



**Maricopa County Community College District
Governing Board Minutes
September 27, 2016**

A Budget and Finance Committee Meeting of the Maricopa County Community College District Governing Board was scheduled to be held beginning at 5:30 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
Johanna Haver, Secretary (via teleconference)
Doyle Burke, Member
John Heep, Member
Jane McGrath, Member
Dana Saar, Member
Tracy Livingston, Member

ADMINISTRATION

Maria Harper-Marinick
Gaye Murphy
Paul Dale
Barbara Basel for LaCoya Shelton
Miguel Hernandez for Edward Kelty
Bill Guerriero (Interim)
Steven Gonzales
Teresa Leyba-Ruiz
Sasan Poureetezadi
Jan Gehler
Mary Lou Mosely for Paul Dale
Shari Olson
Ernie Lara
Chris Haines
Todd Simmons for Chris Bustamante
Willa Morgan for Maggie McConnell, Legal

CALL TO ORDER

The Budget and Finance Committee Meeting was called to order at 5:33 p.m.

President Gutierrez explained that due to the new process for adopting the budget this next year, this evening's agenda would provide an overview of this new process by the Chancellor Dr. Maria Harper-Marinick, the Executive Vice Chancellor and Provost Dr. Paul Dale, and Vice Chancellor of Business Services Gaye Murphy.

STRATEGIC PLAN

The Chancellor explained that she wanted to provide a sense of the framework for the new strategic plan, where we are currently, and then specific elements of the plan. In 2011 an Integrated Plan was developed as a result of an extensive review of the organization and subsequently the Governing Board adopted four new Outcomes which are as follows:

- 1.1 University Transfer Education and General Education
- 1.2 Workforce and Economic Development
- 1.3 Development Education
- 1.4 Community Development and Civic and Global Engagement

The Chancellor indicated that these Outcomes are accomplished through the following Strategic Commitments:

1. Build a Thriving Community through Access and Student Success (aligned with outcomes 1.1, 1.3, 1.4)
2. Be a Driving Force for Economic and Workforce Development in Arizona (aligned with outcome 1.2)

3. Attain Recognition as an Innovator among Institution of Higher Education (aligned with outcomes 1.1, 1.2, 1.3, and 1.4)

A Four-Year Plan was developed for 2012-2016 which became the framework of how plans would be set. The plan ended in 2016 and a strategic planning group reworked a new framework. The goal was to allocate resources aligned with the plan and outcomes and after much conversation, it was decided we could have the following three components.

- Build a Thriving Community Through Access and Student Success
 - Ensure that students have a world class learning experience.
 - Enhance the teaching and learning experience through **targeted student engagement** strategies.
 - **Expand transfer programs** with the state universities to increase the number of students completing quality degrees and certificates.
 - Employ **strategic enrollment strategies** to increase enrollment and persistence rates across all student populations.
 - **Reform developmental education** to significantly improve student outcomes.

- Be a Driving Force for Economic and Workforce Development in Arizona
 - Address employer skills gaps with quality degrees and certificates related to the highest demand jobs.
 - Accelerate workforce innovation and responsiveness.
 - Implement new competency-based, self-paced CTE programs.
 - Increase programmatic **articulation agreements and career pathways** with secondary schools to increase the number of students continuing with MCCCD.
 - Streamline CTE curriculum process to respond expeditiously to industry needs.

- Attain Recognition as an Innovator among Institutions of Higher Education
 - Substantially and positively **impact Maricopa County's economic and social mobility** metrics.
 - **Close the equity gap** in student success for underrepresented minority populations.
 - Become a leading community college in producing **first generation graduates** as well as **transfer student success**.
 - Create a **regional and national brand** that effectively communicates the quality of the Maricopa Community Colleges.
 - Develop a nationally recognized culture of **organizational learning, employee development, and accountability**.

DISCUSSION

Board President Gutierrez commented that components one and two were specific to student success, a much more ambitious goal. The third component addressed public relations and marketing which need to change if we are going to achieve this third goal. We need to develop a different culture. It is an extraordinary goal but we have to rethink employee development. That is a really big challenge for us because we are talking about reorganizing without lighting a fire under a slow-moving organization.

The Chancellor responded that we intend to do that. The Board outcomes are all connected to student success. We cannot increase student success unless we make changes to the organization. This is a very intentional category and we cannot do that unless we make changes to the organization.

Board Member Saar observed three different elements:

1. Where are we now?
2. Where are we going?
3. How are we going to get there?
4. Measurability and milestones. Where are we not meeting these?

The Chancellor answered that this is the framework we have which targets going deeper into the plan. This is meant to be a strategic document, not an operational plan. Every unit will be expected to make a contribution.

Board Member Saar asked if goals/ends were unique to colleges or district goals?

The Chancellor responded that these were systemwide goals and colleges were going to have to work on the activities. Some may be systemwide but there may be some things at the colleges to help attain goals. Using modules will be a system decision. Systemwide modules will be measured.

Board Member Haver asked if we were going to provide additional resources to colleges that were more challenged?

The Chancellor answered that as we develop the budget, the needs will align with the budget as they align with the goals. The budget will be aligned with strategic goals. The plan will not have specific activities included in it. If we change the language they will lead to the same place. Some of the work should continue. Some of the initiatives should be close to completion. Maybe some that were developed in 2012 should not be continued if they are not relevant. We need to look at what we have today and reallocate. We have a responsibility to find a way to get resources.

Board Member Heep questioned the partnerships we have with external companies and as students look for jobs, do we have resumes to help them find jobs with these companies.

Randy Kimmens, Associate Vice Chancellor for Business Workforce Development, answered that there were a variety of things that could be done. Business Workforce Development is doing a project with GPEC Futures which matches students with jobs that match their skills. Another is with ASU's Skillful which uses cluster areas. This can be done online and on the Cloud.

Board Member Burke commented that if we lack resources, then ends and goals for administration should be set. We need to provide resources. If we don't have resources, then we have to reset goals. Board President Gutierrez asked why we would continue to have these as priorities if we are not going to have sufficient resources? Board Member Burke reminded that resources are not as plentiful as they once were and the Board has to understand this.

CLOSING COMMENTS

President Gutierrez mentioned that when we talk about the actual metrics, some are ambitious. They read as ambitious. It presents the Board a challenge to see if these are realistically great numbers. The Developmental Education numbers are missing.

ADJOURNMENT

The Budget and Finance Committee Meeting adjourned at 6:26 p.m. This was followed by a Regular Board Meeting scheduled for 6:30 p.m.

President Alfredo Gutierrez
for
Johanna Haver,
Governing Board Secretary