



Maricopa County Community College District Governing Board Minutes March 28, 2017

A Budget and Finance Committee Meeting and a Regular Meeting of the Maricopa County Community College District Governing Board were scheduled to be held beginning at 5:00 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

Absent: Laurin Hendrix, Member
Tracy Livingston, Member

ADMINISTRATION

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

CALL TO ORDER OF BUDGET AND FINANCE COMMITTEE MEETING

Committee Chair Dr. Linda Thor called the Budget and Finance Committee Meeting to order at 5:00 p.m. Dr. Thor announced this evening there would be a presentation by Executive Vice Chancellor and Provost Dr. Paul Dale on the \$2.4 Million College Initiatives Proposal included in the Budget. Prior to Dr. Dale presenting, Dr. Thor called on Vice Chancellor Gaye Murphy to provide some background information.

Vice Chancellor Murphy indicated that Maricopa had received their final update of the Spring in terms of funding and this was from the Salt River Project. It was thought that this funding would be \$300,000 less but in fact it is only going to be \$26,000 less, allowing the addition of \$281,000 to the initiatives. Additionally, the Board contingency of \$900,000 remains intact. As a point of clarification requested by Board Member McGrath, Ms. Murphy indicated we would be getting about \$9 million from SRP.

Executive Vice Chancellor and Provost Dr. Paul Dale commented that he had been requested to speak about how they had operationalized a one line item. Dr. Dale wanted to clarify that they were operating from the Strategic Commitments document of a few months ago and that is how they were approaching the work of how to approach planning and outcomes.

When the Chancellor directed that the \$1.9 million from internal reallocation be put back into the colleges which brought the account to

\$2.4 million, it was requested that the colleges explain how that money would be used in the areas of student success initiatives and tie them back to the outcomes of the strategic commitments. Each college looked at the first bucket of the strategic commitments document and identified programs that would tie back to the outcomes.

A summary of the full proposals from the ten colleges was distributed and Dr. Dale explained that he tried to identify three highlights from their proposals. The document shows that there is \$2.4 million available across the ten colleges. Approximately \$5.9 million was requested and exceeds the money available. On the summary across the top of his handout "Strategic Commitment: Building Thriving Communities Through Student Access and Success" there were four funding guidelines listed. These included outreach and recruitment, the student on-boarding experience, strengthening academic support, and final implementation of "Guided Pathways."

The colleges submitted their proposals and these total about 40 pages in a completed document. Dr. Dale summarized these based on programs dealing with student persistence, access, and success. Seven of the ten proposals included academic advising, recruitment, and academic support. In the proposals the college presidents have done an excellent job of mapping them to the outcomes in a detailed and thorough manner. In response to a question as to how the proposals would be funded, Dr. Dale responded that given the small amount of money available, it was decided that the money would be equally allocated ten ways. Each college would be allocated \$240,000 as they know best how to prioritize what they submitted.

With reference as to how these proposals differ from the proposals to be presented on April 8, Vice Chancellor Murphy indicated that these had been built into the original budget. However, since then the colleges had been asked to present proposals about their needs on a deeper level at the April 8 meeting. It is her understanding that they are planning to submit plans totaling around \$15 million. All requests, including the ones for \$240,000 will be included in their presentations.

President Gutierrez mentioned that Dr. Dale had made reference to advising and asked what the ratio of advisors to students was. Dr. Dale indicated he could only speak for PVCC where the ratio was one to every 1300 students and this is probably duplicated at each college. The ratio is high. Although many of their staff were front line employees, many of them are part-time employees. Dr. Thor commented that on the recent trip to Alamo Colleges the biggest takeaway was what they had done in the area of advisement. Their goal/ratio was one advisor for every 350 students. The percent of students completing is up 244% in the last ten years. They have an advisors training program in place to ensure that their advisors are well versed. They have invested \$2 million for their five colleges. To duplicate that within Maricopa, we would have to invest at least \$4 million.

President Gutierrez asked if we had a uniform training program for advisors. Dr. Dale responded that tutoring training was uniform, however, he was not aware of any advising academy and the complexity of certifications that we offer make this more difficult. President Gutierrez commented that the complexity is not insurmountable. Advisors are PSA

9's and paid around \$30,000. Requirements include a Bachelor's Degree but this may just be a desired requirement. At most universities, master's degrees are required.

