An executive session and a regular meeting of the Maricopa County Community College District Governing Board were scheduled to be held beginning at 4:30 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
- Dana Saar, President
- Randolph Lumm, Secretary
- Doyle Burke, Member
- Alfredo Gutierrez, Member
- Debra Pearson, Member

ADMINISTRATION
- Rufus Glasper
- Maria Harper-Marinick
- Debra Thompson
- James Bowers
- Steve Helfgot
- Lee Combs
- Linda Lujan
- Ernie Lara
- Steven Gonzales
- Irene Kovala
- Shouan Pan
- Paul Dale
- Anna Solley
- Todd Simmons for Chris Bustamante
- Jan Gehler
- Shari Olson
- Gene Giovannini

OPENING AND EXECUTIVE SESSION
The regular board meeting was called to order at 4:30 p.m. and President Saar welcomed everyone to the meeting.

MOTION
Motion 10137
Board President Saar made a motion to go into Executive Session. Board Member Burke seconded. Motion approved 5-0.

CALL TO ORDER
The regular board meeting was re-called to order at 6:39 p.m.

PLEDGE OF ALLEGIANCE
The assembly pledged allegiance to the United States of America led by Mr. Alfredo Gutierrez.

CLASS ACKNOWLEDGEMENTS
There were no classes present.

SUBSTITUTIONS
There was one substitution for a member of the CEC. President Saar then announced that he was adjusting the agenda slightly to allow the Chancellor to give his report next.

CHANCELLOR’S REPORT
Chancellor Rufus Glasper said he wanted to give the Board a summary of activities in the District from the perspective of the CEO. He began with the status of the Maricopa Foundation. He said within the past 70 days, he has spent time visiting with other CEOs as part of the CEO Summit Project. His plan was to bring 42 CEO/administrators into our system to put a face on MCCCD. He finds that people love community colleges but they don’t know a lot about what they do. He is trying to build a case of supporting community colleges and he’s focused on building partnerships. He said people are amazed at how MCCCD’s involvement has grown—from serving 75,000 student in the 80s to 260,000+ students today (MCCCD had over 275,000 students at a high point in 2011). The State says MCCCD is operating well, able to increase tuition and property taxes to support itself, and the Chancellor agrees that MCCCD is not hurting. But he stressed that in 1986, the State provided about 26% of the operating budget and now it is less than 1%. He doubts that MCCCD will ever get that kind of support from the State again. Operationally that’s caused a reduction of about $60,000,000 since 2009. MCCCD needs to do business differently. MCCCD is in the midst of a $50,000,000 Foundation campaign and he’s found
that most support resonates with the four-year systems. If MCCCD stays within the box defined as “community colleges” (providing technicians, certificates, associates, and transfer) supporters have a better understanding of how community colleges work. When factoring in transfer students on one end of the spectrum and developmental students on the other, MCCCD lies squarely in the middle and its resources are used in that continuum. He continually considers what can be done to build affinity—accountability, outcomes, measures, etc. MCCCD is the largest provider in terms of health care [support]. MCCCD is part of a trade adjustment grant regarding energy—what are the workforce needs at Palo Verde and how can MCCCD meet those needs? How can MCCCD build that pipeline? How can MCCCD get its faculty into the workplace so training can be specific and how can MCCCD get students prepared for those jobs? People tend to respond more favorably towards those they know. He has been working with Dr. Maria Harper-Marinick, Executive Vice Chancellor and Provost, along with Workforce Development, so MCCCD can be responsive to industry needs. MCCCD needs to highlight the return on investment and place itself in a position to listen to requests and respond within a one to three month window—MCCCD needs to be flexible and agile because responsiveness will be vital in gaining support. After meeting with the CEOs, the Chancellor feels better about their willingness to meet and discuss their needs. He plans to follow-up on these visits, ensuring he speaks with those who were unable to attend the Summit, as well as generate new connections. He also wants Maricopa to look at the notion of branding so people understand MCCCD is a collective body of 10 colleges under one banner. MCCCD is still operating under separate silos. He will be looking more at marketing and public relations and focusing on what the colleges provide to the community. As that starts to occur, the nexus between fundraising will expand. He will continue to build relationships with 4-year institutions. MCCCD has the largest pathway program established; having created over 168 programs that map seamlessly back to the colleges. MCCCD has established pathways with ASU’s College of Engineering, Business College, and is working on building one with the Honors College. He wants to focus on building incentives for students to stay with MCCCD and complete these pathways, like with health care. How can MCCCD meet health care needs as they continue to change? MCCCD will build programs around individuals with technical and work environment skills. Yet how can MCCCD give students their best option? The Board has challenged him about placement of students—how can MCCCD bring in students and provide counseling and advising so they can move smartly through the system from initial classes to obtaining a job? He is considering multiple options including credit and non-credit with the Corporate College. He’s noticed that many community partners don’t give to campaigns but they will give grants that directly support their needs. There will need to be portions of institutions that may need to be privatized. Elasticity of demand for taxpayers and students changes and MCCCD needs to look at things differently. Education needs to run well as a business by becoming more effective, efficient, and flexible. Recently the Board has heard presentations on open resources, increasing numbers of developmental students, and opportunities to have competency-based testing rather than placement into programs (with the caveat that, in order to receive federal financial aid, students need to be in a program). Board members and he were talking in Washington, DC recently about PEL grants and how they have been cut back from 18 months to 12 months. Students using financial aid for developmental education do not have any financial aid left once they’ve completed those courses. Aside from changing the PEL grant timeframe, the Board has asked how MCCCD can address the notion of developmental education. There are budget discussions regarding offering a continuum of opportunities for students that are low or no cost but are competency-based. For example, if a student only needs fractions, then MCCCD will provide a single lesson, web course, one-day class, etc., so that student can master fractions and move him or herself into the 100-level course. Moving forward, MCCCD’s future will be to redefine itself, without discounting its relationship with the State, strengthen public and private partnerships, promote multiple agency cooperation, and do business differently. Developmental education will not be the latest challenge. Performance-Based Funding (PBF) will be a new opportunity for MCCCD. PBF came out of a Lumina Grant from about three years ago. Maricopa was asked to present on PBF to the Lumina Foundation. The presentation was based on around 30 metrics that were nontraditional to what the State has funded in the past. The focus was on the number of students that can be moved through the pipeline versus 45th-day headcounts. Historically, funding has been based on the number of transfers and graduations but that is not MCCCD’s population. PBF will have an impact on how MCCCD does business. Dr. Glasper remarked that, as the Board looks at the opportunities and challenges facing MCCCD (such as MCCCD is currently involved in its largest capital campaign ever, driven by Board outcomes), Maricopa will do whatever it needs to in order to provide service to students. MCCCD is a large institution—but how
large is too large? Is MCCCD looking at the same make-up, quality, outcomes, and expectations of its community? What will happen to sustain MCCCD moving forward? Dr. Glasper thanked the Board for allowing his extended comments, concluded his remarks, and asked for any questions.

