



## Maricopa County Community College District Governing Board Minutes June 11, 2013

A board meeting, capital planning retreat, agenda review, and work session of the Maricopa County Community College District Governing Board were scheduled to be held beginning at 12:30 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

- Doyle Burke, President
- Dana Saar, Secretary
- Randolph Lumm, Member
- Ben Miranda, Member
- Debra Pearson, Member

### ADMINISTRATION

Rufus Glasper  
Sherri Ondrus Lewis for Maria Harper-Marinick  
Debra Thompson  
Kathy Brooks for James Bowers  
Lee Combs  
Linda Lujan  
Ernie Lara  
Gene Giovannini  
Greg Rogers for Irene Kovala  
Shouan Pan  
Paul Dale  
Paul DeRose for Anna Solley  
Jan Gehler  
Rey Rivera for Shari Olson

### OPENING CALL TO ORDER

The board meeting was called to order at 12:34 p.m. After welcoming the assembly, President Doyle Burke moved to the action items.

**II.A.1 APPROVAL OF EMPLOYEE GROUP SALARY SCHEDULE PROPOSALS FOR FY 2013-2014**—authorize compensation adjustments for FY 2013-2014 as follows: 1) The salary schedules for Residential Faculty, MAT, Crafts, Safety, PSA, M&O, CEC, Athletic Specialists, and the Skill Centers will receive two and one-half percent (2.5%) salary adjustment to the current FY 2012-2013 salary schedules—however, employees who are earning more than top of scale will receive a 1.25% increase; and 2) the adjunct faculty rate and residential faculty overload rate will be \$854 per load hour; representing a two and one-half percent (2.5%) increase over the current rate.

### MOTION

#### **Motion 10070**

Board Member Lumm made a motion to approve Action Item II.A.1. Board Member Burke seconded. Board Member Pearson asked for a roll call vote so her comments could be entered into public record.

- Mr. Miranda—aye
- Mr. Lumm—aye
- Mrs. Pearson—Mrs. Pearson said she had huge concerns about this increase at this time. She wanted to make it clear that she does not feel that the rate of inflation or other indicators support this level of increase. She does not feel it is appropriate at this time to do this. She recognized the credibility of the bonding agencies [who recently rated Maricopa with “AAA” ratings]. The bottom line, however, is she has a great deal of confidence in Dr. Glasper’s and Ms. Thompson’s skills. She is voting “aye” with reservations.
- Mr. Saar—aye
- Mr. Burke—aye

**II.A.2 CHARTER SCHOOL SALARY SCHEDULE PHOENIX COLLEGE PREPARATORY ACADEMY AND GATEWAY EARLY COLLEGE HIGH SCHOOL PROPOSALS FOR FY 2013-2014**—approve the 2013-2014 proposed salary schedule for the Phoenix College Preparatory Academy Charter High School and GateWay Early College High School. It contains a two and one-half percent (2.5%)

salary adjustment to the current Fiscal Year salary schedules.

**MOTION****Motion 10071**

Board Member Saar made a motion to approve Action Item II.A.2. Board Member Miranda seconded. Motion approved 5-0.

**II.A.3 NON-CLASSIFIED EMPLOYMENT POLICY**—adopt the proposed Non-Classified Employment Policy. The Non-Classified category includes persons in the Athletic Specialist classification. Non-Classified employees are at-will employees, and as such, do not serve a probationary period and may quit or be terminated without notice or cause.

**MOTION****Motion 10072**

Board Member Miranda made a motion to approve Action Item II.A.3. Board Member Burke seconded. Motion approved 4-0, with one abstention (Board Member Lumm).

**II.A.4 TEMPORARY EMPLOYEE GUIDELINES TEMPORARY PAY RATES FOR 2013-2014**—authorize compensation adjustments for FY 2013-2014 to the Temporary Pay Rates to reflect a two and one-half percent (2.5%) increase over the current FY 2012-2013 rates. Pay rates that were assigned a range in FY 2012-2013 will be returned to a single rate and all temporary employees shall receive the associated single rate of pay.

**MOTION****Motion 10073**

Board Member Saar made a motion to approve Action Item II.A.4. Board Member Burke seconded. Motion approved 5-0.

**ADJOURNMENT**

President Burke adjourned the board meeting at 1:30 p.m.

**WELCOME AND OVERVIEW**

President Burke called the Capital Planning Retreat to order at 1:42 p.m. Vice Chancellor of Business Services Debra Thompson welcomed everyone to the meeting and provided a brief overview of the agenda. She then introduced Mr. Anubhav Bagley, Information Services Manager, Maricopa Association of Governments (MAG), to speak. Presentation materials, which were used for the following synopsis, are available from the Governing Board Office.

**MARICOPA COUNTY  
POPULATION AND  
EMPLOYMENT UPDATE**

Per Executive Order 2011-04, the state must have one set of official projections. State and County projections are developed by the State Demographers Office at the Arizona Department of Administration (ADOA). Projections are developed every three to four years. The Council for Technical Solutions is comprised of representatives from Regional Councils, Universities, and State Agencies. MAG is required to use County projections as control for sub-regional projections in Maricopa County and federal requirements mandate that transportation and air quality models use official projections. The 2013 Projections are still under development and are expected to be approved on June 19, 2013.

