



Maricopa County Community College District Governing Board Minutes May 9, 2017

An Agenda Review, Work Session, and Executive Session of the Maricopa County Community College District Governing Board were scheduled to be held beginning at 4:00 p.m. at the District Support Services Center, 2411 West 14th Street, Tempe, Arizona, pursuant to ARS §38-431.07, notice having been duly given.

GOVERNING BOARD

Alfredo Gutierrez, President
Linda Thor, Secretary
Johanna Haver, Member
Jean McGrath, Member
Dana Saar, Member
Laurin Hendrix, Member
Tracy Livingston, Member (Absent for Agenda Review Only)

ADMINISTRATION

Maria Harper-Marinick
LaCoya Shelton
Gaye Murphy
Paul Dale, Interim EVC & Provost
Edward Kelty
Christina Schultz
Chris Bustamante
Bill Guerriero
Steven Gonzales
Jan Gehler
Chris Haines
Monica Castaneda for Terry Leyba-Ruiz
Ernie Lara
Shari Olson
Sasan Poureetezadi
Maggie McConnell, Legal

AGENDA REVIEW

The Agenda Review was called to order at 4:05 p.m. All items were reviewed with minimum questions and comments.

Item 1.1 pertaining to the Final Adoption of Proposed MCCCDC Fiscal Year (FY) 2017-18 Budget had major discussion pertaining to:

1. Adopted budget on page 15
2. Salaries and wages \$394,108M but web shows \$383,338M
3. Legal Notification Budget: When Board adopts budget, they adopt bottom line not each individual line. Changed items are held in reserve line items.

Item 13.3 Lease of Suite at Rio Northern to Bloom 365: Lease rate is full market rate for area.

Item 14.2 Purchase Order for Building C Hazardous Matter Abatement and Partial Demolition at Phoenix College: this was anticipated.

Item 14.4: 2017-18 Student Insurance Program Renewal: The question as to whether we were covered for brain damages on these policies (football and soccer). This item is trending in all the minds of carriers and one carrier is not covering concussions. We are self-insured for general liability. Claims must be filed with 180 days and one year to file a lawsuit.

ADJOURNMENT OF AGENDA REVIEW

The Agenda Review adjourned at 4:55 p.m. Group reconvened at 6:00 p.m. at the Rio Conference Center for Work Session on Transformation Task Force Update.

WORK SESSION ON TRANSFORMATION TASK FORCE UPDATE

Governing Board President Alfredo Gutierrez called the Work Session to order at 6:04 p.m. President Gutierrez made reference to the Resolution approved on January 24, 2017 which was closely aligned to the following Strategic Commitments:

- The District will work to build a thriving community through access and student success;
- The District will be recognized as a leading innovator among institutions of higher learning in the nation;
- The District will be a driving force for economic and workforce development in Arizona. The resolution further stated:

Within 90 days, the Chancellor bring a plan for review by the Governing Board that was bold, focused, accountable and met the following goals and requirements:

1. Maintain financial stability by focusing on enrollment management, retention, persistence and student success;
2. Empower the system to be more agile and responsive in addressing the skills gaps and workforce needs and in expanding partnerships with business and industry.
3. Incentivize the Colleges to be more entrepreneurial, increase efficiency and collaboration, and better leverage resources.
4. Define goals, benefits and drawbacks of various regional approaches to planning, coordinating, and executing programs and services.
5. Support a culture of transparency and collaboration based on engagement of stakeholder groups, including but not limited to the Faculty Executive Council and the Classified Staff Council.

President Gutierrez requested that external members of the Transformation Task Force be introduced.

Prior to introducing the external task force members, Chancellor Harper-Marinick expressed appreciation for the opportunity to address the Board regarding the work of the Transformation Task Force which included members of the external and internal communities. The Chancellor explained that the task force had been formed in February, 2017, and had held a total of ten meetings. They submitted a set of recommendations which would be posted on the website.

TASK FORCE COMMENTS

Following this, the Chancellor introduced all members of the Task Force and thanked them for their time and good work. She then called on external task force members to comment on their experiences:

JOHN LEWIS

John Lewis, President & CEO, East Valley Partnership – Mr. Lewis commented it had been his pleasure to be in attendance this evening and having had the opportunity to participate in this effort, as well as continuing to be ambassadors for this district. According to statistics, 4.4 million people live in Phoenix and there will be 6.6 million by 2050. Community Leadership like having a Community College President nearby to serve on councils. They also like to see one group such as ONE

Maricopa. He encouraged having a strong relationship with GPEC to help make MCCCDC strong and effective.