**STUDENT LIFE REPORTS**

Brittany Quidang, from Student Life and Leadership at Estrella-Mountain Community College, thanked the Board for its time and then introduced herself and her fellow speakers, Ariane MacDonald, Vickie Weeks, and Joselyn Gutierrez. Brittany and Ariane remarked there are over 20 active clubs and organizations on campus. Benefits include engaging student interest outside of the classroom, networking with faculty, staff, and other students, and helping students focus on academics. In order to support continuous learning opportunities, students support campus events, especially those with free food as an incentive. They have had club events, student life events, and heritage month events. Students highlighted their “Love Your Body” campaign which offered multiple workshops, panel discussions, and forums on body image issues. Students shared what they loved about themselves and the results showed that many students were deeply moved by the event. They have offered “Coffee Talk Series” which allowed students to talk informally with school administrators. They have offered many forums on such topics as Childcare, EMCC Resources, Healthy Eating, Internships, Sexual Awareness, and Emergency Preparedness. They have also provided support for fitness and wellness with a student exercise survey, ‘chowshares’, walk/jog routes, intramural sports, and a health awareness and career expo. They have revamped their New Student Orientation by focusing not on the fact that it is mandatory (although it is) but rather on the benefits orientation provides to students. They offer online registration, engagement activities, and provide a required campus tour. They are working on creating an online orientation for those who cannot attend in person. Jocelyn then spoke about their Phi Theta Kappa (PTK) work, highlighting service as a key part of its success. Their chapter, Beta Alpha Xi, won the Distinguished International Chapter in 2010 / 2012 / 2013 and has been part of the top 100 chapters for four of the past five years. They have had a five-star performance rating since 1995 and currently have 372 members enrolled. Vickie then reported on their 2013 College Project which supports the college and District completion agenda. The project goal was to strengthen scholarship outreach and build student awareness of scholarship resources and foster student success in acquiring scholarships. They did this by taking their existing scholarship workshop on increasing the number of time it was offered, really intensifying efforts to increase the number of participants. Feedback from students said they needed more help in applying for scholarships and they are working on a peer mentoring project in scholarship searches and application techniques. Although they could not mentor as many students as they hoped they will be sharing their results soon. She then thanked the Board for its time and asked for any questions. Mr. Lumm remarked that they did a very good job presenting and said he was proud of their hard work.

**EMERITUS, AWARDS, AND RECOGNITION**

Dr. Irene Kovala, President of Glendale Community College, thanked the Board and presented an Emeritus award to Dr. Stephen Williams. Professor Stephen Williams served GCC for 32 years as a dedicated faculty member of the Biology department. His distinguished service has had far-reaching and long term impact. In addition to teaching five different BIO courses, Dr. Williams received numerous educational development grants and awards and helped to design novel instructional strategies and resources. He also worked in a variety of capacities to foster pre-college STEM education. Dr. Williams served as Department Chair for 22 years; under his leadership, the department added several exemplary faculty to its ranks and steadily grew its offerings and enrollment. Dr. Williams was also instrumental in designing forward-thinking instructional facilities, including GCC’s award-winning Life Science building and the science labs at GCC North. From 2006 to 2008, Dr. Williams filled in for GCC’s Dean of Instruction. Perhaps one of his most significant achievements in this role was his analysis of room utilization and optimal class scheduling to best accommodate the needs of students, faculty, and college within the existing facilities and fiscal constraints.

She then presented an Emeritus award to Dr. Carmela Arnoldt. Professor Carmela Arnoldt’s extensive contributions during her long service with the Maricopa County Community College District clearly warrant the designation of emeritus status upon her retirement from Glendale Community College. In terms of the English Department, she taught for 21 years, and was for many years the only person in the department to teach the intellectually valuable and demanding ENG216, Persuasive Writing on Public Issues. She further enriched the academic lives of her students through her ENH 230
Introduction to Shakespeare class. Beyond simply teaching Honors classes, her commitment to GCC’s Honors program in general helped to make that program a success. On a college-wide level, Professor Arnoldt served as chair of the English Department from 2007 to 2009, and as Faculty Senate President and in other Senatorial capacities for many years, filling various roles, which often led her to District-level concerns. As further proof of the high esteem in which Professor Arnoldt was held, she was given the responsibility of co-writing the College submission for the HLC accreditation visit of 2002. In conclusion, Professor Arnoldt’s contributions to the District in many venues and on many levels certainly indicate the award of emeritus status.

Unfortunately, neither awardee was able to attend the night’s meeting but they did pass their thanks to the Board for the honor.

There were three requests to address the Board. Remarks are included below.

1. Mr. Mario Diaz, representing himself
2. Ms. Rosie Lopez, representing Arizona Hispanic Community Forum
3. Ms. Linda Brown, representing Arizona Hispanic Community Forum (Ms. Brown was not able to attend the meeting after all so there will be no remarks noted in these minutes.)

