial allocation or reallocation of financial resources.

On this basis, the budget sets policy for the following year.
The Roles of the Budget

NACUBO

- A mechanism for setting priorities
- An institutional plan of action
- An institutional contract
- A control mechanism
- A gauge of risk
- An instrument of communication
- A political device
Systemic Alignment

- Strategic Plan FY 2013 – 2016
- Financial Plan FY 2016 – 2024
- Alignment with Other Planning Efforts/Local Strategic Planning
- Link between Strategic Plan and Year-End Reporting
Vision: A Community of Colleges-Colleges for the Community-working collectively and responsibly to meet the life-long learning needs of our diverse students and communities.

Mission: The Maricopa Community Colleges provide access to higher education for diverse students and communities. We focus on learning through: University Transfer Education, General Education, Developmental Education, Workforce Development, Student Development Services, Continuing Education, Community Education, Civic Responsibility, and Global Engagement.

Values: Community, Excellence, Honesty and Integrity, Inclusiveness, Innovation, Learning, Responsibility and Stewardship.
Budget Approaches

- **Incremental Budgeting**
  - Pros - efficient process
  - Pros - simple to implement
  - Pros - easier to apply
  - Cons - operates at the margin
  - Cons – avoids the question as to whether there are better uses of $
  - Cons – Difficult policy choices are circumvented

- **Decremental Budgeting**
  - Similar pros and cons

- Largest component of budget is compensation - average 80-85 %
Allocating Resources and Increasing Flexibility

Institutional Character – historical tradition
- Financial crisis nationally and state
- Shifts in enrollment distribution
- Composition of faculty
- Increased use of temporary and part time workers
- Financial condition (Increased efficiency and effectiveness)

Notion of Budget Flexibility
- Retrenchment
- Reallocations
- Pre-exigency planning
- Contingencies and Reserves
System Level Initiatives

- One Maricopa
- Seamless Student Experience
- Completion Agenda
- Maricopa Priorities
- IMOR2
- Developmental Education
- Student Success Initiatives
- Performance – Based Funding
Community college district tries full slate of innovations, all at once:

✔ If higher education is moving slowly toward the future, the Maricopa Community Colleges District is racing at high speed.

✔ Some of the innovations being tried by the district, which has nearly a quarter of a million credit seeking students in all 10 separate colleges in greater Phoenix, are controversial and unproven. And most are not unique; other community colleges and some four year universities are nibbling at them here and there.

✔ But few are places are throwing so many reforms at the problems of higher education all at the the same time.
Maricopa Planning Strategies

- Maricopa Priorities
- Regional centers of excellence
- Vacancy savings
- Privatization of college services
- Increased enrollments
- Internal performance based funding allocations - equity
- External performance based funding
- Expenditure Limitation Amendments
- Elasticity of Demand Study – Tuition
During the Recession

- Lost over $60 m in State aid
- Property taxes from new construction dropped from $18 m/yr to $6. Tuition/tax increases 4 of 7 years
- $35 m operational budget cuts/$11 m capital (state aid)
- Limited salary adjustments; limited new programs, services and faculty and staff
- Continued implementation of the 2004 bond program
<table>
<thead>
<tr>
<th>UNIT</th>
<th>FY08</th>
<th>SSE</th>
<th>SSI</th>
<th>New Faculty &amp; Prop 301</th>
<th>Bond Project</th>
<th>EGF</th>
<th>Anniv &amp; Educ</th>
<th>ASRS FLEX M&amp;C</th>
<th>Budget Cut</th>
<th>OTHER</th>
<th>TOTAL ALLOC</th>
<th>FY2015 Adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC</td>
<td>47.8</td>
<td>0.2</td>
<td>0.6</td>
<td>1.2</td>
<td>(0.5)</td>
<td>0.4</td>
<td>6.6</td>
<td>(3.3)</td>
<td>5.5</td>
<td>10.7</td>
<td>58.5</td>
<td></td>
</tr>
<tr>
<td>GC</td>
<td>64.2</td>
<td>0.2</td>
<td>0.3</td>
<td>2.3</td>
<td>2.7</td>
<td>0.8</td>
<td>10.0</td>
<td>(4.6)</td>
<td>6.3</td>
<td>18.0</td>
<td>82.2</td>
<td></td>
</tr>
<tr>
<td>GW</td>
<td>28.0</td>
<td>0.2</td>
<td>0.6</td>
<td>1.3</td>
<td>(0.9)</td>
<td>0.4</td>
<td>4.0</td>
<td>(1.9)</td>
<td>3.2</td>
<td>6.8</td>
<td>34.9</td>
<td></td>
</tr>
<tr>
<td>MC</td>
<td>85.4</td>
<td>0.3</td>
<td>0.5</td>
<td>1.5</td>
<td>(2.2)</td>
<td>0.9</td>
<td>12.5</td>
<td>(5.8)</td>
<td>7.1</td>
<td>14.6</td>
<td>100.1</td>
<td></td>
</tr>
<tr>
<td>SC</td>
<td>44.0</td>
<td>0.1</td>
<td>0.4</td>
<td>0.8</td>
<td>(0.2)</td>
<td>0.5</td>
<td>6.6</td>
<td>(3.0)</td>
<td>3.0</td>
<td>8.2</td>
<td>52.1</td>
<td></td>
</tr>
<tr>
<td>RS</td>
<td>44.9</td>
<td>0.1</td>
<td>0.3</td>
<td>2.3</td>
<td>6.3</td>
<td>0.6</td>
<td>6.0</td>
<td>(3.5)</td>
<td>3.9</td>
<td>16.1</td>
<td>60.9</td>
<td></td>
</tr>
<tr>
<td>SM</td>
<td>20.0</td>
<td>0.2</td>
<td>0.2</td>
<td>0.8</td>
<td>1.2</td>
<td>0.2</td>
<td>3.1</td>
<td>(1.5)</td>
<td>2.9</td>
<td>7.1</td>
<td>27.1</td>
<td></td>
</tr>
<tr>
<td>CG</td>
<td>32.2</td>
<td>0.2</td>
<td>1.2</td>
<td>1.4</td>
<td>7.7</td>
<td>0.6</td>
<td>5.8</td>
<td>(2.6)</td>
<td>3.4</td>
<td>17.6</td>
<td>49.8</td>
<td></td>
</tr>
<tr>
<td>PV</td>
<td>28.4</td>
<td>0.2</td>
<td>1.1</td>
<td>1.5</td>
<td>1.9</td>
<td>0.3</td>
<td>4.7</td>
<td>(2.2)</td>
<td>3.0</td>
<td>10.5</td>
<td>38.9</td>
<td></td>
</tr>
<tr>
<td>EM</td>
<td>21.5</td>
<td>0.2</td>
<td>1.1</td>
<td>0.9</td>
<td>4.2</td>
<td>0.4</td>
<td>3.9</td>
<td>(1.7)</td>
<td>2.5</td>
<td>11.5</td>
<td>33.1</td>
<td></td>
</tr>
<tr>
<td>DO</td>
<td>50.4</td>
<td>3.8</td>
<td>-</td>
<td>0.5</td>
<td>-</td>
<td>0.7</td>
<td>6.8</td>
<td>(3.6)</td>
<td>(1.6)</td>
<td>6.7</td>
<td>57.1</td>
<td></td>
</tr>
<tr>
<td>MCOR</td>
<td>0.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.2</td>
<td>1.2</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Fund 1 only; excludes District-Wide; Amounts in Millions of Dollars
Between FY2007-08 and FY2014-15, the General Operating Fund (Fund 1) grew from $555.3m to $774.1m