The Chancellor commented that many years back we did have a standardized training program that was developed. We have done it before and should be able to bring it back. Alamo divides advisors up into categories of programs and requires Bachelor's Degrees. The model they use at Alamo requires that advisors get back with students to find out their progress and it also eliminates "over-credited" students.

Dr. Dale commented that the "Guided Pathway Model" automates that tool. President Gutierrez commented that Guided Pathways are in place at Alamo and wondered how far we are from implementing. President Gutierrez commented that others have done this and we should be able to borrow rather than reinvent. Dr. Dale made reference to the process described in book titled "Redesigning America's Colleges." Dr. Dale stated that at one time Maricopa was ahead on this process and the challenge was how to bring the original program implemented in 2013 into the year 2017 in terms of the pathways, the analytics and the curriculum in a systemwide method. The process has not been automated.

President Gutierrez asked if the Board were to mandate and fund student pathways and advisement, what would be the time factor for implementation? Dr. Dale responded that they have been requested by the Chancellor to move into a more responsive, nimble approach to implementation of larger systems. Mesa Community College is in the process of conducting an RFP for an e-tool and everyone is being very careful not to violate procurement practices. We are hoping to be able to scale that procurement process to be able to implement multiple implementations over multiple years. If funding were to be provided, it is conceivable that MCC and one other college could begin implementation in 2017-2018. We would need to scale the degree mapping in order to have uniform degree maps and teams would be formed to share the load in degree mapping. Phoenix, South Mountain and GateWay have said they want to be part of the next phase and then in three-to-five years everyone can be on guided pathways.

The Chancellor commented it might be helpful and useful to have a discussion/presentation around pathways for common language and understanding. People are using this term but it may have different meanings. Our "old-fashioned" curriculum check-sheets are a form of pathway. Our agreement with ASU is a pathway and our CTE Programs are fairly prescriptive and also a form of pathway. She felt it would be helpful to have a session with the Board and discuss what we have in place and what they mean by guided pathways, describe what they are, why they feel we don't have pathways and decide how we are going to get there. We need to develop common tools and how we are going to implement the mandates.

Board Member Saar commented that the program at Alamo focused mainly on advisement. They have counselors and advisors. Counselors are psychological/sociological and help with career planning or how to understand, and advisors focus on how to get through the process. At privates, the advisor is the first person you are going to see and they are going to follow you through the whole process. We need to open our eyes

to a new definition and how our new millennials work with new technology. We need to keep our eyes and ears open and be open-minded about how we do things that are traditional. We know that mentoring is a huge factor in success. One program that has been successful at many locations is when each employee is assigned two-three students to provide support.

Another important factor at Alamo was funding. They invested \$2 million per year into advising. The return on investment has been substantial. They had a need to stop the employee turnover due to low pay and made significant changes in their pay. We need to make sure that we don't have something as important as advising be a stepping stone to something else. Dr. Dale commented that advisors work in One-Stop Centers and their role is complex. The MCCD process is much different than privates where the advisor stays with student through the whole process. The beginning part works very well but students don't finish very well.

Dr. Thor brought the discussion back to funding \$2.4 million and the \$900,000 Governing Board Contingency. After April 8 we will consider whether a tax increase will be voted on. These ideas are not out of our grasp. It is important to put a body in place but it also important to make sure that people are trained. Further conversation was held regarding the role of advisors throughout the entire semester in assisting students, providing encouragement about low grades, missing classes, and helping students succeed.

Dr. Thor reminded everyone that on April 8 budget presentations would be heard and at the next Budget and Finance Meeting in April, fund balances would be discussed and we would find out what is actually available.

ADJOURNMENT OF BUDGET AND FINANCE COMMITTEE MEETING

The Budget and Finance Committee Meeting adjourned at 5:50 p.m.

CALL TO ORDER OF REGULAR BOARD MEETING

President Alfredo Gutierrez called the Regular Board Meeting of the Maricopa Community College District to order at 6:30 p.m.

SUBSTITUTIONS

There were two substitutions for members of the CEC.

PLEDGE OF ALLEGIANCE

The assembly pledged allegiance to the United States of America led by GateWay Community College student Crissy Ramos.

STUDENT LIFE REPORTS

Crissy Ramos, Paulina Cuevas, and Jevonne Taylor from GateWay Community College came forward to present an update on their activities this semester. They provided the following report:

“At GateWay Community College, we offer many Leadership Opportunities. In the fall, 10 students attended the MCCD three-day Student Leadership retreat at Pine Summit Camp in Prescott. We left there with an awareness on how to be an inclusive leader, how to grow our clubs on campus and even expanded our social network knowledge.