Mr. Diaz remarked that he will be running for one of the At-Large positions this fall. He said he has met with every college president, every faculty senate president, and students. He has been traveling to every high school board meeting to introduce himself. He said the team at MCCCD is awesome and is so respected. But he believes things can be better. One of his campaign pillars will be transparency. He was disappointed that he had to go the Arizona Republic to find information not available from the District web site. He also wanted it to go on record that he opposes the proposed $5/credit hour tuition hike. He feels that people are still financially strapped. He asked to Board to consider that taking the $150 increase (average per semester) and dividing it by the minimum wage—that equals an extra 20 hours of work—assuming a potential student has a job. He said the $14,000,000 approved to cover expenses incurred from the IT security incident represents about 6,000 students and is almost enough to pay for MCCCD’s priority needs. He would like to know where that money came from. He noted that the average family doesn’t care if MCCCD tuition is lower than ASU or the average community college. MCCCD should try to think out of the box. He thanked the Board for its time.

Ms. Lopez spoke to the IT issue and said what Mr. Diaz said is very true. She was also disappointed in the lack of transparency, lack of accountability, acts of retaliation, the waste of tax payer money, gross mismanagement, and lack of response to public records requests/transparency. Maricopa waited seven months in 2013 after being contacted by the FBI compared to two to four weeks when a similar incident occurred in 2011. Server issues identified in 2011 were noted to be security issues and may have been the same faulty servers that were involved in 2013. 12 people sent letters to the Chancellor in 2012 warning him of server issues. Over $14,000,000 has been approved for out-of-state lawyers in the past few months. It has been 19 months since Ms. Linda Brown first came before the Board calling for an investigation. Mr. George Kahkedjian was notified of the 2011 incident and he appointed Mr. Rod Marten as head of the investigation, not those currently being targeted for termination. The IT department has seen a 50% attrition rate over the past few years, going from 120 employees to 60; yet the Board has approved $27,000,000 in new IT projects. How many faculty and staff positions will this cost? Will it jeopardize the bond election? Where is the transparency here? Employees have been denied the information they need to defend themselves. Maricopa has never defined what performance is yet is using that as a reason for termination. MCCCD needs to stop bullying and intimidating employees. Maricopa has failed to recognize the very basic management principle—it’s about the people. Employees are leaving the District in droves because they fear retaliation and harassment. How can this Board (with the exception of Mr. Gutierrez who was recently appointed) excuse its inaction? This is her second visit on this issue and nothing has been done by this Board since her first visit. The Board asked for documents, they were provided. The Board asked for information, it was presented. The Board needed facts, they were emailed. Plenty of evidence has been provided, what else is needed for the Board to take action? She reiterated her demand to place the Chancellor and Interim Vice Chancellor on administrative leave, hire its own outside counsel, and stop the harassment. She said the community wanted the Board to take action. Public trust has been eroded and now she wants the Attorney General to investigate. Ms. Lopez then spoke regarding
the proposed increase in tuition and fees. She said she doesn’t believe tuition should be raised simple because people cannot afford tuition increases. She quoted a line from an article in the Arizona Republic about the cost of the IT security incident and remarked that students were being asked to pay for the District’s mismanagement—which was a travesty for students. She asked the Board to think about students first and find alternative resources.

**APPROVAL OF THE ORDER OF THE AGENDA**

President Saar then requested a motion to approve the Order of the Agenda.

**MOTION**

**Motion 10138**

Board Member Pearson made a motion to approve the Order of the Agenda. Board Member Lumm seconded. Motion approved 5-0.

**APPROVAL OF CONSENT AGENDA**

President Saar asked if anyone wanted to remove any items from the consent agenda. No items were removed.

The following items were included in the Consent Agenda:

- **B1. CONSIDERATION OF EMPLOYMENTS**—approve the personnel actions as proposed. Budget approvals have been granted and are on file for the recommended personnel actions in this item.
- **B2. CONSIDERATION OF SPECIALLY FUNDED EMPLOYMENTS**—approve the personnel actions as proposed. Budget approvals have been granted and are on file for the recommended personnel actions in this item.
- **B3. CONSIDERATION OF SHORT TERM EMPLOYMENTS**—approve the personnel actions as proposed. Budget approvals have been granted and are on file for the recommended personnel actions in this item.
- **B4. CONSIDERATION OF SEPARATIONS**—approve the personnel actions as proposed.
- **C1. APPROVAL OF CURRICULUM**—recommend that the proposal be approved as submitted.
- **D1. APPROVAL OF NAU LEASE FOR OFFICE SPACE AT ESTRELLA MOUNTAIN COMMUNITY COLLEGE**—approve a lease for office space to be used by Northern Arizona University from 1/14/14 through 12/31/18 with renewal for additional 1-year terms. The office space will be housed in the Komatke A building, including 2 offices and a cubicle totaling 390 square feet of office space with voice/data/long distance lines charged at $3,321 quarterly.
- **D2. APPROVAL OF UTILITY EASEMENT FOR A NEW ELECTRICAL SERVICE TO THE SALT RIVER PROJECT COYOTE CENTER CHANDLER-GILBERT COMMUNITY COLLEGE**—grant an easement to Salt River Project (SRP) to provide electrical facilities for the new Coyote Center at Chandler-Gilbert Community College.
- **D3. APPROVAL OF CONSTRUCTION MANAGER AT RISK SELECTION FOR THE NEW INTEGRATED LEARNING BUILDING AND REMODEL OF EXISTING SPACE AT THE BLACK MOUNTAIN CAMPUS PARADISE VALLEY COMMUNITY COLLEGE**—approve the selection of Austin Commercial to provide Construction Manager at Risk (CMAR) services for the New Integrated Learning Building and remodel at Paradise Valley Community College Black Mountain Campus. The proposed pre-construction phase services fee is not to exceed $100,000.00 including reimbursable expenses.

**MOTION**

**Motion 10139**

President Saar asked for approval of the Consent Agenda. Board Member Burke moved for approval of the Consent Agenda. Board Member Pearson seconded. Motion was approved 5-0.

- **V.A.1 APPROVAL OF ELECTRICAL AND MECHANICAL MAINTENANCE TRAINERS ESTRELLA MOUNTAIN COMMUNITY COLLEGE**—approve the purchase of Electrical and Mechanical Trainers to support the Energy
Program (Power Plant Technology AAS) at Estrella Mountain Community College (EMCC). Purchase price of $296,123.00 plus tax.

**MOTION**  
Motion 10140  
Governing Board Member Lumm moved for approval of Action Item V.A.1. Board Member Burke seconded. Motion was approved 5-0.