- This is an increase of $218.8m or 39%
- The $218.8m increase is split between ongoing resources available for ongoing general allocation and one-time allocations of one-time carryforward and transfers.

### General Allocation = $101.6m

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax: New Construction</td>
<td>74.5</td>
</tr>
<tr>
<td>Property Tax: 2% Levy Increase</td>
<td>34.3</td>
</tr>
<tr>
<td>SRP in Lieu</td>
<td>3.8</td>
</tr>
<tr>
<td>State Aid</td>
<td>(52.1)</td>
</tr>
<tr>
<td>Other (Interest inc, Bookstore)</td>
<td>1.9</td>
</tr>
<tr>
<td>Tuition Rate Change</td>
<td>39.2</td>
</tr>
<tr>
<td>Total Increase</td>
<td>$101.6</td>
</tr>
</tbody>
</table>

### One-Time Allocation = $117.2m

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-Time Carryforward</td>
<td>53.5</td>
</tr>
<tr>
<td>Revenue &amp; Expense transfer from Fund 2</td>
<td>24.2</td>
</tr>
<tr>
<td>Tuition for Enrollment Growth Allocated to Colleges</td>
<td>39.5</td>
</tr>
<tr>
<td>Total Increase</td>
<td>$117.2</td>
</tr>
</tbody>
</table>

NOTE: Amounts in Millions of Dollars
Since Recession Ended

- Property taxes from new construction now at $9m
- Tuition/tax increases partially used for initiatives and priorities instead of backfilling for revenue losses or slow revenues: 60/40, SSE, SSI, Public Safety, Faculty Inversion, IT Enhancements are examples
- 2004 Bond Implementation Continues but will be complete in 2-3 years
Challenges

- Limited growth in property taxes from new construction
- State budget issues: Hold onto $1.4 m in State aid and/or $7.4 m in base as of FY14/15?
- Unrealistic to expect that tax and tuition increases will be approved every year
- Large dollar needs for identified initiatives and priorities: 60/40, SSE, IT Enhancements, possibly Maricopa Priorities, possibly Classification and Compensation are examples…and there may be others especially to improve outcomes
Opportunities

- Maricopa Priorities may yield some resources to reallocate within colleges and the DO and across the system
- Continue renewed efforts to build reputation and information about needs with the State to leverage when funds are available
- Seek relief from legal impediments that don’t cost the State anything
- Maricopa Corporate College—3rd revenue stream
- Future budget reductions may be needed
- Enhanced focus on prioritization of most critical needs
- Use of college balances to help with Life Without the Bond
- Restart planning for a future bond
District Budget Process Overview and Financial Forecast

September 17, 2014
June – September: Develop Financial Plan that include Revenue & Expenditures estimates; State Aid Request due September 1st.

August – January: Financial Advisory Council (FAC) considers available resources, mandatory & other District needs, & participates in college briefings

January: Submit Tuition and Fee to Governing Board as Information Item

February: February 10th: Assessed Property Valuation due from Maricopa County Assessor Office; Adoption of Proposed Tuition and Fee

March: Proposed Budget submitted as Information Item

April: Preliminary Adoption of Proposed Budget

May: Publish Legal Budget & Truth & Taxation notices; Major Taxpayers briefing; Truth & Taxation Hearing & Final Adoption of Proposed Budget

June: Upload Adopted Budget to the Accounting System
### 15 Year Financial Plan Revenue
**FY2015-16**

