MARICOPA COMMUNITY COLLEGES®

A Board Orientation of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 1:00 p.m. at the District Support Services Center, 2411 West 14th Street, Tempe, Arizona, pursuant to A.R.S. Section 38-431.02, notice having been duly given.

GOVERNING BOARD	ADMINISTRATION (ORIENTATION)
Dana Saar, President	Sherri Lewis for Maria Harper-Marinick
Randolph Lumm, Secretary (Absent)	Debra Thompson
Doyle Burke, Member	LaCoya Shelton-Johnson
Alfredo Gutierrez, Member	Edward Kelty
Debra Pearson, Member	

INCOMING BOARD MEMBERS
Johanna Haver
John Heep
Tracy Livingston
Jean McGrath

CALL TO ORDER	The Board Orientation was called to order at 1:05 p.m.
MARICOPA 101	President Dana Saar welcomed everyone to the session and gave an overview of the day. He also introduced co-presenter, Ms. Teresa Toney, Manager, Office of Public Stewardship. The focus of the day would be an overview of the Maricopa Governance model which governs MCCCD's policy process; an introduction to the Maricopa BoardEffect web portal, the tool used to disseminate information to the Board; and on administrative support provided to Board members.
STATUTORY AUTHORITY	Mr. Saar first reviewed Arizona Revised Statutes (ARS) §§15-1444 and 15-1445 which discuss the mandatory duties of the board as well as other duties the board may choose to do. He then informed Board members that there was a Board Policy Committee whose responsibility would be to ensure MCCCD's policies reflect any statutory responsibilities. The committee would bring recommendations to the whole Board for any policy language changes to keep aligned with statutory changes. The committee would also delve more deeply into policy issues and make recommendations on new policy directions (i.e., changes to outcomes, additional metrics, priorities for the budget, etc.)
NATIONAL PARTNERSHIPS	Mr. Saar then noted several organizations which Maricopa has memberships with who provide ongoing professional development opportunities for Board members and who also serve as excellent resources for best practices in higher education.

- Association of Community College Trustees (ACCT)—The Association of Community College Trustees (ACCT) is a non-profit educational organization of governing boards, representing more than 6,500 elected and appointed trustees who govern over 1,200 community, technical, and junior colleges in the United States and beyond. Located in Washington, D.C., ACCT is a major voice of community college trustees to the presidential administration, U.S. Congress, the Departments of Education and Labor and more. ACCT educates community and technical college trustees through annual conferences focused on leadership development and advocacy, as well as through publications and online and face-to-face institutes and seminars.
- American Association of Community Colleges (AACC)—Founded in 1920, the American Association of Community Colleges (AACC) has, over four decades, become the leading proponent and the national "voice for

community colleges." The association was conceived when a group of presidents representing public and independent junior colleges met in St. Louis, Missouri, for a meeting called by the U.S. commissioner of education. Originally named the American Association of Junior Colleges (AAJC), the association was to function as a forum for the nation's two-year colleges. AACC supports and promotes its member colleges through policy initiatives, innovative programs, research and information and strategic outreach to business and industry and the national news media. The association's efforts are guided by the AACC 2013-2016 Strategic Plan. Governed by a 32-member board of directors elected by the membership, AACC is a nonprofit organization whose overriding mission is to "Build a Nation of Learners by Advancing America's Community Colleges."

- Arizona School Boards Association (ASBA)—The Arizona School Boards Association is a private, non-profit, non-partisan organization that promotes locally elected governance of public education and continuous improvement of student success by providing training, leadership and essential services to public school governing boards statewide.
- Arizona Association of District Governing Boards (AADGB)—Primary responsibility for Arizona's Community Colleges resides at the local level with Governing Board members duly elected by district voters and powers vested by the Arizona Revised Statutes (ARS). Coordination throughout Arizona is through the Arizona Community College Coordinating Council (ACCCC), the Arizona Community College President's Council (ACCPC), and the Arizona Association of District Governing Boards (AADGB).