V.B.1 APPROVAL OF CONSULTANT SELECTION FOR THE NEW INTEGRATED LEARNING BUILDING AND REMODEL OF EXISTING SPACE AT THE BLACK MOUNTAIN CAMPUS PARADISE VALLEY COMMUNITY COLLEGE—approve the selection of and contract award to Dick & Fritsche Design Group to provide architectural and engineering consulting services for the New Integrated Learning Building and minor remodeling of the existing building at Paradise Valley Community College’s Black Mountain Campus with a fee of $792,090.00, including reimbursable expenses.

**MOTION**  
Motion 10141  
Governing Board Member Pearson moved for approval of Action Item V.B.1. Board Member Burke seconded. Motion was approved 5-0.

V.C.1 APPROVAL OF FY 14/15 HEALTHCARE FUNDING—approve EBAC’s recommendation for the implementation of the Flex Credit Benefit Proposal to be effective July 1, 2014.

**MOTION**  
Motion 10142  
Governing Board Member Burke moved for approval of Action Item V.C.1. Board Member Lumm seconded. Motion was approved 5-0.

V.C.2 APPROVAL OF FLEX BENEFIT PROGRAM: RFP 3218-4 PHARMACEUTICAL BENEFIT MANAGEMENT—approve EBAC’s recommendation for the implementation of a new contract with Humana Pharmacy Solutions to manage MCCCD’s pharmaceutical benefit program for FY 2014-15. The projected annual cost for the pharmaceutical administrative services is $59,568. The total plan cost for pharmaceuticals for the previous plan year was $7 million.

**MOTION**  
Motion 10143  
Governing Board Member Lumm moved for approval of Action Item V.C.2. Board Member Burke seconded. Motion was approved 5-0.

V.C.3 APPROVAL OF FLEX BENEFIT PROGRAM RFP 3236-4 GROUP MEDICAL BENEFIT ADMINISTRATOR—approve award and implementation of RFP 3236-4 for a medical third party administrator to Meritain Health. The estimated cost savings with the medical third party administrator is 13%. Meritain Health has also offered a two-year rate cap on medical administrative fees.

**MOTION**  
Motion 10144  
Governing Board Member Burke moved for approval of Action Item V.C.3. Board Member Lumm seconded. Motion was approved 5-0.

V.D.1 APPROVAL OF MEMORANDUM OF UNDERSTANDING BETWEEN THE MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT AND CITY OF TEMPE—approve the attached MOU to formally commence discussions with the City of Tempe about the development of a Corporate College facility on land owned by the City of Tempe.

**MOTION**  
Motion 10145  
Governing Board Member Lumm moved for approval of Action Item V.D.1. Board Member Pearson seconded. Motion was approved 5-0.

**INFORMATION ITEMS**  
VI.A REVIEW OF PROPOSED FEE CHANGES FY2014-15 BUDGET—review the varied fee changes detailed on the attached submitted as an information item. Course Fee changes will be submitted for final approval at the March 25 Governing Board meeting. These changes relate to course fees at several colleges across the district, detailed by college.
VI.B REVIEW OF PROPOSED TUITION & FEES FY2014-15—after several months of reviewing potential resources and budget needs, budget recommendations have been made through the District’s budget development process. Attached is the Proposed FY2014-15 Tuition and Fee schedule, submitted to the Governing Board as information. Action on the proposal is requested at the March Board meeting. The key change is as follows: County Resident Tuition and Fees to increase $5 per credit hour, from $81/credit hour to $86/credit hour.

Three presentations were presented on the overall budget and then content experts on Instructional Technology (infrastructure) and Student Affairs (Seamless Student Experience / Student Success Initiative / Integrated Marketing, Outreach, Recruitment, and Retention) provided more detail on specific priorities. PowerPoint materials are included in the Appendix.

MONITORING REPORTS

VI.IIA BUDGET ANALYSIS REPORT, FUND 1—GENERAL UNRESTRICTED FUND FOR THE SEVEN MONTHS ENDING JANUARY 31, 2013—Expenditure analysis indicates 48.8% of the budget has been expended this year as compared to 49.9% expended at this same point last year. 24.6% of the budget remained unexpended or unencumbered compared to 26.2% in the prior year. Revenue analysis indicated that 67.8% of the budget has been recognized as compared to 68.8% in the prior year. The projected fund balance will increase by ~$3.6M this fiscal year and the projected ending fund balance for June 2014 is $163.6M.


BOARD MEMBER REPORTS

Mr. Burke reported he attended the Champagne and Chocolate fundraising event at Chandler-Gilbert Community College and said they had a good response. He attended the All Arizona Academic Team Luncheon where a number of awards were provided to MCCCD students. He attended the Communiversity @ Queen Creek and the Phoenix College Nursing Building dedications. He will be attending the Mesa Community College Enrollment Services Building groundbreaking on February 26.

Mr. Gutierrez reported he still learning where the lights are and where to park. He is scheduling meetings with staff, the Chancellor, Vice Chancellors, faculty representatives, and taking tours across the District and is looking forward to all of it. He said he thought he understood the complexity of the MCCCD but he said the reality was beyond his imagination.

Mr. Lumm reported he attend the Male Empowerment Network (MEN) Conference and listened to a very inspirational speaker, participated in routable discussions with students and mentors, and saw College Presidents and community leaders making themselves available to speak with students. He was impressed by the Phoenix College Nursing Building and its state-of-the-art facilities. He also attended the All Arizona Academic Team Luncheon with kids from across the state and said it was a great event with outstanding students and was very inspiring.

Mrs. Pearson reported she has been serving as the Pacific Region representative to the Asian Pacific Islander and Native American committee for the Association of Community College Trustees (ACCT) and was the elected Chair of the group. She wanted to publicly thank Mr. Lumm for his support at the last meeting she would be chairing before the end of the academic year. It meant a lot to her to have his public support.

Mr. Saar reported he attend the Maricopa Foundation Retreat that day and heard some outstanding testimonials from Board members and staff. He encouraged attendees to read reports posted on the Foundation website to learn about all the great work its doing and the impact on students’ lives. Fundraising is an important function of every college. People need to understand how funds are used for students. He also noted support of the unique concept of the Communiversities in Surprise and now Queen Creek. They really meet the needs of MCCCD’s students and he appreciates their efforts.