<table>
<thead>
<tr>
<th>New Revenue Scenarios</th>
<th>No Action</th>
<th>State Aid</th>
<th>State Aid Loss Tax Increase</th>
<th>Tax &amp; Tuition Increases</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tax Levy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-New Property</td>
<td>9,274,816</td>
<td>9,274,816</td>
<td>9,274,816</td>
<td>9,274,816</td>
</tr>
<tr>
<td>-SRP in lieu</td>
<td>-170,503</td>
<td>-170,503</td>
<td>-170,503</td>
<td>-170,503</td>
</tr>
<tr>
<td>-Tax Levy Increase @2%</td>
<td>-</td>
<td>-</td>
<td>8,766,587</td>
<td>8,766,587</td>
</tr>
<tr>
<td><strong>State Aid</strong></td>
<td>-729,900</td>
<td>-7,409,500</td>
<td>-7,409,500</td>
<td>-729,900</td>
</tr>
<tr>
<td><strong>Tuition &amp; Fees</strong></td>
<td>-466,952</td>
<td>-466,952</td>
<td>-466,952</td>
<td>-466,952</td>
</tr>
<tr>
<td>-Resident - rate increase (3.0% HEPI = $3.00 increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,441,460</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>-144,924</td>
<td>-144,924</td>
<td>-144,924</td>
<td>-144,924</td>
</tr>
<tr>
<td><strong>Reallocation - Uncollected Tax Levy</strong></td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>Contingency</strong></td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>9,762,537</td>
<td>3,082,937</td>
<td>11,849,524</td>
<td>25,970,584</td>
</tr>
<tr>
<td>Mandatory Expenditures</td>
<td>Amount</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------</td>
<td>-----------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Employee Policy Manual (Anniv, Educ, etc)</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Operating Cost for 2004 Bond Construction</td>
<td>$700,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Operating &amp; Maintenance for Technology</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Move Prop 301 Faculty to Fund 1</td>
<td>$369,600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. New Residential Faculty (60:40 ratio) 32 positions</td>
<td>$3,261,600</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Insurance (Risk Management)</td>
<td>$1,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$7,331,200</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Expenditure Needs FY 2015-16

<table>
<thead>
<tr>
<th>Salary &amp; Benefits (Illustrative)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General Salary Adjustment: COLA 2.3% per W. CPI</td>
<td>10,369,900</td>
</tr>
<tr>
<td>2. General Salary Adjustment: Step increase</td>
<td>9,260,900</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$19,630,800</strong></td>
</tr>
</tbody>
</table>

NOTE: The amounts shown here are for information purposes only. They are not meant as a request nor a recommendation.
## Expenditure Needs FY 2015-16

<table>
<thead>
<tr>
<th>Discretionary Expenditures</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Seamless Student Experience (SSE)</td>
<td>4,809,500</td>
</tr>
<tr>
<td>2. IT Systems Upgrades, Replacements, Operating</td>
<td>4,050,000</td>
</tr>
<tr>
<td>3. Enrollment Growth Funding Rate to $2,250/FTSE</td>
<td>1,713,000</td>
</tr>
<tr>
<td>4. Performance Based Funding</td>
<td>3,000,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$13,572,500</strong></td>
</tr>
</tbody>
</table>

**NOTE:** This is not a comprehensive list of needs and it is not in priority order. As we move through the budget process, additional priorities may come to light and we may need to address them as well.
## Balancing

<table>
<thead>
<tr>
<th></th>
<th>No Action</th>
<th>State Aid Loss</th>
<th>No State Aid; Tax Increase</th>
<th>Tax &amp; Tuition Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Allocable Funds</td>
<td>9.8</td>
<td>3.1</td>
<td>11.8</td>
<td>26.0</td>
</tr>
<tr>
<td>2. Fund all Mandatory Costs</td>
<td>(7.3)</td>
<td>(7.3)</td>
<td>(7.3)</td>
<td>(7.3)</td>
</tr>
<tr>
<td>3. Available to Support Discretionary Spending</td>
<td>2.2</td>
<td>(4.2)</td>
<td>4.5</td>
<td>18.7</td>
</tr>
<tr>
<td>4. Discretionary Expenditures</td>
<td>13.7</td>
<td>13.7</td>
<td>13.7</td>
<td>13.7</td>
</tr>
<tr>
<td>5. Salary &amp; Benefit Example</td>
<td>19.6</td>
<td>19.6</td>
<td>19.6</td>
<td>19.6</td>
</tr>
<tr>
<td>Discretionary Subtotal</td>
<td>33.3</td>
<td>33.3</td>
<td>33.3</td>
<td>33.3</td>
</tr>
</tbody>
</table>
Estrella Mountain
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
EMCC Overview

- HSI - 44.2% student pop.
- ½ of current FTSE growth in MCCCD generated by 2 colleges – EMCC & CGC
- EMCC Fund balances can only support one-time needs
- EMCC lacks continuity in staffing
EMCC Progress - Governing Board Goals (‘09 to ‘13)
- College Level Success: 68 to 78%
- Developmental Ed: 58 to 75%
- Fall to Fall Persistence: 55 to 59%

Accomplishments
- CCSSE scores – Exceed all Nat’l/MCCCD benchmarks
- Student Success Initiatives – E² Mentoring, IMOR2
- Aspen Prize – 3 consecutive nominations
- Get Into Energy
- West Valley Think Tank

Goals
- Engagement
- Completion
- Resource Stability
EMCC Challenges and Opportunities

Permanent funding needs, 1 year:

- **Engagement**
  - Faculty – $1M (6 Residential and Adjunct)
  - Retention/Recruitment - $150K

- **Completion**
  - Student Support Services - $355K
  - Learning Support - $285K

- **Resource Stability**
  - Facilities/Safety– $355K

Carry forward balances, usage:

- IT, life w/o Bond - $4.5M
- PAC payment - $1.5M
- OYO/OSO - $530K

Growth, capital needs (projected):

- Parking - $750K
- Student/Employee Spaces - $7.2M
- Buckeye Center - $750K
EMCC Summary and Answers/Discussion

- CCSSE scores – Exceeds all National/MCCCD benchmarks
- FTSE growth – EMCC FTSE % exceeds adopted budget %
- Fund balances – cannot support permanent staffing or additional capital needs
- Budget gaps – by 2016, funding critical
Chandler-Gilbert
Governance Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
Our Vision

Chandler-Gilbert Community College
Empowers Learners
Inspires Excellence
Strengthens Our Communities

EVERY STUDENT SUCCEEDS
Our educational philosophy....

