

**Institution:** Pima County Community College District  
**Chief Executive Officer:** Dolores Durán-Cerda  
**Date Submitted:** September 1, 2023

Dear Ms. Gellman-Danley,

Please accept Pima Community College's Interim Report referenced below.

**Action with Interim Monitoring.** IAC concurred with some of the evaluation team's findings and affirmed that the institution should address certain concerns related to Core Component 2.C. In conjunction with this action, IAC required the following interim monitoring.

**Interim Report.** An Interim Report due September 1, 2023, on aspects of Core Component 2.C. The report should provide evidence demonstrating the institution has addressed the following:

**Board Effectiveness**

Continued work on processes to improve adherence to appropriate Board and State policies with a focus on the role of shared governance by the Board of Governors and Senior Administrators.

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**Introductory Section**

Pima Community College (PCC or the College) prepared this report as requested by the Higher Learning Commission (HLC) to provide evidence of continuing compliance with Core Component 2.C. with focused efforts to improve adherence to Board policies and state law, as well as shared governance by the Board and senior administration. In particular, this report addresses the HLC letter of October 6, 2022. [**Appendix exhibits are bookmarked for easy navigation.**] This report shares information about the Governing Board's focus on training and actions to adhere to standards of effective Board work. The report also addresses improvements in the transparency of decision-making and communication with various College constituencies.

**A. The Board Has Developed a Plan to Comply With Core Component 2.C.**

PCC has a five-member Governing Board, each Board member representing a geographically defined electoral district. Each Board member is elected by Pima County residents of their respective district. At a public study session on October 17, 2022, the Board began developing its

draft plan to demonstrate effective operation and compliance with Core Component 2.C. At the meeting, all members of the Board collaborated to develop the draft plan, with input from members of the Executive Leadership Team, which comprises the Chancellor, Provost, General Counsel and other C-suite leaders. Numerous topics were discussed, including creating a calendar of training opportunities for the Board, and the opportunity for meetings between one or two Board members at a time and the Chancellor to review the agenda for the upcoming monthly meeting [A1]. On November 9, 2022, the Board approved, with a slight modification, [A2] an Evidence Plan to demonstrate 2.C. compliance [A3].

As a result of the 2022 election cycle and a resignation, PCC started 2023 with three new Board members. The newly constituted Board took ownership of the Evidence Plan at a retreat on January 17, 2023, when they reviewed the accreditation process and the action Plan addressing Component 2.C [A4]. On February 1, 2023, the Board voted unanimously [A5] to approve an updated Evidence Plan reflecting their input from the retreat to demonstrate compliance with 2.C. [A6].

### **B. The Board Substantially Revised Its Bylaws To Improve Conformity with 2.C.**

The Board has sought to address its challenge to maintain collegial working relationships and to achieve a common standard for operations by conducting a comprehensive review of its bylaws. The process began before the focused visit. In February 2021, the Board gave notice of intent to amend Article IV of its bylaws, which concerns the length of term of the Chair and Vice-Chair/Secretary roles. [Appendix B1]. In a series of Executive Sessions from March to June 2021, the Board discussed bylaw revisions and the potential retention of an outside legal counsel to assist the Board in bylaw revision [B2]. The College signed an agreement with outside legal counsel in July 2021 [B3]. The Board held multiple Study Sessions, facilitated by outside legal counsel, beginning with a Feb, 17, 2022, presentation containing proposed bylaw revisions and extensive background on policy governance, shared governance and best practices [B4].

Collectively, these activities culminated in changes in the bylaws that were approved in a series of votes by the Board on September 26, 2022 [B5]. The significant and relevant revisions to the bylaws provide greater detail and clarity on how the Board should conduct its work, addressing both individual conduct and the appropriate role of Board members [B6]. Included in the revised Article X, Code of Ethics, are the following:

- New Subsection 1.3 addresses concerns about Board autonomy by specifying that “Board members must demonstrate unconflicted loyalty to the interests of the entire community of Pima County. This accountability supersedes any conflicting loyalty such as that to family members, the College’s employees, advocacy or interest groups, membership on other boards or staffs, or any personal interests as a consumer of the College’s services.”
- New Subsection 3.5 concerns maintaining confidentiality of privileged information, including items discussed in Executive Session.
- New Section 6, Procedures for Violation of Board Bylaws or Policies, details protocols for rectifying violations of Board Policies and Bylaws.