Maricopa County is projected to be 6.1 million by the year 2040. Maricopa County's population growth over time: 3.82 million in 2010 projected to grow to 6.17 million by 2040. Maricopa County's total employment growth over time: 1.71 million in 2010 projected to grow to 3.10 million by 2040. Population change over time based on three regions (west, central, east) shows a little more growth on the west side, with central and east growing at similar rate from 2010-2040. Projections say east side growth with decline by half in 2030-2040 compared to the previous decade. In 2010, 39% of the county population is located in the central region, 37% in the east region, and 24% in the west region. By 2040, population locations will be 36% central, 32% east, and 32% west. Employment change shows more employment in the east region in 2010 but that will shift to the west region by 2040. East side population and employments are greater initially due to many factors including the completed freeway and loop systems. When the west-side loop 303 is complete, projections estimate population and job growth will expand to follow it.

Recommendations regarding regionalization of course offerings were supported by the

population and employment growth projections. The Board members would like to see employment data by area for future planning purposes. Employers are attracted by the work force available to feed it so there are marked differences in the types of employment being drawn to the different regions. That will shift as the population grows over time.

**DISTRICT ENROLLMENT  
ESTIMATES**

Dr. Sherri Ondrus Lewis, the Associate Vice Chancellor, Institutional Strategy, Research, and Effectives, presented next.

Enrollment is influenced by several factors including (not an exhaustive list): current MCCCDC enrollment; population growth; high school graduation figures; economy; financial aid/loan availability (including federal, state, and local policy changes); policies regarding immigration; tuition changes; proprietary school recruitment and other competition; MCCCDC recruitment efforts, retention efforts, policies, etc.; high school graduation data and projections for AZ; and big picture—Maricopa County population and MCCCDC trends from 1965 with linear projection.

Recent fall enrollment trends show a headcount of 120,096 and FTSE (full-time student equivalent—credit hours divided by 15 per semester) of 51,718 in 2008 growing to 137,982 headcount and 61,485 FTSE in 2012. Although the largest populations of students are aged 15-24, there are large numbers of students who are older which should be considered for marketing planning. In-person courses outnumber other delivery systems but there is a marked increase in online and hybrid as well as dual enrollment. The number of high school graduates is not expected to grow until about 2022. Arizona is projected to have a slight decline (<5%) in the number of high school graduates through 2019-2020. The percentage of Arizona adults (ages 25-64) with a least an associate degree in Maricopa county is 38.54 so there appears to be untapped potential in the county (and state) to enroll many students at MCCCDC. Based on the MAG population projection for 2025, the MCCCDC headcount projection would be 176,589. Historical MCCCDC headcount projections would be 170,369.

**UPDATE ON PAULIEN SPACE  
UTILIZATION STUDY**

Mr. Arlen Solocheh, Director of Facilities Planning and Development, spoke next.

The space utilization study conducted by Paulien had the following study goals: measure how efficiently MCCCDC uses classrooms and labs; hours per week in use; percentage of seats occupied when in use; square feet per seat; room seating capacity vs. typical section enrollment; compare these measures against peer higher education institutions; review the impact of distance learning on utilization rates and space needs; offer best practices to increase utilization rates; and impact of distance learning on space needs and utilization rates.

MCCCDC selected comparable peer institutions that were two-year public community colleges, technical schools, or four-year schools focused on associated degrees; had larger enrollment; were in an urban/urban fringe/suburban setting; and were multi-branch or multi-location systems. MCCCDC provided a list of 14 institutions and Paulien provided 18 additional institutions. Comparisons show 38-43 hours per week that a classroom is scheduled for instruction with a seat occupancy rate when the room is in use at a consistent 65%. Lab rooms were scheduled 25-26 hours per week with 77% of seats filled when in use. Not all college data have been returned. A single college's data was used to illustrate MCCCDC's use for comparison. Some buildings have less utilization than others but close to the median however, MCCCDC consistently filled the seats at a greater rate than average. Classroom use by day and time show that Fridays and afternoons are historically, and still, low use times. MCCCDC lab use and seat occupancy are greater than average in both number of hours and number of seats. The average section size is 24 for regular classes and 18 for labs. The assignable square foot per station at MCCCDC is about 25 per student. MCCCDC has some pretty large standard classrooms—given the indicated average enrollment is MCCCDC building classrooms that are larger than needed? Consideration could go towards making more classrooms of a smaller capacity.

It was recommended that a goal of how MCCCDC is connecting with the community (non-classroom use of MCCCDC space) be added. Consideration should be given to non-traditional schedules (i.e., late night classes), along with regionalization. MCCCDC must move away from its traditional 10-silo approach and

focus on a different use of facilities without having to build new.

**ITS UPDATE AND PLANNING  
FOR A 2016 BOND**

Mr. Rod Marten, Assistant Director, Strategic Information Technology, presented Capital Planning for Technology.