CGCC uses:

- active, engaged, experiential learning
- learning communities
- service learning
- co-curricular learning
- and holistic student support services

to provide learning opportunities that lead to success

Given the right conditions, every student can succeed

Everyone contributes to student success
Our 2014-2015 Focus

At the heart of our work:

The Student Learning Cycle
(access, retention, success)

To create conditions to help every student succeed, Chandler-Gilbert Community College will focus on

- Student Learning Cycle
- Institutional Effectiveness
- College Shared Governance
- Future Trends
Established 1985 as a center of MCC
Accredited in 1992; re-accredited in 1997 and 2007
  • Williams Campus – 1995
  • Sun Lakes Center – 1997
  • Communiversity @ Queen Creek Partnership – 2014
  • Approved for distance learning programs – 2014
Dual Enrollment Coordinating College for SE Valley
Named to U.S. President’s Higher Education Community Service Honor Roll for seven consecutive years
Named by the Carnegie Foundation for the Advancement of Teaching and Learning as a Community-Engaged College, one of only 17 community colleges to earn the distinction.
District - each student was counted only once at each college, but students who attended multiple colleges were counted multiple times in the district total.

Data provided by District IR

Chandler-Gilbert 22.9%
Five-Year FTSE Trends*

Data provided by District IR

District 11.9%

Chandler-Gilbert 39.8%

*Includes preliminary 2014 data provided by District IR
### Strategic Planning Accomplishments/Goals

#### Success Rate in College-level Courses

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGCC</td>
<td>74%</td>
<td>73%</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>Districtwide</td>
<td>68%</td>
<td>68%</td>
<td>68%</td>
<td>70%</td>
</tr>
</tbody>
</table>

#### Fall-to-Fall Retention Rate

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Fall 2008 to Fall 2009</th>
<th>Fall 2009 to Fall 2010</th>
<th>Fall 2010 to Fall 2011</th>
<th>Fall 2011 to Fall 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGCC</td>
<td>64%</td>
<td>66%</td>
<td>65%</td>
<td>64%</td>
</tr>
<tr>
<td>Districtwide</td>
<td>54%</td>
<td>56%</td>
<td>54%</td>
<td>51%</td>
</tr>
</tbody>
</table>

#### Success Rate in Developmental Courses

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGCC</td>
<td>68%</td>
<td>65%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Districtwide</td>
<td>62%</td>
<td>62%</td>
<td>64%</td>
<td>64%</td>
</tr>
</tbody>
</table>

#### Number of Occupational Degrees and Certificates

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 09-10</th>
<th>FY 10-11</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>235</td>
<td>290</td>
<td>308</td>
<td>471</td>
<td>411</td>
</tr>
</tbody>
</table>

### Selected Governing Board Key Metrics

*Data provided by District IR*
Strategic Planning Accomplishments/Goals

Join us for the C O Y O T E C E N T E R

Grand Opening Celebration

Wednesday, September 24
2 p.m. Remarks and Ribbon Cutting
3 p.m. Tours

Pecos Campus • 2626 E. Pecos Road • Chandler, Arizona

RSVP by Friday, September 19
to Sue Arroz at 480.732.7075
or sue.aroz@cgcc.edu
Launched strategic scheduling initiative – a major change to course scheduling processes

Established a Student Success Center within the Learning Center

Expanded number of learning communities pairing developmental English, Math, and Reading courses with a variety of college-level courses in a variety of disciplines.

Achieved 100% compliance with VA rules and regulations during audit in March 2014; awarded “Military Friendly” designation by GI Jobs Magazine; opened Veterans’ Service Centers at Pecos and Williams Campuses
The Environmental Technology Center on the Pecos Campus was selected for MCCD’s Innovation of the Year in 2014. The ETC provides experiential learning opportunities to students and serves research needs of faculty and students in multiple disciplines.
Challenges and Opportunities

- CGCC is connected to, and highly valued by, its communities – Chandler, Gilbert, Queen Creek, and south Mesa.
- CGCC has new opportunities to partner with sister colleges to provide allied health programs in the Southeast Valley.
- CGCC is among the three youngest colleges and started with a lower funding base. Some catch-up has occurred, but college enrollment growth is constrained by fiscal realities:
  - A major challenge will be achieving effective levels of Enrollment Services staff as well as Student Success & Support staff – staffing levels are significantly below national standards. A greater percentage of resources have historically been directed to classroom and faculty, leaving critical support areas under-resourced.
  - Additional 60:40 allocation will help, but CGCC is still among the three colleges with the largest gap.
- Another challenge will be maintaining, supporting, and modernizing older classrooms, labs, learning centers, and other facilities to meet student and faculty needs.
- CGCC’s greatest resource is its people – we have amazing, innovative, and committed faculty (residential and adjunct), staff, and administrators with a true passion for student success.
Questions/Answers/Discussion
GateWay
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
GateWay Overview