### **C. The Board and College Are Committed to Effective Shared Governance**

Board Policy (BP) 1.06 Governance [Appendix C1] defines a necessary condition for Board effectiveness as involvement of College groups. Through Administrative Procedure (AP) 1.05.01 Board Committees, the College has created several shared-governance bodies to provide insights and information to College, including Faculty Senate, comprising full-time and adjunct faculty, and Staff Council, comprising exempt and non-exempt staff [C2]. The College also has two shared-governance bodies with membership that includes representatives from a broad cross-section of College constituencies.

- Per AP 1.25.01 [C3] All-Employee Representative Council (AERC), which comprises full-time and adjunct faculty, exempt and non-exempt staff, temporary employees and administrators.
- Through AP 1.06.01 All College Council (ACC) [C4], the College operationalized the ACC, which comprises staff, administrators and, significantly, students. Student Senate elects three of their peers to serve on the ACC [C5]. ACC's student-members contribute meaningfully to discussions on topics of College and especially student interest [C6].

Additionally, per Board Bylaw III, Representatives to the Board [C7], representatives of student, staff, full-time faculty, adjunct faculty and administrator groups act as advisors to the Board through reports at Board meetings on accomplishments and opportunities.

### **D. The Board Has Engaged in Comprehensive Training and Professional Development**

The Governing Board has recognized the need to address concerns regarding training since January 2022, when it voted to retain the services of consultants affiliated with the Association of Governing Boards (AGB) to conduct an assessment and assist with preparation for the HLC Focused Visit [Appendix D1]. In Spring 2022, the Board received the AGB findings [D2] as well as a presentation on Arizona's Open Meetings Law [D3] by an official of the State Ombudsman's Office at a Board meeting on May 26, 2022. [D4].

As stated in Section A, the 2022 election cycle and a resignation resulted in three new Governing Board members. Two new members began preparing for their upcoming duties when they attended an orientation on December 6, 2022; the third new Board member had not been sworn in by December 6. At the meeting, the two new members attended a presentation from the HLC's Vice President of Accreditation Relations [D5]. They also heard information from the Director of the Arizona Association of Community College Trustees and a representative of the Association of Community College Trustees (ACCT) on the roles of community college trustees, from a national and Arizona-specific perspective [D6].

The Board underwent further training during a retreat on January 17, 2023, that was led by a facilitator from the ACCT and included a presentation on compliance from an independent consultant who has served as an HLC peer reviewer [D7]. Topics of discussion included characteristics of effective Boards, Chancellor's goals/Board priorities, and accreditation. A January 30, 2023, New Board Member orientation featured information from the Chancellor,

General Counsel and other Administrators on a variety of mission-critical topics, including the College budget, Arizona's Open Meetings Law, and the Chancellor-Board Chair relationship [D8]. Additionally, each Board Member signed an Ethics and Conflict of Interest Statement, and an Executive Session Confidentiality Acknowledgement [D9].

In early 2023, the Chancellor's Office proposed a calendar of professional development for the Board [D10]. In the first six months of 2023, the Board Chair and every Board member attended at least one national conference, with several Board members attending multiple conferences [D11]. Highlights:

- Chair Riel and Member Garcia, HLC Annual Conference.
- Chair Riel, ACCT Governance Leadership Institute.
- Chair Riel, Vice-Chair McLean, and Board Member Taylor, ACCT National Legislative Summit New Trustee Academy..
- Members Gonzales and Garcia, National Association of Latino Elected and Appointed Officials (NALEO) Education Fund annual conference.