FACULTY REPORT

Dr. Patricia Finkenstadt, President of the Faculty Association, provided the following: “Thank you,
President Saar, Members of the Board, Dr. Glasper, Members of the CEC and guests. I’d like to officially welcome Mr. Alfredo Gutiérrez to the Governing Board. Thank you again for the opportunity to present on shared governance and peer review a few weeks ago. We look forward to continuing the conversation with the Board. We are in the process of posting the presentation to the Faculty Association website, for those who may have missed it. The Faculty Association is in the process of electing a President Elect for the Association, which should be complete in about six weeks. Lastly, the Faculty Foundation is hosting a fund-raising event entitled “An Evening of Western and Native American Art” on Friday, May 2, 2014 from 6-10pm at the Zelma Basha Salmeri Gallery. Last year this event raised over $9,000 for emergency scholarships to keep our students enrolled in college.” She then thanked the Board for its time and concluded her presentation.

**EMPLOYEE GROUP REPORTS**

Ms. Lysia Hand, President of the Adjunct Faculty Association, welcomed Mr. Gutiérrez to the Board and thanked the Board, on behalf of all adjunct faculty, for its time. She provided the following: “President Saar, Members of the Board, Dr. Glasper, Members of the CEC and Guests, my name is Lysia Hand, Adjunct Faculty Employee Group President. Thank you for the continued opportunity to speak on behalf of the Adjunct Faculty. The purpose of speaking to you tonight is to present a New College Representative and our new Vice President and provide a brief update. Dr. Lindsey Dippold is the new College Representative for GateWay Community. She holds her MS in counseling and Ph.D. is in Higher Education. She has been teaching for eight years [outside of Maricopa], but recently joined the Maricopa County Community College District last year when she relocated to Phoenix. Ms. Roxanne Bexstrom-Stemberg, held a position as College Representative for Paradise Valley Community College for three years and was recently selected as Vice President for the Adjunct Faculty Employee Group. The Adjunct Faculty Employee Group is continuing to work with MCLI to plan the 2014 Spring Day of Learning. We have approximately one adjunct faculty per college on the planning committee. The Adjunct Faculty Employee Group is also working with MCLI and the Faculty Association to integrate Adjunct Faculty in New Faculty Orientation. Thank you for this opportunity to speak at the Governing Board meeting.”

Mr. Dan Huston, President of the Management, Administration, and Technology Employee Group, also welcomed Mr. Gutiérrez and offered his appreciation for his willingness to serve. He then said, “tonight, we welcome back to our ranks a good person, a wonderful employee, and this is Mr. Jim Bowers. We appreciate all that he has done during his tenure as Interim Vice Chancellor of Human Resources. We have found him to be supportive, respectful, and open to diverse opinions. Personally, I have appreciated the counsel he has offered when I have encountered new situations and was unsure how to proceed. His experience has been enlightening.” He then thanked the Board for its time.

**VICE CHANCELLOR REPORTS**

There were no reports.

**COLLEGE REPORTS**

Dr. Jan Gehler, President of Scottsdale Community College, thanked the Board and said she became a member of the Scottsdale Chamber of Commerce about five years ago and became a member of the Board of Directors four years ago. As part of that, she attended the Sterling Award luncheon each year and watched as different business owners received the award. SCC applied last year and became one of three finalists in their category (big business—the other categories were micro business, medium business, and non-profit). The award is a surprise until the day of the Luncheon. She is very proud to announce they won the Scottsdale Area Chamber of Commerce’s Sterling Award for Big Business. She then introduced Mr. Rick Kidder, President and CEO of the Scottsdale Chamber of Commerce, and Ms. Janet Robinson, Scottsdale Community College Faculty Senate Co-President, to speak more on the topic.

Mr. Kidder thanked the Board, remarking that it was a privilege to serve. He thanked the Board and community colleges for all the fine work they do every day being an integral force for training the workforce. The Sterling Awards have been presented annually for 28 years. It’s considered one of the highest honors a business can obtain. There is intense competition and it is a juried process. Each judge scores independently and privately. Salt River Project films each nominee and a copy will be made available to the Board of SCC’s submission. On behalf of the Scottsdale Chamber he thanked SCC and the Board for their demonstration of excellence, every day. S. Robinson showed the award and said gleefully, “In the immortal words of Sally Field, ‘they liked us, they really liked us!'”

**AADGB REPORT**

Mr. Burke reported the next AADGB meeting would be on March 6, 2014 at the District Office. They would
be welcoming four new Board members from Arizona Western, Pima, Eastern, and Cochise.

**ASBA REPORT**

President Saar reported that ASBA is heavily involved with the legislature and providing daily updates on what is going through the legislature. They are also planning some great summer activities including a legal conference and a retreat in Flagstaff. He also reported on ACCT (Association of Community College Trustees; Mr. Saar is an Executive Board Member this year). The Board just returned from an extended trip to Washington, DC (thanks to the weather) where they had very good discussions on political issues and shared best practices.

**LEGISLATIVE UPDATE**

Ms. Dawn Wallace, Director of State and Local Government Relations, provided the following.