- Serves approximately 11,500 students annually
- Includes MSC, NWSC, and Cutting Edge
- 125 degrees & certificates
- Federally designated Hispanic Serving Institution
- Minority majority
- Only MCCCD College with Light Rail stop
- Extensive Nursing, Allied Health, and Occupational Prgms
- Designated Veteran Friendly Institution
- One of 150 Aspen Prize finalists in 2014
- Home to AZ-SBDC, Fahrenheit Labs, and CEI
Accomplishments

University Transfer & Gen. Ed:
- ✔ College-Level Course Success Rate: 72% (F11) to 74% (F13)
- ✔ Fall to Fall Retention: 38% (F10) to 42% (F11)
- ✔ GWECHS: 6 Students graduated from GWCC before HS

Developmental Education:
- ✔ Success Rate 65% (F11 cohort) to 72% (F13 Cohort)

Workforce & Economic Development:
- ✔ Goodwill at MSC
- ✔ Career Center 140% increase in usage (7885 users)
- ✔ Veteran’s Nursing Program – 1st in US
Goals

University Transfer & General Ed.
  ✓ Increase Student Success
    ▪ Retention, Completion, and Job attainment

Community Development and Civic and Global Engagement
  ✓ Expand opportunities

Workforce and Economic Development
  ✓ Partnerships providing access to workforce training, business and entrepreneurial education
Challenges and Opportunities

Location
✓ Currently land-locked
✓ Parking
✓ Proximity to downtown, ASU, and modes of transportation

Infrastructure
✓ New building
✓ Dated buildings
✓ IT
✓ Renovations

Entrepreneurial Spirit
✓ Internal innovation drivers
✓ Revenue generating opportunities
✓ Finding our niche

Re-organization
✓ Grow our own
✓ Efficiencies
✓ Cost

Nature of Professional & Technical Programs
✓ Many growth opportunities
✓ High cost – Low Enrollment
✓ Space
Strategic Planning Accomplishments/Goals

- Student Success
- Performance Based Funding
- Classification and Compensation
- Information Technology
- Maricopa Foundation
DO provides a myriad of support services to the district in the areas of academic affairs, student affairs, business services, human resources, resource development, community development, legal services, government relations, civic engagement, marketing/institutional advancement and more
Challenges

- Limited Resources
- Space limitations
- Increasing compliance and other demands for time — implement ACA, Financial Aid fraud, IT enhancements like new systems implementation take considerable time yet regular workload does not diminish
Opportunities

- With new systems, opportunity for more automation may help streamline work
- FY15 funds for Financial aid fraud in SSI and SSE should help with that workload
- MCOR and Foundation and other new revenue opportunities will help support needs
Scottsdale
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
Scottsdale Community College by the numbers

2013-2014 Enrollment:
15,384 Headcount
5622 FTSE

173 Residential Faculty
370 Employees
2015 HLC Quality Initiative Report
2016 HLC Reaccreditation visit
Developmental Education

- Efforts to limit
- Innovation in delivery
- Focus in rigor – preparation for college-level success

Student Retention

- Flex Express
- CPD faculty mentors
Strategic Planning Accomplishments/Goals

Student Engagement
- CCSSE data
- Service Learning
- Undergraduate Research
- SOAR

Open Educational Resources (OER)
- 90% of Mathematics
- Expanded to Reading, English, CPD, Psychology, Chemistry and more
- Cost savings and curricular specialization
Indigenous Scholars Institute

- $225,000 raised to date
- Building specifications started
- Tribal Court Advocate training
- Johnson Scholarship Foundation endowment

Early College with Coronado High School

- Early assessment and intervention
- Expanded dual enrollment
- Concurrent enrollment
- Fall 2015 start
Challenges and Opportunities

Community Advisory Councils

✓ 31 committees with 200 members
✓ Raising scholarship funds
✓ Committed to student engagement
Rio Salado
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
Vision
We reinvent the learning experience to change lives

Culture of Innovation
Pioneers in; Online, Dual Enrollment, Educational Service Partnerships, Post-Baccalaureate Teacher Education, and Communiversities

Fast Facts
Established in 1978 to serve non-traditional students
Serve more than 57,000 annually
Largest of the Maricopa Community Colleges

Cost-Efficient – Productive – Scalable
44%< cost per student when compared to peer institutions nationwide
RioLearn is scalable to serve more than 100,000 online students

National & Local Recognition
Fast Company
Great College to Work For – Chronicle of Higher Ed
Great Place to Work – CareerBuilder
Involved in 5 Gates Foundation Funded Projects
President’s Innovation Labs (Lumina, ACE)
Strategic Planning

1) Teaching and Learning
   - Next Generation Learning Models (online)
     - Competency-based, Adaptive, Personalized
   - Hybrid and In-person Delivery

2) Student Success
   - Awarded 5,147 Associate Degrees and Certificates
     - Represents a nearly 19% Increase in Associate Degrees
   - Gates Grants
     - NGLC (RioCompass, Student Success Helpdesk, RioPACE, GEAR, GIVR)
     - Adaptive Learning Market Acceleration Project
     - Predictive Analytics Reporting (PAR)
     - Purdue Analytics Project

3) Blue Ocean/Innovation
   - Out of State Expansion
   - Predictive Analytics (Civitas)
   - Adult Learners – Credit for Prior Learning Options
Challenges and Opportunities

Challenges

- **Enrollment**
  - ✓ Increased Local and National Competition in Online Market
  - ✓ Improving Economy
  - ✓ Fraud Prevention Impact
  - ✓ Merger of US Airways and American Airlines