In November, 24 students from student leadership and the students support service program took a road trip to attend the American Student

Government Association Conference in Los Angeles, California. At the conference, we learned helpful tips to engage students in our clubs and how to make sure the club is a success. At the conference, we also interacted with community college students from across the nation. While in Los Angeles, we took this opportunity to visit the Museum of Tolerance. The museum gave us a better understanding of the Holocaust. We also learned about the many forms of hate that is still around. We applied this knowledge to help us better our own community at GateWay. In May, eight students will represent GateWay at the MCCC LeaderShape Institute at Chandler/Gilbert Williams Campus.

Events and Activities

GateWay offers several events and activities where students can volunteer and get involved in program planning and campus events. SAM council hosts several activities on campus including Pizza with the Dr. Gonzales the Holiday Buffet and our GeckoLand Spring Fling, which is open to our staff, students and the community. SAM Council also host monthly Family Movie Night on campus where we have over 100 guests in attendance, which included students, faculty, staff, and community members. The movies we have shown this school year are The Secret Life of Pets, Finding Dory, Moana and Sing.

Clubs and Organizations

There are a broad range of student clubs that explore a variety of activities and interests that promote social, cultural, and academic awareness. College is about exploration, finding your passions and having fun. In September, GateWay held a Club Expo where students got a chance to gather information about the clubs on campus and decide which ones were right for them.

This year GateWay Community College clubs have been involved in many different activities.

- Student Nurses Association collected supplies for children and families in Haiti, In November they collected swabs for “Be the Match” to see if unrelated donors could save a life, In December they held a pancake breakfast free to all offering a stress free environment before finals. Every semester the SNA has a scrub sale where they sell lightly used scrubs for nursing students a reasonable price.
- World explorers and several other clubs participated in 90 Minutes Around the World - an International food and entertainment celebration.
- In April, Radiology students will host “X-Rays Don’t Hurt.” The will show our GateWay children’s Learning Center how an x-ray is performed and emphasize that there is no reason to be afraid.

Volunteer Opportunities

Our student are servant leaders. We have volunteered with the City of Phoenix Neighborhood Services program. This program assists residents who have current blight violations on their property and are unable to correct them due to physical limitations or financial hardships. Our students helped these residents by trimming low-hanging trees, cutting grass, and painting exterior surfaces.

GateWay volunteers also assisted with clearing an outdoor area in a low-income housing development. This area will now be turned into a community garden that will be maintained by the residents.

A few other opportunities included:

- A pajama and book drive for the Pajama Project organization. The project was founded to provide pajamas and books to children who have been removed from their homes or are in shelters.
- We served as St. Mary's Food Bank distribution site where over 300 families received produces total 19,572 pounds.
- An on-going campus food pantry that is coordinated and maintained by students for students. Our Athletes and student organizations host food drives to maintain a well-stocked pantry.

Our servant leaders believe in this quote taken from Anthony D'Angelo "Without a sense of caring, there is no sense of community."

Thank you

Thank you for your time and for giving us the opportunity to share with you the many activities going on at GateWay Community College.

COLLEGE REPORTS

There were no reports.

EMERITUS, AWARDS, AND RECOGNITION

There was one presentation. This included one award for Patricia McIntyre from Phoenix College. Interim President Chris Haines approached the podium to present the award.

CITIZEN'S INTERIM

No citizens came forward.

CHANCELLOR REPORT

The Chancellor requested that Darcy Renfro, Chancellor Chief of Staff, come forward to provide an overview of the Ad-Hoc Transformation Task Force Process.

Transformation Task Force Update

Ms. Renfro's presentation included the following information:

- Task Force made up of 2 faculty, classified staff, vice chancellors, presidents, students and 7 community members representing various portions of the county
- 6 meetings to date
 - Committees mirror Governing Board resolution and strategic commitments
 - Student Access and Success
 - Workforce Responsiveness
 - Resources, Efficiency and Collaboration
 - Leadership
 - Full committee meeting every Friday, starting on 3/3, open to the public with public comment – 3 hours
 - Deliberation meetings held the following week – 2 hours
 - Between 4-10 Task Force members each time
 - Between 6-20 members of the public, who have been included in the conversations to date
- 4-5 remaining meetings
- All agendas, minutes and presentations are posted on the website
- Public comment portal for submitting ideas and comments on-line – 21 submitted to date
- Also reached out to CSC and FEC