MARICOPA GOVERNANCE

Discussions then moved to the Maricopa Governance model for MCCCD policies and administrative regulations. Ms. Toney noted that the Board Policies and Administrative Regulations serve as the doctrines which MCCCD abides by. Many of the policies are a direct reflection of the statutory authority provided to community college boards in Arizona. Maricopa Governance is based on the Carver Policy Governance model, with modification. *Policy Governance®, an integrated board leadership paradigm created by Dr. John Carver, is a groundbreaking model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. As a generic system, it is applicable to the governing body of any enterprise. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization. In contrast to the approaches typically used by boards, Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on those Ends. Policy Governance boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.* [http://www.carvergovernance.com/model.htm]

The institution made the decision to use this model to define the role of policy makers and to define the responsibilities of the Chancellor which the Board then monitors and uses to annually evaluate performance.

President Saar briefly review each of the four sections of MCCCD's policies: https://chancellor.maricopa.edu/public-stewardship/governance/board-policies

1 Outcomes
- Global Ends / Broadest Outcome Statement
- University Transfer Education and General Education
- Workforce and Economic Development
- Developmental Education
- Community Development and Civic and Global Engagement

- *Metrics*

Outcomes are policies that determine benefits that will occur for the Boards constituents. These are prioritized and reflected in the budget. A Board member noted that MCCCD's budget is clearly a policy decision which is not currently identified in the established metrics. Although the Carver model of Policy Governance was adopted by MCCCD, the language is not static and policy is ultimately determined by the Board. It was noted that the district budget is the single most important policy decision the Board will make and policy discussions should not be limited to those already established.

2 Chancellor Limitations
- 2.0 General Chancellor Constraint
- 2.1 Treatment of Students
- 2.2 Treatment of Faculty and Staff
- 2.3 Interactions With the Public / Other Constituents
- 2.4 Financial Condition and Activities
- 2.5 Asset Protection
- 2.6 Financial Planning and Budgeting
- 2.7 Staff Compensation and Benefits
- 2.8 Communication and Counsel to the Board
- 2.9 Operational Succession Planning
- 2.10 Public Safety
- *Chancellor Interpretations*

Chancellor Limitations are policies that provide the prudent and ethical boundaries of acceptable Chancellor acts, practices, and circumstances. It is the framework within which the Chancellor may operate. Board members have shared displeasure with the manner in which they are written ('shall not' vs. 'shall') and would like the policy committee to take that into consideration in future discussions.

These policies are used by the Board to monitor the Chancellor's response to its priorities. The monitoring process allows the Chancellor to state what his interpretation of the policy is and defines what measures can be used to demonstrate compliance. The Board can accept or reject the Chancellor's interpretation or evidence of compliance—but it must then articulate to the Chancellor what would serve as evidence. If there is a particular piece of evidence needed to satisfy the Board, the Board can always ask for it.

3 Board-Staff Relations
- 3.0 Chancellor's Role
- 3.1 Unity of Control
- 3.2 Accountability to the Chancellor
- 3.3 Delegation to the Chancellor
- 3.4 Monitoring the Chancellor's Performance
- 3.5 Access to the Internal Auditor
- 3.6 Board / General Counsel Relationship

Board-Staff Relations are policies that describe the Board's relationship and accountability linkage (generally through the Chancellor).

4 Governance Process
- 4.0 Governance Commitment
- 4.1 Governing Values
- 4.2 Manner of Governing
- 4.3 Board Job Description
- 4.4 Board Planning and Agenda Preparation
- 4.5 Board Meetings
- 4.6 President's Role

- 4.7 Board Linkage With the Community
- 4.8 Board Committee Principles
- 4.9 Board Committee Structure
- 4.10 Board Members Code of Conduct
- 4.11 Awarding of Emeritus Status
- 4.12 Governance Investment

Governance Process policies clarify the Board's own job and rules, including how it plans to connect with others.

BOARD ADMINISTRATIVE OPERATIONS

Ms. Tina Emmons, Assistant to the Governing Board, demonstrated the Maricopa BoardEffect web portal, the tool used to disseminate information to and communicate with the Board. Log-in information will be provided to Board members via email.

Additional information shared with the Board included:
- Mileage and travel reimbursement
- District email accounts
- Technology resources provided to Board members

Board members will be provided with a tablet to use to conduct business for MCCCD. Additional technology support for home is also available to Board members, if needed, such as: high speed internet access, printer, scanner, etc.

ADJOURNMENT

The Board Orientation was adjourned at 3:35 p.m.

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Randolph Lumm
Governing Board Secretary