- **Budget**
  - ✓ Reduced Resources

Opportunities

- **Enrollment**
  - ✓ Out of State Expansion Initiative
  - ✓ International Partnerships – World Education Group
  - ✓ Increase Hybrid Offerings

- **Innovation Initiatives** – Next Generation Learning Models
South Mountain
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
Serves approximately 7500 students
Is a designated Minority and Hispanic Serving Institution
One of 150 Aspen Prize finalists for 2014
Home of Storytelling Institute
Founder of ACE
Developmental Education

- 63% of students test into one developmental education course
- 40% of students test into two-three developmental education courses
- 37% of students are college ready

Main Campus 24th Street & Baseline
South Mountain Community College Overview
College Profile

Laveen - Legacy Traditional School
43rd Ave. and Baseline Road

Guadalupe Center
Guadalupe Road & Avenida del Yaqui (Priest)
South Mountain Community College Overview
Employee Profile

- Adjunct Faculty: 367
- Temporary Employees: 238
- Residential Faculty: 63
- Support Staff (PSA): 51
- Management (MAT): 42
- Safety, M&O, Crafts: 16
- Specially Funded, Athletic Specialist: 10
- Short-term Faculty & Staff: 9

* includes Student Workers and Work Study Students
College-Level Course Success Rate

- Fall 2011 Cohort: 69.1%
- Fall 2012 Cohort: 72.2%
- Increase: 3.1%

Part-Time Student Academic Progress

- Fall 2010 Cohort as of Sept. 2012: 9.0%
- Fall 2011 Cohort as of Sept. 2013: 23.5%
- Increase: 14.5%

Fall-to-Fall Retention Rate

- Fall 2010 Cohort to Fall 2011: 36.7%
- Fall 2011 Cohort to Fall 2012: 50.1%
- Increase: 13.4%
Success Rate in Developmental Education Courses

Fall 2011 Cohort: 59.0%
Fall 2012 Cohort: 67.6%
Success Rate: 8.6%

Success Rate in Subsequent English Course After Developmental English

Fall 2010 Cohort: 62.9%
Fall 2011 Cohort: 77.8%
Success Rate: 14.9%

Success Rate in Subsequent Math Course After Developmental Math

Fall 2010 Cohort: 50.7%
Fall 2011 Cohort: 70.4%
Success Rate: 19.7%
SMCC 2014 CCSSE Benchmark Summary

- Active and Collaborative Learning: SMCC 56.9, 2014 CCSSE Cohort 52.8, Maricopa Consortium 50.0
- Student Effort: SMCC 53.8, 2014 CCSSE Cohort 49.5, Maricopa Consortium 50.0
- Academic Challenge: SMCC 51.7, 2014 CCSSE Cohort 49.1, Maricopa Consortium 50.0
- Student-Faculty Interaction: SMCC 54.8, 2014 CCSSE Cohort 49.3, Maricopa Consortium 50.0
- Support for Learners: SMCC 56.1, 2014 CCSSE Cohort 49.8, Maricopa Consortium 50.0

National Benchmark
# Strategic Planning Accomplishments/Goals
## Graduation 2009-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>239</td>
</tr>
<tr>
<td>2010</td>
<td>320</td>
</tr>
<tr>
<td>2011</td>
<td>364</td>
</tr>
<tr>
<td>2012</td>
<td>410</td>
</tr>
<tr>
<td>2013</td>
<td>423</td>
</tr>
<tr>
<td>2014</td>
<td>403</td>
</tr>
</tbody>
</table>
Challenges and Opportunities

Dr. Janet Ortega and Dr. Rey Rivera

Challenges:
- Improving the Learning Experience & Employee Experience

Opportunities:
- Learning Support and Completion
- Gila River Indian Community Partnership
Improving the Learning Experience & Employee Experience

- 2003 Master Facilities Plan
- Facilities Improvements – Classrooms, Student Development Model/Enrollment Services
- Capital Financial Resources not available to meet capital needs for the college – facilities improvements, new construction, mechanical systems, etc.
Challenges
2003 Master Facility Plan

FCI % (S.F.)
- +40% (94,393 S.F.)
- 20 - 40% (16,112 S.F.)
- 0 - 20% (74,112 S.F.)

RULE OF THUMB
CONDITION | FCI %
--- | ---
POOR | 21% - Above
FAIR | 11% - 20%
GOOD | 6% - 10%
EXCELLENT | 0% - 5%
Facilities Improvements: WAC Building
Facilities Improvements:
Physical Sciences and Life Sciences Buildings
Facilities Improvements: Lighting, Bathrooms, and Faculty Offices
Learning Support and Completion

- Mandatory Strengths-based Student Success Courses
- Guaranteed Scheduling
- Tutoring and supplemental instruction
- Degrees and Certificates
Opportunities

- Gila River Indian Community Partnership
  - Elementary Education
  - Culinary
  - Pre-Allied Health
  - Early Childhood Education
Opportunities
Glendale
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
### Financial Aid for 2013

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>34,625</td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td>33,412,909</td>
<td></td>
</tr>
<tr>
<td>State Grants</td>
<td>91,500</td>
<td></td>
</tr>
<tr>
<td>Federal Loans</td>
<td>20,441,683</td>
<td></td>
</tr>
<tr>
<td>Federal Work Study</td>
<td>259,992</td>
<td></td>
</tr>
<tr>
<td>Community Awards</td>
<td>636,616</td>
<td></td>
</tr>
<tr>
<td>Scholarships</td>
<td>3,425,796</td>
<td></td>
</tr>
<tr>
<td><strong>Total Disbursement</strong></td>
<td><strong>$58,268,496</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Number of Employees