- Objective is to present recommendations to the Chancellor the week of April 10 for presentation to the Governing Board at its April 25 meeting

Update on Enrollment Management

Executive Vice Chancellor and Provost Dr. Paul Dale provide an update on Enrollment. His presentation included the following:

- Student Success DNA: How initiatives align and work together to help students achieve their goals. These include:
 - Seamless Student Experience
 - Student Success Initiatives
 - Unifying Tools
 - Integrated Marketing, Outreach, and Retention
 - System-wide Enrollment Management
- Campus Orientations and Engagement Activities
 - Student Success Initiative
 - Mandatory (Fall 2013)
 - Assessment
 - Placement
 - Orientations
 - Advising
 - College Success Course
 - Elimination of Late Enrollment (Fall 2013)
 - Strengthen Capture of Intent (Complete)
 - Completion Candidate Project
- Student Success Initiative – GCC Research
 - Of 3,143 Students, 1,416 tested into developmental education
 - Attending new student orientation – 1.3 times more likely to persist
 - For Dev Ed students, attending a new student orientation – 1.5 times more like to persist
 - Meeting with an advisor – 1.3 time more like to persist
 - For Dev Ed students, meeting with an advisor – 1.5 times more likely to persist
 - For Dev Ed students, successfully passing CPD150 – 1.5 times more likely to persist
- Improving Teaching and Learning
 - 60:40 Faculty Ratio
 - Co-requisite Learning
 - Math Modules & Math Boot Camps
 - Open Educational Resources saving students over \$7M
 - Steamtastic at PVCC
 - Syllabus Project at PC
 - Coaching Success in Early College
 - Transforming Developmental Reading Through Information Literacy
 - Demand-driven Scheduling at GCC
- Retention and Engagement Activities
 - Student Success Fair at EMCC
 - Service Learning at SCC
 - MEN/Women Rising
 - Excel Program
 - Honors/PTK
 - Artists of Promise

- I Will Graduate Campaign
- Fall-to-Fall Retention Stats
- College-Level Course Success Stats
- American Association of Community College Guided Pathways
 - Clarify the Paths
 - Help Students Get on a Path
 - Help Students Stay on their Path
 - Ensure Students are Learning
- Strategic Commitments: Building a Thriving Community through Access and Student Success
 - Increase enrollment of underserved populations by 10%
 - Improve graduation rate of academically underprepared students by 10%
 - Improve graduation rate of underrepresented populations by 10%
 - Increase number of students transferring to state universities by 15%
 - Increase three-year graduation and transfer completion rates by 50%
 - Increase success rate in developmental education courses to 75%

BOARD PRESIDENT REPORT

President Gutierrez announced that Board Member Saar would provide a summary of the Board Members’ Trip to Alamo Colleges in San Antonio during the month of March.

Board Member Saar provided the following information regarding the trip to Alamo College:

- Mission/Vision/Values for both Alamo and Maricopa
- FAQ’s on number of colleges, enrollment, employees, annual budget, tuition
- Student Body Statistics
- Workforce Training students, partnerships, grants, economic impact
- Strategy Map
- Information on administrative and governance styles, institutes and academies, summer momentum plan, recruitment tools, graduation and completion improvement plan
- Number of Degrees Conferred each year since 2006
- Then and Now comparisons since 2006 on various categories

APPROVAL OF THE ORDER OF THE AGENDA

Board President Gutierrez requested a motion to approve the Order of the Agenda.

MOTION

Motion 10477

Board Secretary Haver made a motion to approve the Order of the Agenda. Board Member Thor seconded. Motion passed 5-0 (Mr. Hendrix and Mrs. Livingston not in attendance).

APPROVAL OF CONSENT AGENDA MOTION

The following items were included on the Consent Agenda:

10.1 APPROVE THE MINUTES OF THE FEBRUARY 7, 2017 POLICY COMMITTEE, AGENDA REVIEW, AND EXECUTIVE SESSION, THE FEBRUARY

28, 2017 REGULAR BOARD MEETING, AND THE MARCH 7, 2017 SPECIAL BOARD MEETING

11.1 APPROVE EMERITUS DISTINCTION – CHANDLER-GILBERT COMMUNITY COLLEGE – SHARON FAGAN - Recommendation for Sharon Fagan, Education Faculty at Chandler-Gilbert Community College to receive Emeritus Status with the Maricopa County Community College District.