"President Saar, Members of the Board, Chancellor Glasper, Members of CEC, and all others present—I would like to provide you a brief legislative update. **Budget**—the budget process is currently underway at the Legislature. As you may know, the typical process for budget negotiations begins with discussions between leaderships in the two Chambers. Typically, once the two Chambers have reached full or partial consensus, they will begin discussions with the Executive Branch. In recent years, the Legislative leadership has met with their respective caucuses in small group settings to get information about their members’ priorities. Concurrently, the two bodies will discuss in collaboration with legislative economists the revenue forecast which will drive available spending capacity. We know that currently, the House and Senate Leadership are discussing a consensus document. The budget process appears to be a bit delayed this session – the general thought is that in an election year, particularly a year in which the state budget appears to be in a positive position, a member’s policy agenda and their bills have priority over budget development. To give you a sense of priorities, we know that the Governor has proposed what she believes will be a structurally balanced budget – by that I mean that at the end of FY 2016, permanent revenues will be equal to expenditures. Her major priorities begin with CPS, K-12 education, what she is calling good government and modernization – which are primarily investments in technology. We have early indications from Appropriations Committee hearings that CPS reform, Transportation Infrastructure and K-12 and debt repayment are dominating Legislative discussions. To date, we have met with all members of both the Majority and Minority Leadership and members of Higher Education and Appropriations Committees to discuss Maricopa priorities. In the month of March, we are going to spend significant time with the remaining legislators – with focus on Maricopa legislators on our budget issues. **Legislative Hearings**—as way of update, I am very excited to report that on Feb. 19, Chairman Dial, the House Higher Education committee hosted all 10 community college presidents. The Chancellor was the first to speak on behalf of Maricopa. We used an innovative format in that each CC Chancellor and President who spoke did in conjunction with a successful business partner. Maricopa invited John Shufeldt, former CEO of NextCare clinics to talk about the workforce development partnership with Maricopa. The Committee also recognized 10 All-Arizona Scholars – 2 of which were Maricopa students. Last week was the last week to hear bills in the chamber of origin. This is an extremely busy week for floor action. We have been supportive of three bills that have direct impact to Maricopa: HB2005 (Gowan) which streamlines the process of out-of-county tuition process; HB2577 (Dial) which is our bill that would eliminate licensure on a state-by state basis for our online distance education programs (that passed 8-0 from committee on 2/19 with a promise by Rules Chairman to hear the bill next week with possible House passage); and SB1289 (Yee) which would appropriate money for forgivable loans to students in traditional teacher prep programs as well as those in post-baccalaureate programs. We are also tracking a variety of ASRS bills and I also monitor all K-12, University and public safety bills to ensure that if we are indirectly impacted, that we are recognized as stakeholders in the process and can weigh in as needed. Finally, I have been working with Legislators for opportunities to present specific to Maricopa programs. I have been invited by Sen. Tovar to present to the Hispanic caucus and I will be meeting with Commerce chairman to discuss presentations on our Corporate College and Workforce programs. Thank you for your time today. I am happy to answer any questions you may have.” Mr. Lumm thanked her and said the work she and her group were doing was great. He’s very proud of her. He also noted for the record he hoped the Governor would veto HB1062.

**NEXT BOARD MEETINGS**

President Saar announced the following future meetings:

- March 4, 2014, 4:00 p.m., Agenda Review, Governing Board Room
- March 4, 2014, 6:00 p.m., Work Session, Governing Board Room
- March 25, 2014, 6:30 p.m., Regular Board Meeting, Governing Board Room
ADJOURNMENT

President Saar adjourned the regular board meeting at 9:05 p.m.

______________________________
Randolph Elias Lumm
Governing Board Secretary
Appendix

Presentations to the Board Regarding the Proposed FY14-15 Budget
MARICOPA COMMUNITY COLLEGES
GOVERNING BOARD BUDGET BRIEFING
February 25, 2014

IMPACT OF THE RECESSION

- $35 million budget cuts to General Fund, $11 million to Capital
- Lost $60+ million (90%) in State Aid
- Property Taxes From New Construction down from peak of $17+ m to about $8m
- Property tax 2% and Tuition Rate increases: 3 times in 6 years (FY08-9, FY11-12, FY13-14)
- Limited new initiatives, programs, and compensation

IMPACT OF THE RECOVERY

- Those predicting a slow recovery were right
- We absorbed the State Aid cut over a 2 to 3 year period; but it could take years to regain the $60+ m cut
- Full Time Equivalent Student (FTSE) enrollment that surged and peaked at 84,544 FY 2011 has started to go down; FY 2014 is projected to enrollments of 79,857 FTSE

FY 2014 ALL BUDGETED FUND SOURCES

- Tax Levies & SRP $502
- State Aid $8
- Bond Proceeds $373
- Tuition and Fees $299
- Restricted Funds $319
- Other $46
- Fund Balance $209

Amounts in Millions
Total = $ 1.66 Billion

FY 2014 GENERAL FUND SOURCES

- Tuition & Fees 235.9 33%
- Property Tax/SRP In-Lieu 42.1 59%
- Fund Balance 45.1 6%
- State Aid 7.9 1%
- Other 4.8 1%

Amounts in Millions
Total = $ 715.0 Million

GENERAL OPERATING FUND REVENUES

- Tuition & Fees are set by the Governing Board. Constitutional mandate to be “as nearly free as possible”. Maricopa’s Tuition is below public 2-yr colleges nationwide
- Property Tax revenue growth is Constitutionally limited to 2% annually plus new construction added to the tax rolls.
- State Aid is, by statute, formula funded based on actual enrollment growth
**State Aid Appropriations History**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Capital</th>
<th>Operating</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2006</td>
<td>$10.98</td>
<td>$54.86</td>
</tr>
<tr>
<td>FY 2007</td>
<td>$11.42</td>
<td>$57.53</td>
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<tr>
<td>FY 2008</td>
<td>$11.20</td>
<td>$57.53</td>
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<td>FY 2009</td>
<td>$11.13</td>
<td>$51.13</td>
</tr>
<tr>
<td>FY 2010</td>
<td>$13.13</td>
<td>$45.33</td>
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<tr>
<td>FY 2011</td>
<td>$11.3</td>
<td>$45.33</td>
</tr>
<tr>
<td>FY 2012</td>
<td>$9.89</td>
<td>$6.89</td>
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<tr>
<td>FY 2013</td>
<td>$7.91</td>
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<tr>
<td>FY 2014</td>
<td>$7.41</td>
<td>$7.41</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$7.41</td>
<td>$7.41</td>
</tr>
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**Additional Taxes from New Construction**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>New Property</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2006</td>
<td>$13.1</td>
</tr>
<tr>
<td>FY 2007</td>
<td>$14.7</td>
</tr>
<tr>
<td>FY 2008</td>
<td>$17.1</td>
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<tr>
<td>FY 2009</td>
<td>$18.2</td>
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<td>FY 2010</td>
<td>$14.2</td>
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<tr>
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<td>$6.5</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$8.3</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$8.6</td>
</tr>
</tbody>
</table>