BETSEY BAYLESS

Betsey Bayless, President Emeritus, Maricopa Integrated Health System – Ms. Bayless worked with Peggy Neely on the Resources, Efficiency and Collaboration Team which recommended changes to help reduce duplication. This team focused on budgets and finances and were surprised at policies in place which had been standardized by Chancellors Glasper and Harper-Marinick. In addition, an HR consultant had been hired to look at the entire workforce which they felt was in great need. They observed that there was an unwieldy classification system in place which hinders excellence and rewards longevity. The time-honored practice of rewarding employees is not easy and very difficult. The Chancellor will need support during this time of transition. The lack of performance evaluations at all levels of the organization is also a problem. Many supervisors are not held accountable. Leadership training for staff will be required.

PEGGY NEELY

Peggy Neely, Johnson & Neely Public Strategies – Expressed appreciation for the opportunity to serve on this committee. She learned a lot during this process of working on the budget. Funding is based only on enrollment. The base budget for this large organization is a huge task to tackle and a base budget at each college is lacking. A lot of this could be remedied by taking a base budget and seeing what it consists of. Older colleges have been building their base budget; however, even “younger” colleges such as PVCC are at least 30 years old. Colleges need predictability and stability – not FTSE. A new formula is needed. Take a look at how schools are funded; look at base and then FTSE. Make sure to look at each college’s budget, see if they are meeting their strategic plans, and make needed changes. There is a wonderful group of people that run the district. Need to take politics out of it. Need to make sure that we are moving with strategic plan. Her own daughter started at NAU, then came to SCC, and followed at ASU. She is now a bone transplant nurse at Mayo. Every adult needs the ability to make this a jewel in the desert.

SINTRA HOFFMAN

Sintra Hoffman, President & CEO, WESTMARC – The process followed was great and it was a learning opportunity for all. At the end of all this, we are here to create jobs and MCCCDC is a first step. Another area is student success. When students come in at 17 or 18 years of age, they are not all there. They need additional guidance. Budget challenges cut services. When you look at budgets, look at each region and see if it is growing. She is committed to helping with the effort. Need to recreate the business model. Internship experience is important.

CHANCELLOR

Chancellor Harper-Marinick thanked the external Task Force Members for their insights and comments and proceeded to review the Transformation Plan Recommendation. She quoted Einstein by stating “We cannot solve our problems with the same thinking we used when we created them.” She commented that transformation takes place in four stages: System Refinement, System Management, Continuous Improvement, and System Excellence. A system approach will be used for this transformation and there will be a culture shift. We need to bring change to tools that we offer students.

There will be three themes to this transformation: (1) Student Success, (2) Strategic Alignment, and (3) Improved Infrastructure. The Individual

College President Model will be retained and a strong system-wide performance expectation and accountability will be instituted. We will increase visibility as a system of colleges versus distinct institutions. A culture shift focused on student success, and not internal competition, will be facilitated. Clear pathways will be implemented, including a stackable credentials model for CTE programs. A single point of entry for employers and industry will be established and key processes and practices district-wide will be standardized.

(1) Student Success Strategies will include:

- Implementation of Guided Pathways district-wide
- Adoption of “Intrusive” student support philosophy, including effective advisement practices
- Development and utilization of consistent training for all academic advisors
- Investment in aggressively reducing the advisor to student ratio.

(2) Strategic Program Alignment to Industry

- Regional Industry “Institutes” will be launched
- Guided Pathways for CTE and Occupational Programs will be implemented
- Single Industry Boards and Single Point of Entry by Sector will be created
- Chancellor’s Strategic Leadership Council on Workforce will be established.
- Build Career Navigator Tools
- Increase District-Wide Apprenticeship and Internship Programs
- Streamline Program Review Process
- Incorporate Dual Enrollment and Other Early College Strategies
- Enhance Data Analytics Technology

(3) Improving Infrastructure

- Implement an Integrated Student Services Approach
- Develop Strategic Brand and Implement Targeted Marketing and Outreach
 - Digital, Social, and Grassroots
 - Community Engagement
 - Special Populations
- Modernize MCCCDC Systems and Processes Districtwide
 - Establish Maricopa Call Center to Track and Convert Leads
 - Implement Guided Pathways E-Advising Tool
 - Utilize Fully the Student Relationship Management (CRM) tool
 - Design Public-Facing Website and Virtual Delivery of Services
 - Design and Deploy Comprehensive Student Portal
- Standardize Procedures and Improve Response Times
 - Admission and Enrollment
 - Financial Aid and Compliance
 - Information and Resources for Students and Families
 - Internal Communications Strategies

Next Steps & Timeline

Within 90 Days

Industry Institutes

- Establish Chancellor’s Strategic Leadership Council on Workforce
- Identify and Prioritize Industry Sectors for Year 1
- Create And Deploy Implementation Teams For Phase 1 Sectors

Student Success Strategies

- Contract National Consultant With Experience In System-Wide Implementation Of Guided Pathways And Academic Advising
- Establish Leadership Model, Including Executive Leader(S) And High-Level Steering Team To Provide Oversight
- Adopt Guided Pathways Construct, Framework, And Guiding Principles
- Establish A Baseline For Key Performance Indicators And Finalize Metrics And Targets
- Develop A Detailed And Comprehensive Project Implementation Plan