11.2 APPROVE EMERITUS DISTINCTION - CHANDLER-GILBERT COMMUNITY COLLEGE – NANCY SHORT - Recommendation for Nancy Short, Economics Faculty at Chandler-Gilbert Community College, to receive Emeritus Status with the Maricopa County Community College District.

11.3 APPROVE EMERITUS DISTINCTION – CHANDLER-GILBERT COMMUNITY COLLEGE – SANDRA STUEBNER - Recommendation for Sandra Stuebner, Psychology Faculty at Chandler-Gilbert Community College, to receive Emeritus Status with the Maricopa County Community College District.

11.4 APPROVE EMERITUS DISTINCTION – SCOTTSDALE COMMUNITY COLLEGE – CARL COUCH - it is recommended that the Governing Board award Emeritus Distinction to Carl Couch, Vice President of Administrative Services.

12.1 APPROVE SALE OF A PORTION OF LAND TO CITY OF LGENDALE FOR INTERSECTION IMPROVEMENTS – GLENDALE COMMUNITY COLLEGE – approve the sale of a portion of the District property located at the southeast corner of Glendale Community College to the City of Glendale for intersection improvements. The offered purchase price for the 198 square foot parcel is \$105.00

MOTION

Motion 10478

Board Member Saar moved for approval of the Consent Agenda. Board Member Haver seconded. Motion passed 5-0 (Mr. Hendrix and Mrs. Livingston not in attendance).

13.1 APPROVE PROPOSED DELETION: GOVERNING BOARD POLICY 1.3 DEVELOPMENTAL EDUCATION – it is recommended that the Governing Board delete existing Board Policy 1.3 Development Education as Amended October 22, 2013, Motion No. 10112. Existing policy is listed on the second page of this item and also posted online at: <https://chancellor.maricopa.edu/public-stewardship/governance/board-policies/1-outcomes/1.3-developmental-education>
The deletion would include the current metrics used to monitor Developmental Education Outcomes.

MOTION

Motion 10479

Board Member Livingston moved for approval of the Item 13.1. Board Member Haver seconded. Motion passed 5-0 (Mr. Hendrix and Mrs. Livingston not in attendance).

13.2 APPROVE PROPOSED CHANGES: GOVERNING BOARD POLICY 1.3 DEVELOPMENTAL EDUCATION – adopt the proposed policy revisions that have been submitted as a result of discussions at the August 9, September 13, October 11, November 8, 2016, and January 10, 2017,

Policy Committee Meetings, all dedicated to the topic of Developmental Education. Upon adoption, the revised policy changes shall replace preceding Board Policy 1.3 language and become effective for the 2017 Monitoring Cycle.

MOTION

Motion 10480

Board Member Saar moved for approval of the Item 13.2. Board Secretary Thor seconded. Motion passed 5-0 (Mr. Hendrix and Mrs. Livingston not in attendance).

14.1 APPROVE CURRICULUM - It is recommended that the proposals be approved as submitted.

MOTION

Motion 10481

Board Secretary Thor moved for approval of the Item 14.1. Board Member Haver seconded. Motion passed 4-1-0 (Mr. Hendrix and Mrs. Livingston in not in attendance; Mrs. McGrath voted NO).

Discussion:

Board Member McGrath expressed concern that there are sixteen classes with prerequisites that sound like students have to join the Carpenters Union. GateWay Community College President Dr. Steven Gonzales requested that the Apprenticeship Coordinator Dr. Anna Lopez come forward to explain more about this training. Dr. Lopez explained that no prior union membership with the Carpenter's Union is required for this training and no designation is required when they register. Mr. Saar commented that the Carpenters Union built their facility many years ago and GWC has had a relationship with them to provide training. Dr. Thor indicated that GWC offers these programs with an agreement through the union and they are not available to the general public. The value is that they can take college programs. Classes are limited to apprentices.

FIRST READINGS

15.1 REVIEW PROPOSED DELETION: GOVERNING BOARD POLICY 3.4 MONITORING THE CHANCELLOR'S PERFORMANCE – it is recommended that the Governing Board delete existing Board Policy 3.4 on as Amended April 28, 2015, Motion No. 10292. Existing policy is listed on the second page of this item and also posted online at: <https://chancellor.maricopa.edu/public-stewardship/governance/board-policies/3-board-staff-relations/3.4-monitoring-the-chancellors-performance> Justification: In a separate item, the Governing Board will vote on a proposal to adopt proposed policy changes. The action to first delete the existing policy will present the Board with a second action to adopt by separate vote, the proposed policy changes.