**Maricopa Historic Assessed Valuation**

- **Primary**
- **Secondary**

<table>
<thead>
<tr>
<th>Year</th>
<th>Primary</th>
<th>Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$10,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>2005</td>
<td>$11,000</td>
<td>$22,000</td>
</tr>
<tr>
<td>2006</td>
<td>$12,000</td>
<td>$24,000</td>
</tr>
<tr>
<td>2007</td>
<td>$13,000</td>
<td>$26,000</td>
</tr>
<tr>
<td>2008</td>
<td>$14,000</td>
<td>$28,000</td>
</tr>
<tr>
<td>2009</td>
<td>$15,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>2010</td>
<td>$16,000</td>
<td>$32,000</td>
</tr>
<tr>
<td>2011</td>
<td>$17,000</td>
<td>$34,000</td>
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<tr>
<td>2012</td>
<td>$18,000</td>
<td>$36,000</td>
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<tr>
<td>2013</td>
<td>$19,000</td>
<td>$38,000</td>
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<tr>
<td>2014</td>
<td>$20,000</td>
<td>$40,000</td>
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<tr>
<td>2015</td>
<td>$21,000</td>
<td>$42,000</td>
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</table>

**Property Tax Perspective**

- To maintain the existing FY2014 tax levy in FY2015, the tax **rate** would decrease because the property values used to calculate the tax increased.
- A 2% increase in the tax levy would mean homeowners who paid $128.96 this year would pay an additional $2.58 next year.

<table>
<thead>
<tr>
<th>Tax Type</th>
<th>FY 2015</th>
<th>No Levy Increase</th>
<th>2% Levy Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Tax Rate Example</td>
<td>1.2896</td>
<td>1.2669</td>
<td>1.2820</td>
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<tr>
<td>House Assessed Value</td>
<td>$100,000</td>
<td>$102,602</td>
<td>$102,602</td>
</tr>
<tr>
<td>Tax per $100,000 AV</td>
<td>$128.96</td>
<td>$131.54</td>
<td>$131.54</td>
</tr>
</tbody>
</table>

**Resident Tuition Trends**

- Maricopa
- National Avg Public 2yr
- WICHE Avg Public 2yr
- ASU

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Maricopa</th>
<th>National Avg Public 2yr</th>
<th>WICHE Avg Public 2yr</th>
<th>ASU</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2007</td>
<td>$5,000</td>
<td>$7,000</td>
<td>$6,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>FY 2008</td>
<td>$5,500</td>
<td>$7,500</td>
<td>$6,500</td>
<td>$8,500</td>
</tr>
<tr>
<td>FY 2009</td>
<td>$6,000</td>
<td>$8,000</td>
<td>$7,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>FY 2010</td>
<td>$6,500</td>
<td>$8,500</td>
<td>$7,500</td>
<td>$9,500</td>
</tr>
<tr>
<td>FY 2011</td>
<td>$7,000</td>
<td>$9,000</td>
<td>$8,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>FY 2012</td>
<td>$7,500</td>
<td>$9,500</td>
<td>$8,500</td>
<td>$10,500</td>
</tr>
<tr>
<td>FY 2013</td>
<td>$8,000</td>
<td>$10,000</td>
<td>$9,000</td>
<td>$11,000</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$8,500</td>
<td>$10,500</td>
<td>$9,500</td>
<td>$11,500</td>
</tr>
</tbody>
</table>

**FY 2014 Additional Revenues Recommended**

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Property &amp; Net Adjustments</td>
<td>$5.00</td>
</tr>
<tr>
<td>Governing Board Action Required:</td>
<td></td>
</tr>
<tr>
<td>Tuition Increase: $5.00 per Credit Hour</td>
<td>$12.28</td>
</tr>
<tr>
<td>Tax Levy Increase: 2%</td>
<td>$8.31</td>
</tr>
<tr>
<td>Total</td>
<td>$25.59</td>
</tr>
</tbody>
</table>

Gaye Murphy, Associate VC for Business Services

2 June 5, 2007
### PRIORITY NEEDS

<table>
<thead>
<tr>
<th>Priority Needs</th>
<th>Amount in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ASRS Rate @ 0.06% FY15</td>
<td>$ 0.2</td>
</tr>
<tr>
<td>2. Employee Policy Manual Increases</td>
<td>$ 1.0</td>
</tr>
<tr>
<td>3. Flex Benefit Adjustment</td>
<td>$ 0.7</td>
</tr>
<tr>
<td>4. Resolve Faculty Inversion</td>
<td>$ 3.8</td>
</tr>
<tr>
<td>5. Information Technology Support</td>
<td>$ 7.4</td>
</tr>
<tr>
<td>6. Need Based Financial Aid</td>
<td>$ 0.5</td>
</tr>
<tr>
<td>7. Operating Cost for Bond Construction</td>
<td>$ 0.6</td>
</tr>
<tr>
<td>8. Seamless Student Experience (SSE)</td>
<td>$ 0.9</td>
</tr>
<tr>
<td>9. Additional Residential Faculty (60/40 ratio)</td>
<td>$ 3.3</td>
</tr>
<tr>
<td>10. Student Services Initiative (SSI)</td>
<td>$ 2.1</td>
</tr>
<tr>
<td>11. Maricopa Corporate College</td>
<td>$ 0.7</td>
</tr>
<tr>
<td>12. Potential Employee Pay &amp; Other Programmatic Needs</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**Questions**
**ERF History**

- Maricopa started the conversion to PeopleSoft and Oracle ERPs in the mid-late 1990’s
- We have four primary Enterprise Resource Planning systems (ERPs)
- Financial system (CFS) which is an Oracle product
- Human Resources (HRMS) which is a PeopleSoft*
- Student Information Systems (SIS) which is a PeopleSoft*
- The Budget Development System (BDS) was developed in-house using PeopleSoft tools.
  * PeopleSoft was purchased by Oracle in 2005

**ITS of Today**

- Expansive IT Environment
- Ongoing Multiple Initiatives
- Current staffing is less than optimal and hiring is underway
- Increased Demand and Complexity

**Moving Forward – ITS Process Improvement**

- Building a Project Management Office (PMO)
  - The PMO team will coordinate project tasks and work assignments
  - Provide ongoing communication to all stakeholders
- Creation of a new Intake/Prioritization Process
  - Open, transparent tracking of all ITS initiatives for all Maricopa employees
Moving Forward – ITS - Staffing

- Increase staffing levels
- Current number of staff: 75
- Existing vacancies to fill: 35; hiring is already underway
- $506,000 additional budget required to adjust salaries to market, 2014-2015
- Additional ITS staff needs: 35 new positions 2015-2016
- $3.5M additional budget
- Ongoing training to keep ITS skill sets up to date

Moving Forward – ITS - Consultants

- Although ITS positions are being filled, we will need to keep using consultants to augment resources
- The estimated “transition point” where ITS staff will be replenished enough to start reducing consultant usage is Spring of 2015

Moving Forward – ITS – Technology Replacement Cycle

- ITS is moving forward with a plan to annually upgrade or replace technology.