### **E. Executive Leadership and the Board Are Establishing an Effective Relationship**

College Administration and the newly constituted Board are effectively working together to establish a professional relationship whose cornerstone is the easy flow of information to help the Board in its decision-making. Each Regular Board Meeting features a section of Administration Reports. Also augmenting the free exchange of data is a Board-approved 2023 calendar of public Study Sessions for in-depth presentations and discussions [Appendix E1].

The Board and College proactively prepare for Board meetings. Four to five days before each monthly Regular Meeting, each member is sent a Board Packet containing a comprehensive agenda and supporting materials to help the Board make informed decisions [E2]. Board member receipt of the Board Packet is acknowledged by either email or through an Adobe Sign verification system [E3].

As they endeavor to gain a deeper understanding of PCC operations, Board members regularly request and are provided information by the College. Since December 2022, when three new members joined the Board, the College has responded to 21 Board member requests for substantive information about the College. The College endeavors to respond to these requests within one to two weeks [E4]. Some of these requests contain multiple questions [E5].

From February 2023-May 2023, then-Chancellor Lee D. Lambert, the Chief of Staff and other administrators met with the Board Chair and Vice-Chair the day of the monthly Regular Meeting. At these meetings, College leadership discussed mission-critical issues, such as Board Priorities, textbook costs and Diversity, Equity and Inclusion, to be addressed at the Regular Meeting and beyond [E6]. The meeting did not occur in June 2023, following Chancellor Lambert's resignation (see sections G and H of this report). Interim Chancellor Dolores Durán-Cerda is reconvening these meetings and is scheduled to hold the first one on the day of the Board's next Regular Meeting, September 13, 2023.



## **F. The Board and Executive Leadership Inform and Engage the Community in Multiple Ways**

### **Governing Board**

The College maintains a robust Governing Board presence on its public website, including information about Board goals [F1] and roles [F2], as well as meeting calendars, agendas, packets, videos and minutes [F3]. Board meetings and Study Sessions are held in person and are live-streamed. Videos are placed on the Board’s webpage shortly after the meeting.

### **Governing Board committees**

The Governing Board has created committees to assist its oversight of three essential areas of College operation: Finance and Audit, Human Resources, and Enrollment and External Relations.

As is true for all Governing Board committees, the Finance and Audit committee is governed by a Charter [F4]. The Finance and Audit Committee comprises two Board members and five to eight community members with professional knowledge of finance, accounting, auditing and/or investments. The Finance and Audit Committee is engaged in budget development, financial reporting, internal and external audits, enterprise risk management, policy and other relevant activities through discussion, feedback and recommendations to the College. For example, the College developed a pension funding strategy for the unfunded liability for the Public Safety Personnel Retirement System. [F5]. The College presented an update on the progress toward unfunded liability as part of the annual adoption of the policy by the Board [F6].

The Enrollment and External Relations Committee consists of two Board members and 5-8 external constituents with expertise in marketing, community relations and economic development [F7]. In March 2023, the committee recommended the College support a three-year cooperative agreement with Gordley Group for marketing and advertising services [F8]. The Board approved the agreement with Gordley Group in March 2023 [F9].

The Human Resources Committee consists of two Board members, at least three community members, and the Assistant Vice Chancellor for HR, with the General Counsel serving as a non-voting advisor. The HR Committee’s Charter specifies the responsibilities of the committee to make recommendations on HR matters of collegewide significance, such as the professional development needs of employees [F10]. Recent activities have included review and input of the flexible work program, as well as the comprehensive revision of the College’s classification and compensation structure [F11].

### **Public comment**

PCC Governing Board meetings have long included an opportunity for Pima students, employees and community members to directly address the Board. The Board opens the public comment period with the statement, “The Pima Community College Governing Board welcomes public comment on issues within the jurisdiction of the College.” The statement outlines proper Board responses to comments by the public, per Arizona’s Open Meeting Law, including putting a topic

raised in Public Comment on a future Board agenda; and notes that “internal College processes are available to students and employees for communication.” [F12]

The Covid pandemic forced the Governing Board to retool its method of soliciting public comment at Board meetings, which were switched from an in-person format to a virtual format in Spring 2020. The Board adopted a new system that allowed members of the public to address the board through Zoom. Since April 2020, more than 180 members of the College’s external and internal communities have expressed their opinions [F13]. The Board resumed in-person meetings in early 2023 but has retained the remote option for members of the public to comment.