15.2 REVIEW PROPOSED CHANGES: GOVERNING BOARD POLICY 3.4 MONITORING THE CHANCELLOR'S PERFORMANCE – it is recommended that the Governing Board delete existing Board Policy 3.4 on as Amended April 28, 2015, Motion No. 10292. Existing policy is listed on the second page of this item and also posted online at: <https://chancellor.maricopa.edu/public-stewardship/governance/board-policies/3-board-staff-relations/3.4-monitoring-the-chancellors-performance> Justification: The proposed language and structure of the policy reflects the addition of an instrument that evaluates the Chancellor's relationships, leadership, management, and personal qualities.

INFORMATION ITEMS

16.1 REVIEW EMPLOYMENTS (REGULAR, SHORT-TERM, AND SPECIALLY FUNDED) (FEBRUARY 2017) AND SEPARATIONS (FEBRUARY 2017) – During this time period, there were 26 hires and 17 separations.

MONITORING REPORTS

17.1 REVIEW BUDGET ANALYSIS REPORT, FUND 1 – GENERAL UNRESTRICTED FUND, FOR THE EIGHT MONTHS ENDING FEBRUARY 28, 2017 - Expenditure analysis indicates 53.8% of the budget has been expended this year as compared to 54.2% expended at this same point last year. 21.1% of the budget remained unexpended or unencumbered compared to 17.5% in the prior year. Revenue analysis indicated that 67.0% of the budgeted revenue has been recognized as compared to 67.2% in the prior year. The projected fund balance will increase by ~\$3.2M this fiscal year and the projected ending fund balance for June 2017 is \$177.2M. The District should meet its financial stability requirements.

FACULTY EXECUTIVE COUNCIL (FEC)

There was no report.

CLASSIFIED STAFF COUNCIL REPORT

Kris Bliss, President of the Classified Staff Council, provided the following comments:

“I appreciate this opportunity to speak with you on behalf of CSC.

My topic this evening is the role of the CSC as the employee voice in helping the District to meet its commitment to provide for “the life-long learning needs of our diverse students and communities.”

The Strategic Commitments adopted by this Board identify a collaborative organizational culture as essential because of the central role that our employees occupy as the primary asset through which the District performs its functions and meets its responsibilities.

Specifically, the Board directed the development of a culture of collaboration and communication that actively involves and empowers employees in order to improve employee inclusion, satisfaction, growth, and performance.

The Board reiterated this commitment at its meeting last month in adopting its resolution regarding the Board’s monitoring and stewardship responsibilities. In that resolution, it noted that the collaboration to which the District has previously committed is actually an accreditation requirement, as well as a best practice in engaging the District’s workforce to support its mission.

The CSC, of which I am the President, is the entity that has been created by the District to provide a formal mechanism for the engagement and participation of employees in policy development and shared governance. The CSC was created in 2016 to combine the previous employee councils, which were divided by function (management, professional staff, crafts, maintenance and operations, public safety). Representatives of those councils and of the Human Resources Division came together, with the assistance of a professional facilitator, to design the new Council and draft its Constitution and Bylaws, which set out the responsibilities and functioning of the CSC. Then, once the employees had elected representatives to serve on the CSC, those representatives reviewed, revised, and ratified the draft constitution.

It is that Constitution that sets forth my responsibilities as an elected member and President of the Classified Staff Council, and that brings me here today. That constitution tells me that my job is to “represent and advocate for the classified employee interests throughout the District.”

I wish that I could do that job by coming here each month and telling you about the hard work and accomplishments of our classified staff, which are numerous and worthy of mention. I am proud of the commitment that the classified staff have to our students, our communities, and each other, and I know that you would be too.

And I would be able to spend my time with you on that topic, if the system of employee engagement was functioning as intended. I wouldn't need to talk with you directly about policy development, because along with creating the CSC last year, we also recreated a special and long-standing committee, comprised of CSC representatives and administration representatives, that was specifically tasked with providing a forum for CSC and administration to seek agreement about policy development.

Unfortunately, everything is not working as it should, and that means that my obligations as CSC President require that I share with you what is not currently working.

It was in that spirit that I came to you last month to express serious concerns about the deterioration of the CSC's working relationship with District Human Resources, and about our concerns that the signatures of employee representatives had been copied and pasted onto a document that those representatives did not sign.