<table>
<thead>
<tr>
<th>Classification</th>
<th>Board Approved</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional</td>
<td>273</td>
<td></td>
</tr>
<tr>
<td>Non-instructional</td>
<td>336</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>609</td>
</tr>
</tbody>
</table>

#### Temporary

<table>
<thead>
<tr>
<th>Classification</th>
<th>Instructional</th>
<th>Non-instructional</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional</td>
<td>692</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-instructional</td>
<td>628</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>1320</td>
</tr>
</tbody>
</table>

### FTSE by Fiscal Year

<table>
<thead>
<tr>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>Unaudited FY14</th>
<th>Projected FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,959</td>
<td>12,777</td>
<td>12,728</td>
<td>12,473</td>
<td>12,326</td>
<td>12,080</td>
</tr>
</tbody>
</table>

### Operational Budget

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main</td>
<td>$68,009,707</td>
<td>$71,502,664</td>
<td>$75,095,035</td>
<td>$75,975,831</td>
<td>$77,537,543</td>
<td>$79,328,543</td>
</tr>
<tr>
<td>North</td>
<td>$1,972,024</td>
<td>$2,419,703</td>
<td>$2,551,257</td>
<td>$2,738,961</td>
<td>$2,782,550</td>
<td>$2,915,283</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$69,981,731</strong></td>
<td><strong>$73,922,367</strong></td>
<td><strong>$77,646,292</strong></td>
<td><strong>$78,714,792</strong></td>
<td><strong>$80,320,093</strong></td>
<td><strong>$82,243,826</strong></td>
</tr>
</tbody>
</table>

### Graduates per year

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,555</td>
<td>1,594</td>
<td>1,634</td>
<td>1,949</td>
<td>1,882</td>
<td>1,747</td>
<td>1,739</td>
<td>1,763</td>
<td>1,908</td>
<td>1,798</td>
</tr>
</tbody>
</table>
Strategic Planning Accomplishments/Goals

Service to Veterans
- Designated a Military Friendly School by G.I. Jobs
- 1,589 veterans served in 2014 academic year
- Designated a ‘Veteran Supportive Campus’ by the Arizona Department of Veterans' Services

Academic Programs
- GCC Guitar Ensemble group won the 2014 Guitar Foundation of America
- Human Library – Westmarc honorable mention
- More than 75 Kennedy Center American College Theatre nominations
- Multiple Jack Kent Cooke scholars
- Each year, All-USA Community College Academic Team student winners

Integrated Planning and Budgeting
- Linking planning with resource allocation via shared governance (IRPC)
- Predictive FTSE modeling and course capacity planning
- Finalist 3 years for the Second Nature Climate Leadership Awards
Challenges and Opportunities

**Underprepared Students**
- 6,975 students served in 2014 academic year
- Developmental Ed is our HLC Pathways project
- 60% of our students test into at least 1 dev ed subject

**Student Retention and Persistence**
- 3766 student registered with DRS Office, 1525 activity using accommodations. DRS has experienced a 37% increased in active students since 2011.
- 17 advisors for over 27,932 students last year
- HSI with 8,198 Hispanic students or over 29% Hispanic serving

**Life Without Bond Funds**
- Capital savings – Funds used for renovation projects not bond funded
- Technology purchased with 5-year warranties to extend life
- Aging facilities – A considerable amount of deferred maintenance
Adapted Fitness Center

Portables

Flood Control / Damage
PVCC’s Comprehensiveness

- Learning Centered College – GEA Assessment
- Building Out the Campus - Capital Projects
- Community Engagement – Fine and Performing Arts
- High School Bridge Programs
- Aspen Prize Nomination 2012, 2014

Academic Programs – STEM, Developmental Math, Allied Health
## State of the College

### Enrollment FTSE Line Graph 2005 – Present

Paradise Valley Community College
Annual FTSE (Full-time Student Equivalents) and Unduplicated Credit Headcount
By Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PVCC Annual FTSE</td>
<td>3,970.8</td>
<td>4,288.2</td>
<td>4,378.0</td>
<td>4,451.4</td>
<td>4,367.9</td>
<td>4,826.0</td>
<td>5,505.0</td>
<td>5,715.0</td>
<td>5,503.0</td>
<td>5,260.0</td>
<td>5,108.8</td>
</tr>
<tr>
<td>PVCC Annual Credit Headcount</td>
<td>13,004</td>
<td>13,640</td>
<td>13,958</td>
<td>14,006</td>
<td>14,159</td>
<td>14,633</td>
<td>15,673</td>
<td>16,046</td>
<td>15,246</td>
<td>14,380</td>
<td>14,198</td>
</tr>
</tbody>
</table>

![PVCC Annualized FTSE & Credit Headcount by Academic Year (FY2007 through FY2013)](image-url)
Strategic Planning
Accomplishments/Goals

- Black Mountain Expansion – Enhancing the Sciences (Biology, Chemistry, Astronomy)
- Original iStartSmart Student Success Programming
- Strategic Enrollment Management (SEM) Multiple Starts, Returning Adults, Financial Student Success
- Completion Agenda Goal Achievement
- Higher Learning Self-Study and Re-Affirmation of Accreditation
Challenges and Opportunities

- One Maricopa Opportunities Serving North Valley (101 & 51 Crossroads)
- Expansion of Open Education Resources (OER)
- Achieving Student and Academic Support Staffing Levels
A learning centered college, where the power of learning transforms lives and enables positive social change.
The MCOR Team met in July of 2014 and set a three year target of 7.2 million in sales. MCOR will have software operations, marketing and management tools in place and operating. MCOR’s flexible outcome-based products and services, connection with MCCCD, and our dedication to future workforce needs will get MCOR to financial self-sufficiency within 5 years (FY 17/18).
Strategic Planning Accomplishments/Goals

- Implement CRM and Integrate website with CRM and set up website to support lead generation. Needed to manage accounts, track clients and track information to report and improve process. Once established, it will be a tool for all MCCCD to use for recruitment from non-credit and continuing education classes into credit programs.