### **Governing Board involvement in the community**

Governing Board members are actively affiliated with civic, government and education organizations at national, state and local levels. These affiliations include the Arizona Department of Education Professional Practices Advisory Committee, the Southern Arizona Leadership Council, the League of Women Voters and the National Association of Latino Elected Officials. [F14].

### **Executive Leadership Team (ELT)**

As noted earlier in Section E and again in Section G, College administrative leadership regularly reports out at Governing Board meetings. The College’s overarching leadership group is the ELT, whose membership is included on the ELT page of the College’s website. [F15]

ELT meets once per month to discuss, approve and receive updates on major projects. ELT meetings also provide a forum for the Chancellor to discuss trends and strategic priorities. ELT recognizes its duty to inform external constituencies about its operations. In addition, a Decision Tracking Form helps keep leadership accountable for follow-through on initiatives by assigning deadlines, responsible parties and key performance indicators [F16].

### **Executive leadership involvement in the community**

The ELT is actively affiliated with organizations at national, state and local levels [F17]. Many executive leader’s memberships are in organizations that are directly connected to the College’s mission of student success, such as the College’s Vice Chancellor for Academic Excellence’s membership in the Arizona Attainment Alliance (A++), a partnership between Northern Arizona University, the state’s 10 community college districts and the Arizona Commerce Authority, which will ensure seamless admissions for Pima and other community college students.

Peer-to-peer connections often result in initiatives whose goal is to improve student success. Initial informal conversations between PCC’s then-Provost and administrators at Northern Arizona University in Fall 2022 resulted in the establishment of the NAU-PCC Educational Attainment Collaborative in January 2023 [F18]. The initiative is designed to ensure seamless academic pathways between the two institutions and to enhance student support [F19].

### **G. The Board Commits to Assessment and Improvement**

The Board looks outward and inward in assessing performance. In line with BP 1.16 Institutional Effectiveness [**Appendix G1**], in the first six months of 2023 the newly constituted Board has heard-progress toward goals from Executive Leadership regarding key priorities, such as Academics [**G2**].

On October 12, 2022, the Board approved its Self-Assessment Summary, a tool that evaluates progress on Board-approved goals, performance and leadership [**G3**]. The Board Chair and Vice-Chair are co-authoring written summaries of Board meetings, beginning with the July 31, 2023, meeting [**G4**]. On July 23, 2023, Board members attended a seminar on parliamentary procedure in order to better understand protocols such as Robert's Rules of Order [**G5**].

At a retreat in June 2023, the Board identified its priorities for the upcoming academic year as well as a list of topics on which they wanted additional information related to the effectiveness of specific College initiatives and processes [**G6**]. The Board will formally adopt the priorities and information requests at its September 2023 meeting.

Also, at the retreat, the Board discussed its self-assessment as well as leadership transition options after Chancellor Lambert resigned, effective August 1, 2023 [**G7**].

### **H. The Board Commits to an Inclusive, Transparent Chancellor Search**

The Governing Board's actions related to selecting a long-term Chancellor are available on a webpage so that internal and external communities can monitor the College's progress [**H1**]. A summary of key actions:

- June 14, 2023: The Board approved a separation plan for Chancellor Lambert, an outline for selecting an Interim Chancellor, and a plan for selecting a long-term Chancellor [**H2**].
- June 23, 2023: The Board selected the Provost to serve as the Acting Chancellor effective July 1 and voted to retain an executive search firm specializing in Interim leadership, to identify candidates to serve as the Interim Chancellor [**H3**].
- July 31, 2023: The Board voted to appoint the Provost as Interim Chancellor and begin a search for a long-term Chancellor [**H4**]. In discussing the topic, several Board members spoke positively about Board decision-making. Board Member Taylor said "I will do everything I can" to support the Board's appointment of the Provost as Interim Chancellor. Board Chair Riel said "Even though we have our differences of opinion, we work well together and our sole focus is always to make sure that students . . . come first." Lastly, Board Member Garcia said "We need to move forward." [**H5**].