I did not make the decision to come to you lightly, but out of a sincere belief that the relationship had deteriorated to such an extent that raising these issues with the Governing Board was the only way to fulfill my responsibilities as CSC President. I knew that I did so at significant personal risk. Even though the information that I shared at the last meeting was protected under our state's whistleblower law, that did not necessarily mean that I would be immune from attempts at retaliation or from criticism.

I appreciate this Board's willingness to listen to the CSC's concerns, and to direct the Chancellor to appoint an independent investigator to look into the document issue that we raised with you. As you can imagine, I heard many responses to my presentation last month, and I can tell you that many staff – many of whom work on the front lines with students directly – have told me that they have had growing concerns about the culture that exists within Maricopa, that they have been afraid of reprisals if they brought concerns to light, and they thanked me for being willing to speak up for them. I have received many random hugs from staff I barely know. These are the people that I am representing.

But I could not represent them without your willingness to listen to me as their representative, and your commitment to creating an open forum for honest feedback regarding Maricopa's strengths and weaknesses, and I appreciate that very much.

Not all of the reaction to last month's presentation was positive. The Chancellor met with the CSC officers on March 1, 2017, the day after I spoke to the Board. Although I wasn't able to be present, the Chancellor told the Officers that, she did not have to meet with us each month, despite that practice being an essential component of our ability to do our jobs as representatives of the Classified Staff. She also accused us of lying to the Board because she believed I implied during my February report that CSC had gone to the Chancellor several times about the apparent MOU forgery. As clearly indicated in my written statement and the recorded video, I never made any such assertion or implication, and clearly you do not believe that I did. Directing the Chancellor as you did on March 7th to hire an independent investigator would not have been appropriate in that case.

Most troublingly, and of more immediate concern, the Vice Chancellor of Human Resources came to the next meeting of the Collaborative Policy Development Committee on March 9th, to tell the committee that the administration "does not negotiate with employees," and that the administration may unilaterally change the terms of the Staff Policy Manual without ratification by employee representatives.

The Vice Chancellor's statements directly contradict reality, and such statements invite correction. For many years employee groups have participated in the collaborative policy development process and that process has always been one where agreement was sought between employees and administration to ensure the best policy was adopted and employee buy-in and engagement was maximized. I'm sure Dr. Thor, the Chancellor, and other long-time Maricopans would attest to this simple fact. What is even harder to understand is how the Vice Chancellor believes she can assert this when CSC and its predecessor groups have ratified policies during the time she has been Vice Chancellor.

At present, the Vice Chancellor's renouncement of the historically agreed upon approach to collaborative policy development has extended only to staff, as she told the Faculty Meet and Confer Team the very next day, March 10th, that the Administration would continue to use the consensus-based negotiation process in interacting with faculty representatives on policy development. The different treatment of the two groups of employees, particularly given the timing, seems to have been a reaction to the CSC's actions in bringing its concerns about HR to this Board. Though many justifications have been offered for this disparate treatment, none of them answer this fundamental question: Why would the District Administration support one group of employees in a process that promotes a culture of collaboration while undermining the other?

The CSC brought the Vice Chancellor's assertion regarding not negotiating with employees on policy development to the immediate attention of the Chancellor in writing on March 10th, the Vice Chancellor is not only her direct report but is also acting on the authority delegated by the Chancellor to her. The Chancellor suggested a meeting between herself and the officers, which has recently been scheduled. The Vice Chancellor has not yet retracted her statements disavowing collaborative policy development.

The VCHR's stance on this issue undermines decades of partnership and collaboration between the administration and employees. As the elected representative of those employees, charged by the written policies of this

District with a responsibility to represent them in policy development, it leaves me at something of a loss regarding how to move forward.

The CSC hopes to return to the collaborative culture mandated in the Strategic Commitments, in the accreditation standards, and in Maricopa's long history. But I believe we need your guidance and direction to do so, as the gap continues to widen between the Board's Strategic Commitments and the actions of the District's Administration. I hope that you will respond not only by reaffirming the Board's Strategic Commitment in support of a true "culture of collaboration, conversation, and communication" but that you will ensure that necessary actions are taken to achieve that worthy goal.

Thank you."

Kris Bliss
CSC President

Board Member Comments:

Board Member Thor commented that the Board did not direct the Chancellor. The Board accepted the Chancellor's recommendation.

Board Member McGrath: "At the last Board Meeting, you blindsided the Chancellor. I hope you gave the Chancellor proper notice." Ms. Bliss indicated that she had not.