- Develop and implement a MCOR branding plan and marketing plan. CRM and Inbound marketing tools needed to develop contacts and relationships.

- Define solutions capabilities and implement a plan to increase solutions services. CRM-marketing tool needed to help MCOR discover what is lacking in the community and what solutions can be offered.

Improvement from Baseline Period FY2008/2009
Challenges
Enhancing sister colleges knowledge and understanding of MCOR and business model, working together to share revenues, resources and tools. District policy and procedures that don’t fit for this type of business unit. Great improvements have been made related to procurement, general accounting and IT.

Opportunities
Support other Colleges with shared resources and revenue
Provide a service to companies and their employees wanting to grow their skill sets to improve productivity, workforce satisfaction, and the bottom-line.
Growth not only for MCCCD but also to our community.
Leveraging MCOR operations philanthropically
Questions and Answers/Discussion
Phoenix
Governing Board
Budget and Finance Retreat
Rio Salado Conference Center
September 17, 2014
Phoenix Overview

- **Vision**
  Phoenix College will be the premier provider of learning opportunities for our community to go far, close to home.

- **Values**
  Engagement, Excellence, Innovation, Integrity, Respect, & Stewardship

- **Learning College Principles**
  Collaboration, Communication, Evaluation, & Responsibility

- **Fast Facts**
  Celebrating our 94th anniversary as the flagship of the Maricopa Community Colleges.
  Serve over 25,000 students per year who represent 100 countries & speak over 50 different languages.
  Faculty & staff are continuously recognized for their innovative talents and commitment to student success.

- **National & Local Recognition**
  Recognized by the Aspen Institute as a top 150 community college
  PC Bears won the NJCAA Division II Men’s Basketball Championship.
  Designated a Military Friendly School for 2014 by G.I. Jobs Magazine.
Progress toward Governing Board Goals

- 6 year graduation rate: 22% (District = 21%)
- Graduation rate occupational students in 6 years: 20%
  (District = 17%)
- Subsequent success rate college-level English: 79% (District = 77%)

Accomplishments

- Enrollment Management: Retention Plan & Mentoring Initiative
- One Stop Student Enrollment Center
- Center for Nursing Excellence
- MOOC & OER Expansion

Goals

- Student Success Initiatives
- Developmental Education
- HLC Accreditation/Assessment Academy
- Professional Development
Challenges and Opportunities

Strategic Planning
- Use of SharePoint for Engagement/Reporting

Enrollment Management
- SSI/SSE/IMOR2 Retention Efforts
- Degree Phoenix
- PCPA Expansion

Resource Stability
- Maricopa Priorities Recommendations
- Plan for LWOB

Facilities Upgrades
- Center for Allied Health/Dental Excellence
- Technology Support
Soon Celebrating 50 years
- Operates 2 campuses/5 sites
- Offers 200 programs, degrees, and certificates
- Top 56 associate degrees producer in the nation
- Top 10 2-year certificates producer in the nation

Enrollment
- FY2014/2015 FTSE 13,000
- 4 Year decline 20%

Strategic Priorities
- Student Success & Retention
- e-Learning
- Workforce Development
- Resource Development

Vision
Leading the way to success in our local and global community

Mission
MCC excels in teaching, learning, and empowering individuals to succeed in our local and global community. We serve as a resource for college and career readiness, transfer education, workforce development and life-long learning.

Values
Learning
Innovation
Service Excellence
Integrity
Individuals & Community
### Strategic Planning Accomplishments/Goals

<table>
<thead>
<tr>
<th>Strategic Priorities &amp; Select KPI’s</th>
<th>FY2012/2013</th>
<th>Improvement</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Success &amp; Retention</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degrees &amp; Certificates Awarded</td>
<td>4,246</td>
<td>+38%</td>
<td>4,271</td>
</tr>
<tr>
<td>Course Retention Rate</td>
<td>80%</td>
<td></td>
<td>91%</td>
</tr>
<tr>
<td>Course Success rate</td>
<td>71%</td>
<td></td>
<td>76%</td>
</tr>
<tr>
<td><strong>e-Learning</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Headcount</td>
<td>6,776</td>
<td>+45%</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Workforce Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degrees &amp; Certificates Awarded</td>
<td>1,499</td>
<td>+45%</td>
<td>1,469</td>
</tr>
<tr>
<td><strong>Resource Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants &amp; Donations</td>
<td>$2.9 million</td>
<td></td>
<td>Grow 10%</td>
</tr>
</tbody>
</table>

Improvement from Baseline Period FY2008/2009
Challenges and Opportunities

- **Lower Operating Funds from Lower Enrollment**
  - 4 year funding reduced $7.8 million
  - Avoid layoffs = reduce open positions + personnel reassignments
  - Generated one-time surplus funds
  - Maricopa Priorities recommendations

- **Facilities in need of renovation and upgrading; prepare for life without Bond funded capital**
  - Great athletics teams; outdated facilities
  - Old classrooms; need for new instructional technology capabilities
  - More online/hybrid/flipped classrooms

- **Growing international population and start-up of English Language Institute**
  - More than 50% of all F1 students in the District
  - Brings in big tuition $ but most kept at District. Opportunity to bring in more students with improved sharing of the revenue

- **Red Mountain Campus enrollment decline 36%; need to reposition**
Questions/Answers/Discussion