Sincerely,

*Dolores Durán-Cerda*

Dr. Dolores Durán-Cerda  
Interim Chancellor

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# 2022 Focused Visit

## Text of the letter from Higher Learning Commission (HLC) President, Barbara Gellman-Danley

October 6, 2022

Dr. Lee Lambert Chancellor

Pima County Community College District 4905C E. Broadway Blvd.

Tucson, Arizona 85709-1005

Dear Chancellor Lambert:

This letter serves as formal notification and official record of action taken concerning Pima County Community College District by the Institutional Actions Council of the Higher Learning Commission at its meeting on October 3, 2022. The date of this action constitutes the effective date of the institution's new status with HLC.

**Action with Interim Monitoring.** IAC concurred with the evaluation team's findings and affirmed that the institution is addressing the concerns related to core component 2.C. In conjunction with this action, IAC required the following interim monitoring.

**Interim Report.** An Interim Report due September 1, 2023, on aspects of Core Component 2.C. The report should provide evidence demonstrating the institution has addressed the following:

### Board Effectiveness

Continued work on processes to improve adherence to appropriate Board and State policies with a focus on the role of shared governance by the Board of Governors and Senior Administrators. This includes, for example:

- Board members using resources provided by the institution in preparation of the meeting.
- Processes to ensure transparency of decision making at the Board and Senior leadership levels.
- Continue to use board training to help all members of the Board understand their role, responsibilities, and governance.
- Executive Leadership focus on engaging the community and the Board of Governors in meaningful dialogue to address ongoing challenges and communication strategies.

**Embedded Report.** An embedded report in the next Comprehensive Evaluation in 2024-2025 to address the following:

## Dispute Resolution

The institution should define more clearly the roles of the Office of Dispute Resolution and Human Resources and the processes by which employees may register a complaint and receive resolution of the complaint.

In taking this action, the IAC considered materials from the most recent evaluation and the institutional response to the evaluation findings.

**Rationale:** A review of the focused visit team report, initial information provided by the institution, and subsequent information provided by the institution in its institutional response indicated the team findings related to Criterion 2 were warranted. IAC modified the monitoring requirements to provide more specificity and clarity. IAC removed parts of the monitoring recommended by the visiting team due to a lack of sufficient evidence to support aspects of the recommended monitoring.

In two weeks, this action will be added to the *Institutional Status and Requirements (ISR) Report*, a resource for Accreditation Liaison Officers to review and manage information regarding the institution's accreditation relationship.

Accreditation Liaison Officers may request the ISR Report on HLC's website at <https://www.hlcommission.org/isr-request>.

Within the next 30 days, HLC will also publish information about this action on its website at <https://www.hlcommission.org/Student-Resources/recent-actions.html>.

If you have any questions about these documents after viewing them, please contact the institution's staff liaison Linnea Stenson. Your cooperation in this matter is appreciated.

Sincerely,  
Barbara Gellman-Danley President  
CC: ALO

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## 2022 Focused Visit - Key Documents

*The Higher Learning Commission (HLC) has rejected the specific recommendations made by a team of reviewers "due to a lack of sufficient evidence." Please see the letter above from HLC President Barbara Gellman-Danley.*

- [HLC President's Letter \(10-6-2022\)](#)
- [HLC Focused Visit Report re PCC](#)
- [HLC Institutional Response Form with PCC Institutional Response](#)
- [PCC "Errors of Facts" Re HLC's Focused Visit Draft Report](#)

## 2022 Focused Visit - All Documents

- [All Documents](#)

## Appendix A

### The Board Has Developed a Plan to Comply With Core Component 2.C.

- First page of each Appendix labeled in the upper left-hand corner.  
Example: **Appendix A1**
- Parts of appendices **highlighted** when appropriate.