Board Member Haver stated she hoped that in the future she would do that.

ADJUNCT FACULTY ASSOCIATION

Adjunct Faculty Association President Gail Haase provided the following comments:

"President Gutierrez, Members of the Board, Dr. Harper-Marinick, Members of the CEC and guests, I am, Patricia Gail Haase, the Adjunct Faculty Association President.

This seems like a good evening to brag a little bit about what's going on to make adjuncts more effective instructors. at Chandler-Gilbert Community College.

Last week adjuncts had their fifth semester dinner with the president. This is now tradition - The school provides a light supper and adjuncts enjoy meeting other adjuncts.

The important part of this dinner is the Q & A session with Dr. Guerriero and Vice-President of Academic Affairs, Sylvia Orr, during which adjuncts can ask anything. This session usually turns into explanations about why things work the way they do, as well as the future projections for the school. This is a very valuable time for the leadership to learn what is on the minds of adjuncts. In the past, these have turned into action items, I think this is partly because the atmosphere is informal and adjuncts are comfortable giving honest feedback.

At Chandler-Gilbert, there are 3 adjunct workspaces, with computers, copiers, printers and supplies. Vanessa Sandoval, faculty professional development, and Kimberly Burrell, the AFA representative, are working

with the academic affairs office to refresh the adjunct workspaces. They are planning to paint, re-organize, get a few new computers, and put up an inspirational wall with motivational stories from adjuncts.

The AFA is looking forward to the Outstanding Adjunct Celebration in a couple of weeks. For an example, Chandler-Gilbert provided 11 nominations for our outstanding adjunct awards this year

On another positive note, the AFA is pleased to be included in the input phase of the new employee portal. We are hopeful that a dedicated page of links for adjunct information in one central location will make life easier for everyone, including chairs and administration. Last summer, the task force identified the lack of a centralized information system, so this will, hopefully, solve that problem.

I am informing you in the hopes that school leadership will help us identify the kind of information which will be helpful on a centralized web page, as well as effectively link to school specific information. I am hoping for collaboration of several stakeholders so that the outcome is effective and well-designed. Thank you for supporting adjuncts.”

**COMMUNITY LINKAGE
BOARD MEMBERS**

19. GOVERNING BOARD REPORTS

Mr. Hendrix was not in attendance.

Dr. Thor reported she had the opportunity to attend the All Arizona Academic Team Luncheon, the Grant Opening of the GCC Veterans’ Center, and the Diversity Awards Excellence Awards reception.

Mrs. Haver commented she attended the same events as Dr. Thor, as well as the trip to Alamo College, the Small Business Awards Luncheon, and the tour of the Makerspace proposed building.

Mrs. McGrath also attended these same events. She mentioned that at the All Arizona Academic Team Luncheon, she encountered a GCC Student Julian Foster Morgan who served as a member of the electoral college this past year.

Mr. Gutierrez commented he had attended the visit to Alamo College which proved to be very productive. He attended the grand opening of the GCC Vets’ Center which was once a brotherhood but now also a sisterhood.

Mrs. Livingston was not in attendance

EXTERNAL COMMUNITY

20. External Community Reports

AADGB

AADGB: Mr. Gutierrez announced he attended the AADGB meeting held March 9 and the idea of creating a single legislative plan strategy was discussed. They are planning to discuss this further during the May meeting. This strategy is necessary if colleges are going to thrive in this state.

ASBA

ASBA: Mr. Saar reported that the organization continues to track related bills at the capital.

ACCT

Mr. Saar reported that the national organization continues to work on behalf of all community colleges across the country.

NEXT BOARD MEETINGS

21-27. Establishment of Next Meeting Dates, Times and Places
President Gutierrez announced the following future meetings.
April 8, 2017, 8:30 a.m., Special Meeting of the Board on Budget
April 11, 2017, 4:00 p.m., Charter School or Policy Committee, GB Room
April 11, 2017, 5:00 p.m., Agenda Review, GB Room
April 11, 2017, 6:00 p.m., Executive or Work Session, GB Room
April 25, 2017, 5:00 p.m., Budget & Finance Committee, GB Rm
April 25, 2017, 6:30 p.m., Regular Board Meeting, GB Room
April 25, 2017, 6:30 p.m., Executive Session if needed

ADJOURNMENT

President Gutierrez adjourned the regular board meeting at 8:15 p.m.

Dr. Linda M. Thor
Governing Board Secretary