The normative capital planning process considers goals, process, and results. The goals focused on were Student Success (modern classrooms, adapt to student technology, and open educational resources), Stewardship (systems integrity and security, compliance, and efficiency), and One Maricopa (standardize where appropriate). The process started with students and looked internally and externally including data from Gartner, EDUCAUSE, and industry partners such as Interop. It was inclusive of many individuals aligned with IT, and it balanced consistency with flexibility. Students come to college with multiple devices and personal clouds filled with data and they expect to use those to interact seamlessly at all times with Maricopa services. IT received input from alliance and faculty participants. The Library Alliance used focus groups and a survey while the Academic Technology Alliance created a faculty survey and asked faculty what the use and what they want to be able to do. The IT leaders in the District also created a technology survey of what they currently use and where they'd like to go. The results focused on Student Success and show an expectation to modernize classroom technology, adapt to student technology, support open educational resources, have adaptive learning systems, and provide learning analytics. The results focused on Public Stewardship show an expectation to implement systems to improve compliance (i.e., public records requests and legal holds), maintain critical systems, and improve the efficiency of systems and processes. The results focused on One Maricopa show an expectation to standardize where appropriate to support One Maricopa and provide a consistent student experience across the District.

With a traditional bond, MCCCDC tries to balance bricks vs. clicks. MCCCDC can plan to support the technology that students have and provide online or hybrid services which could provide some cost savings. MCCCDC can build a business model to do more with less money if it focuses on technology. It was recommended, however, that MCCCDC continue to provide access and technology to those individuals who are not able to afford personal technology items as well as continue to offer education for users who may not be able to keep up with the changes in technology due to limiting factors such as age, disability, economic status, etc.. Attention also needs to be paid to workforce development technology needs, especially regarding vocational training equipment. MCCCDC needs to be mindful that keeping up with technology will be costly and to plan accordingly.

Board members requested access to the survey data, especially data from local business/industry. Current surveys should be adapted to get this information if it has not already been included. Board members also want to see data on how technology use is impacting success in the classroom.

Mr. Marten asked the Board if they had other considerations or ideas of what to focus on for technology planning. Members of the CEC have had discussions regarding "life without a bond" and there is a good sense of what they want to do and where they want to go. The next conversation with the Board will include IT and College planning regarding technology. Again, consideration of regionalization of services which would be available 24/7 was put forward.

**ADJOURNMENT**

The Capital Planning Retreat adjourned at 3:45 p.m.

**CALL TO ORDER**

President Burke called to order Agenda Review at 4:21 p.m. He then took the assembly through the proposed agenda for the June 25, 2013 Regular Board Meeting.

Clarification was asked on a few items as they were presented. Highlighted below are requests made by Board Members for additional information.

- Provide information about charter schools including vision, mission, accreditation,

and contact information (web address) on the action item.

- Have a presentation by GWECHS and PCPA two times a year to provide an overview of student information including number of students, number of graduates, projections, vision, mission, goals, and what they are doing to accomplish them.
- Provide a budget for all grants submitted. (IV.D.7 need budget)
- Provide discussion of future planning for pilot projects to show sustainability beyond the grant time period. (IV.D.8 asked for sustainability plan)
- IV.D.10—is there mandatory orientation for charter school students?
- IV.D.11—does the college pay \$350 per student per year or per semester?

**ADJOURNMENT** President Burke adjourned Agenda Review at 5:00 p.m.

**CALL TO ORDER** The Work Session was called to order at 5:00 p.m.

**BOARD SELF-EVALUATION** Ms. Teresa Toney, Manager, Office of Public Stewardship, worked with the Board to come up with a plan for its self-evaluation and the evaluation of the Chancellor for FY2013-2014.

In 2012, the Board did not evaluate itself. Ms. Toney provided copies of the previous instrument and a draft version based on samples from other institutions that use the Carver Policy Governance model. She asked the Board for feedback. It was recommended that the self-evaluation column be removed and that Board members focus on evaluating the Board as a whole instead. The categories used by Mt. San Antonio College appealed to Board members but they would like the language of the document to reflect MCCCDD's policy language. Ms. Toney will work on creating a draft instrument for Board review at the July 23, 2013 Regular Board Meeting.

**CHANCELLOR EVALUATION** The current process to evaluate the chancellor consists of a single report in May on all the limitations and interpretations. Charney recommended that the Board prioritize the limitations and interpretations so the Chancellor is aware of what the Board considers most important. Then, instead of an end-of-year "data dump," the Chancellor and Ms. Toney would provide regular updates (monthly/quarterly/etc.) to the Board on specific limitations and interpretations. The conversation would be ongoing and the Board could give the Chancellor more immediate feedback. The value of prioritizing the items is to give the Chancellor an idea of what the Board wants him to focus on and what type of monitoring they want to see. At the end of the year, a spreadsheet detailing the individual monitoring reports and Board response would be provided for review. Another advantage of regular monitoring is the Board would be able to determine if the policy language needed to be amended if the interpretation or evidence were not providing the detail required. A draft instrument and timeline will be prepared for the July 23, 2013 Regular Board Meeting.

**ADJOURNMENT** President Burke adjourned the work session at 5:27 p.m.

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Dana G. Saar  
Governing Board Secretary