[A1] Oct. 17, 2022 Governing Board Study Session minutes

[A2] Nov. 9, 2022 Governing Board Meeting Agenda Item

[A3] Criterion 2 Evidence Plan and Timeline Oct. 24, 2022

[A4] Jan. 17, 2023 Board Retreat agenda

[A5] Feb. 1, 2023 Governing Board Meeting Agenda Item

[A6] Updated Criterion 2 Evidence Plan and Timeline January 2023

**Governing Board Study Session\*\*\*REVISED 10/14/22\*\*\* (Monday, October 17, 2022)**

Generated by Andrea Gauna on Tuesday, October 18, 2022

**1. Call Meeting to Order**

Action: 1.1 Call Meeting to Order, District Office, Teleconference  
The meeting was called to order at 4:04 p.m.

**Board members present: Demion Clinco, Meredith Hay, Catherine Ripley, Luis L. Gonzales, Maria Garcia**

**2. Discussion****Discussion: 2.1 PCC's partnership with Pima County's K-12 school districts-Guest: Superintendent Dustin J. Williams**

The Chancellor introduced the Pima County Superintendent of Education, Dustin Williams. The Chancellor reported that he has regular ongoing conversations about the state of K-12 and postsecondary education in Pima County. Today Mr. Williams will interact with the Board and share what is currently going on.

Mr. Williams noted that he meets regularly with all sorts of stakeholders but noted that listening to the students is most important, specifically with K-5ers.

Chairperson Ripley noted that it's extremely important to have a relationship between PCC and the schools in Pima County.

Mr. Williams discussed students returning after the pandemic and the district's discovery of early stages of learning loss. Mr. Williams talked about how the district is dealing with this issue. Mr. Williams noted that they will know more when they see the Arizona Merit (AIMS) tests results. He said that another proponent of learning loss is the lack of personnel in the classrooms.

Mr. Williams discussed what the district is trying to do to get students excited about learning again. He said it should be through innovation and relevancy for students. They are trying to create spaces that look like what students like and get them interested in career paths that are going to support them to go back into the trades.

Mr. Williams discussed what caused the decline in enrollment during the pandemic and what the future looks like for the district. Mr. Williams believes you will see enrollment flatlined going forward because of the voucher expansion and students continuing with homeschooling.

The Chancellor asked Mr. Williams to talk more about his ideas for relevancy and technology. The Chancellor noted that the world has changed significantly for K-12, and we need to be ready for it.

Mr. Williams noted that the whole K-12 spectrum is very fast-paced learners and a focus on coding degrees is important. One of the platforms they are focusing on is after-school clubs with PlayStation consoles and computers. The district is also focusing on maker spaces or Z-spaces using AI technology. Mr. Williams noted that trades today involve more mathematics and technology.

Chairperson Ripley asked how dual enrollment plays a part in all of this. Mr. Williams noted that we need to be more innovative with the amount of time and how many opportunities we give a student. He said dual enrollment is finally catching on because parents are seeing the value of taking these general education classes in high school and receiving college credit.

Board member Hay asked about less advantaged schools and how we level the playing field from the south-side schools to Catalina and deal with equity. Mr. Williams said there needs to be a shared vision of maximum exposure. He said he would like to investigate the statistics in lower socioeconomic areas to see how many students are enrolled in dual enrollment and have those numbers available to the Board.

Board member Clinco noted that the Vail School District model of having students finish off their senior year as students at PCC has been very successful. Mr. Clinco asked what Mr. Williams' thoughts are on that subject. Mr. Williams said that if you have a good model, copycat that model, and let the students be the ones to advocate it. It is important to have the parents market it as well.

Board member Garcia said that the new vouchers are great but there are low socioeconomic families who cannot afford to pay the difference to go to a public school or have the transportation to attend a school outside of their area. She asked if there is going to be assistance available for those students beyond the voucher. Mr. Williams noted that that is where the Board members can help by going into areas and asking the community what we can do to help, for example creating scholarships or funds to help pay for the difference in tuition.