Moving Forward – ITS – Hosted/Managed Services

- Where appropriate ITS is also reviewing areas that might be better supported with “Hosted/Managed Services”
- The initial area that hosted/managed services will support are our phone system, networking and security equipment, used to support the District office

Moving Forward - ERPs

- We need to migrate SIS to the latest software versions
- We need to replace CFS with PeopleSoft’s Financial Management System (FMS) because it will no longer be supported in 2015
- We need to re-implement HRMS to support class and come changes
- We need to replace BDS with PeopleSoft’s Hyperion Budget System

Using the same software vendor for all four systems will allow for much better integration and support

Moving Forward - ERPs

- The plan:
  - Work with Oracle to phase in all four systems over the next 12-36 months
  - Move all four ERP systems into the Oracle “Cloud”
Moving Forward - ERPs

- The benefits:
  - The same vendor that creates the software will be working with Maricopa to support it
  - Oracle has an excellent track record of hosting, scaling and securing services in their cloud
  - Increased security with database encryption and data masking
  - Oracle’s core business is as a software and hosting company, Maricopa could never hope to develop or afford the same level of expertise

Moving Forward - ERPs

- Oracle will support the following aspects of our ERPs
  - Hosting servers for the development, testing and production environments
  - Maintain increased system security
  - All software patches and updates
  - Customized Programming

- Maricopa/ITS will support:
  - Manage the Service Levels (SLAs) and contracts
  - Project Management
  - Functional requirements collection and documentation
  - User acceptance testing

2014-2015 ITS Ongoing Funding Request

- $2.14M – Hosting ERP
- $500K – Training for ITS employees
- $3M – Hosted/Managed Services for Networking/Phones*
- $506K – Increase for ITS job postings
- $1M – Maintenance

- $7.4M Total

*Estimate Pending Final Quotes

Questions / Discussion

Governing Board Update on Information Technology Services

EDWARD KELTY
SASAN POURRETEZADI
“ONE Maricopa” Initiatives:
- Seamless Student Experience
- Student Success Initiative
- Integrated Marketing Outreach Recruitment and Retention
- Support for Veteran Students
- Early College Programs
- Compliance

The New Student Experience
As a System, we are changing the way students experience our colleges from their first point of contact to transferring, graduating, and completing goals.

Past Year Accomplishments
- Launched a single scholarship application and database
  - Over 1700 applications in the database
- Implemented the Maricopa Financial Aid Answer Center for all colleges
  - 292,241 calls answered since launch
- Implemented a Single Transcript Report
- Standardized a majority of Financial Aid processes across Maricopa
- District-wide training:
  - Provided over 200 in person training hours for various projects and processes
  - 125+ new online and/or printable training resources available
Integrated Marketing Outreach Recruitment and Retention:
- Facilitated the Brand Identifier Project
- Engage, Learn, Connect Campaign
- Piloted a “Recruit-to-Retain” Strategy
  - approx. 6,000 high school seniors that are currently participating in the ACE, Hoop of Learning, or Dual Enrollment programs.
- Student Focus Groups
- Standardizing naming conventions and terminology for student resources and services

Student Success Initiative:
- Started Implementation of “Mandatory Experiences” for new-to-college, degree seeking or transfer pathway students, that includes:
  - Testing
  - Placement
  - Academic Advising
  - New Student Orientation
  - Student Success Courses
- This effort is based on the Center for Community College Student Engagement’s best practices to support student retention.

Supporting Student Success:
- Establishing Veteran Centers/Programs
  - Principles of Excellence and “8 Keys to Success”
- Early College Programs
  - ACE, Hoop of Learning, Dual Enrollment
  - Sustain and improve percentage of students who enroll after high school
- Minority Male Student Success
  - Developed MEN Chapters at each college
  - Initiated academic and leadership programs to support retention
- Compliance
  - District wide compliance committee
  - Focus on Higher Ed Act, Veterans, State Mandates, Title IX, and HLC

Momentum Is Building

Seamless Student Experience
- High Value Projects Underway: ($900,000)
  - Maricopa Verification Processing Center
  - Enterprise Content Management (formerly Document Imaging)
  - Standardized Advisement Tools and Processes
  - Student Financial Aid Prevention and Mitigation
  - Student and Staff Knowledge Base
  - Standardized Transcript Evaluation
- Projects for FY2014-2015:
  - Financial Aid Standardization
  - Mandatory Experience Tracking
  - Single Admissions Process
  - Single Sign-on for Students

Integrated Marketing Outreach Recruitment and Retention: ($500,000)
- High School Prioritization Model for Recruitment
- “I Will Graduate” Campaign Pilot
- Enhanced Recruitment Strategies to support Strategic Enrollment Management
- Implementation of the Brand Identifier model
- Expansion of Retention and University Transfer programming
Supporting Student Success: $1.6 Million

- Veterans Support Services:
  - Staffing and programmatic requirements based on POE, 8 Keys, and VA Audit Reports
- Student Success Initiative, Early College, and Minority Male:
  - Staffing and programmatic support to improve retention
- Compliance:
  - Staffing and programmatic support to assess, reform, and implement any compliance needs as it relates to Title IV of the HEA, FERPA, HLC/ADA/Section 504, Title IX, Title VI, Clery Act, Veterans, SaVE Act, State regulations related to academic/student affairs

Thank You