Infrastructure and Operations

- Identify Consultancy To Assist Us In Developing A Revitalized And Comprehensive Brand Strategy
- Invest Additional Funds Into "Some College/No Degree" Plan
- Identify Facilities And Purchase Equipment For Call Center
- Hire And Train Call Center Staff
- Search For Financial Consulting Services To Complete Equity Analysis Of Budget

Next Steps & Timeline

Within 4- 18 Months

Industry Institutes

- 3 Institutes In Place; 3 More In Process
- Structures Determined
- Leadership Team In Place
- Curriculum And Course Mapping Completed

Student Success Strategies

- Establish Goals Regarding Academic Advising
- Additional Academic Advising Services At Colleges
- Establish A Work Plan For District-Wide Implementation
- Establish Operational Budget
- Leadership And Staff Training Underway

Infrastructure And Operations

- Call Center Up With Data Collection And Analysis Report Of First Two Semesters Complete
- New District Website Launched
- Website Fully Deployed Across District
- Conversion Of College Websites Initiated
- CRM Integrated Fully Across District
- Guided Pathways E-Advising Tool Identified And Tested
- Brand Strategy Complete
- Phase 1 Marketing Complete
- Phase 2 Marketing Underway
- Standardization Full System Plan Developed Underway
- Outreach Teams In Place
- Student Portal Under Development And Tested
- Initial Evaluation Of Effectiveness Of Marketing And Process Changes
- Performance Review Tool Established

Estimated Costs for Initiation (Year 1)

Guided Pathways	\$2.1MM
Advising	\$4.0MM
<input type="checkbox"/> \$300,000 business processes	
<input type="checkbox"/> \$2.1m new advisors, one-time funds (@30)	
<input type="checkbox"/> \$1.6m new advisors, current operations (@20)	
Call Center	\$2.9MM
Industry Institutes	\$4.2MM

Branding, Marketing, Communications	\$6.3MM
Web, Technology, and Automation	\$7.5MM
Total Investment	\$26.0MM

Immediate Steps

- Initiate the Process to Hire College Presidents
- Continue Development of Guided Pathways
 - ❖ Support Degree Mapping Activities
 - ❖ Invest to Improve Advisor/Student Ratio
 - ❖ Develop Training for Advisors

Team Leader: Dr. Ernie Lara
- Initiate Development of Industry Institutes

Team Leader: Dr. Steven Gonzales
- Identify Different Resource Allocation Model

Team Leader: Ms. Gaye Murphy

Continuing Work

- Improvement of the Student Experience

Team Leader: Dr. Paul Dale
- Find Efficiencies, Build Collaboration, And Generate New Revenue
 - Ongoing Implementation Of Maricopa Priorities
 - Consolidation Of Programs/Services When Appropriate
 - New Ways To Partner With High Schools, Universities, And Other Key Partners
 - Continued Improvement Of Mcor Outcomes

BOARD COMMENTS

Dr. Thor thanked all the members of the Task Force for the work they accomplished in a short span of time. She commented that next steps will include bringing in national consultants to help, especially in the area of call centers. Regarding rebuilding enrollment, our colleges have some ideas on some quick fixes. If resources are made available, the colleges should be asked to surface ideas.

Mrs. Livingston reminded that the Board had asked the Chancellor to do this in a short time. Moving forward quickly. This has happened within ninety days. She exhorted everyone not to forget about the kids which were her passion.

Mrs. Haver thanked all of the Committee. She commented that this work points us in the right direction and she was quite excited about this undertaking.

President Gutierrez thanked and congratulated the Committee members and the Chancellor for the excellent work. The development of Guided Pathways and hiring of hundreds of advisors will be most expensive. We have sufficient reserves and must look at this as an investment. He would like to see this separately appropriated and accounted for. It should be a specific appropriation with reports to the Board on an ongoing basis. To use one-time money for programs, we need to do something bold or else go into obsolescence.

The Chancellor commented that a detailed budget is being worked on for the one-time money. She would make sure the Board receives it soon.

Mr. Saar stated this was a huge undertaking. A lot of tasks were introduced this evening. Completions are important. Keep the end in mind and point out what is in it for students.

The Chancellor responded that everything revolved around strategic commitments, enrollment, persistence, completion, and employment.

Dr. Thor commented that hopefully we can recover this investment much sooner. It is important that we clearly let the larger community know that this is a positive path to the future.

President Gutierrez stated that in the next two meetings, the Board has to take a position and make a commitment. Need to have internal communication. He again thanked the Chancellor and the Task Force. If this Board agrees to move forward, it will reengage. He also thanked the College Presidents.

ADJOURNMENT

The Work Session adjourned at 7:25 p.m. Board Members moved to the Maricopa Room, M103, for Executive Session.

Dr. Linda M. Thor
Governing Board Secretary