Board member Ripley noted that the Board has a new committee for enrollment and outreach. She said that if anyone has ideas please bring them to the committee.

Mr. Williams talked about partnering with school districts that don't have the funds to create a proper maker space. PCC can partner with the schools to bring students to the facility to show them the technology. Board member Hay and Clinco suggested having the districts provide bus transportation for students interested. The Chancellor said he can work with the school districts to come up with creative ways to expose students to this environment. Chairperson Ripley noted that for the Vail School District students taking dual enrollment classes, they go to their nearest public school and are bussed to East Campus and back.

Board member Clinco added that we should really think of marketing to students within a certain radius of each campus and market based on what we offer at those campuses.

The Board thanked Mr. Williams and said they would like to invite him back for more discussions.

### **Discussion: 2.2 Higher Learning Commission (HLC) decision and plan to address it**

The Chancellor introduced Wendy Weeks, Assistant Vice Chancellor for Curriculum Quality Improvement. Ms. Weeks is the college's Higher Learning Commission (HLC) liaison and has been asked to help facilitate today's conversation with the Governing Board to build a plan of action that will help demonstrate our compliance with Criterion 2C. The college will have to demonstrate compliance with evidence.

Ms. Weeks said she will go around the room to get feedback from the Board and the Executive Leadership Team to help create a draft of action items and evidence. Ms. Weeks noted that we have only ten months to come up with a plan, have it implemented, evaluate it midway through, make necessary adjustments, and get the monitoring report written.

Ms. Weeks gave everyone two to three minutes to respond to each item. Any additional ideas will need to be submitted by email to Andrea Gauna by 5:00 p.m. on Friday, October 21, 2022.

Ms. Weeks created a [document](#) to capture tonight's feedback; it was emailed to the Board over the weekend. The document was displayed on the meeting room screen.

The document read:

### **Criterion 2. Integrity: Ethical and Responsible Conduct-The institution acts with integrity; its conduct is ethical and responsible.**

#### **Core Component 2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure that the institution's integrity.**

Ms. Weeks asked to hear what everyone would like to use as evidence. She noted that examples of evidence may be minutes, videos, written articles, data, and analysis of data. Ms. Weeks also noted that the evidence should have an action item with it.

Ms. Weeks started with the following list of examples from the Interim Report Focus:

#### **1. Board members using resources by the institution in preparation of the meeting.**

#### **Chairperson Ripley:**

Ms. Ripley noted that Board meetings are live-streamed and recorded, and board documents are online. She noted these items can be used as evidence and they are available to everyone.

- Onboarding handbook for new members and current members that can be reviewed annually. The annual review can be documented and include links to videos. The handbook would include the following:
  - Tracking attendance at certain training and professional development opportunities.
  - Checklist for each board member to meet one-on-one with key people, for example with deans or faculty senate.
  - It would define board roles and responsibilities, bylaws, and board policies.

#### **Board member Garcia:**

Ms. Garcia agreed with Chair Ripley's idea for a booklet.

- Included in the booklet should be instructions on the new systems implemented to view data on the website.
- Summaries of meetings between the Chancellor and Board Chair.

#### **Board member Gonzales:**



- Provide an office for Board members at different campuses. The Board members would rotate locations and schedule meetings with faculty, students, and staff.

#### **Board member Clinco:**

- Create an evidence log or checklist that includes DocuSign for each board member to initial showing they have read the provided materials.
- Each Board member (or two) meets with the Chancellor before a board meeting to review the agenda and have questions answered.
- Ask the Association of Governing Boards (AGB) to conduct an audit of our board for the last three years. Use the analysis for self-reflection.

#### **Board member Hay:**

- Confirm receipt of documents sent through email.

Dr. Hay noted that it may be difficult to track whether the board members are reading the material, but this could be corroborated evidence in terms of how often board members ask questions that are clearly answered in the document presented before the board meeting.

#### **Executive Leadership Team (shared by the Chancellor):**

- Have board members submit any questions related to the board packet by the Friday prior to the upcoming board meeting.
- A consent item cannot be pulled and placed as an action item unless a reason is given. The Board should give the team an opportunity to share with you their response and based on the response, determine if the consent item should still be moved to the action items.
- Have the Board sign an affidavit that they have read the board materials and submit the affidavit on the day of the board meeting.

#### **Executive Leadership Team (Dr. Dore):**

- Schedule meetings with those board members who have questions regarding the executive summaries submitted by ELT for their board meeting presentations prior to the board meeting. Minutes would be taken of those meetings.

#### **2. Processes to ensure transparency of decision making at the Board and senior leadership levels.**

#### **Board member Clinco:**

Mr. Clinco noted that we are transparent in terms of the board's process because meetings are live-streamed and recorded. All information is online, and we implemented BoardDocs which tracks decisions of the Board. The Board meetings are also transcribed.

- In reference to the board meeting transcriptions online, we should create a search tool to easily find conversations of interest.
- All college committees follow best practices and the Arizona State Statutes when it comes to using Executive Session as part of their tool.

#### **Board Member Hay:**

- Senior leadership should document every time they meet with campus groups (faculty, staff, or students). The meeting should be documented in minutes with dates and a list of topics.

Mr. Silvyn offered a friendly amendment to Dr. Hay's suggestion. For significant items that go to the board packet, maybe include a flow chart showing the information or decision-making process. This information would be part of the publicly open materials. The Board can ask questions and people can have a general sense of who was involved and the timing.

#### **Chairperson Ripley:**

- Include flow charts/checklists in the board items to show that all appropriate departments have been involved.

#### **Board member Garcia:**

- The Board be provided with documentation showing what transpired at the senior leadership level and be able to ask questions prior to the board meeting; have an opportunity to ask leadership why they made a certain decision.

#### **Board member Gonzales:**

Mr. Gonzales talked about the importance of being transparent but did not include suggestions for this section.

Chairperson Ripley reminded the Board that there is plenty of opportunity to ask questions and get answers from the leadership team before the actual board meeting.

**Executive Leadership Team (Dr. Duran-Cerda):**

Dr. Dolores Duran-Cerda commented that she believes there must be a common understanding of what transparency means to the Board and executive leadership and what are the expectations that go with transparency. It needs to be defined and understood.

Dr. Dolores Duran-Cerda asked how ELT can better prepare the information shared with the Board. She noted that the team has prepared executive summaries, data, metrics, and KPIs, for example. Ms. Duran-Cerda would like to know the types of things the Board is looking for ahead of time to make sure they've checked everything on the list.

**Executive Leadership Team (Dr. Bea):**

Dr. Dave Bea noted that the board reports submitted have included contact information for the Board. Dr. Bea noted that he is always happy to provide information to the Board. He also stated that it's important to have those questions before the board meetings so that an answer can be prepared ahead of time.

- Suggested a board report structure change of adding a section to the report that includes the group or student government that the author/contributor met with prior to the recommendation.

**Board member Garcia:**

Ms. Garcia noted her concern with trust and transparency with the leadership team and what they present but did not include a suggestion for this section.

**Board member Clinco:**

Mr. Clinco pushed back on the previous comment by Ms. Garcia. Mr. Clinco believes the Board is provided an overwhelming amount of material that includes details on decisions, how the decision arrived, a summary, an executive summary, presentations, and all the information needed to decide. He added that some of these items even included study sessions. Mr. Clinco noted that the Board has had opportunities to ask extensive questions. He is satisfied with how the materials are presented.

Mr. Clinco added that he believes everything that has been presented to the Board by leadership has been factual, fair, and genuine. The information has been very helpful with decision-making.

- Mr. Clinco agrees with a shared governance section on the board reports that outlines the process and all stakeholder meetings.
3. **Continue to use board training to help all members of the Board understand their role, responsibilities, and governance.**

**Chairperson Ripley:**

- Continue with monthly training.
- Focus on and document specific training on roles and responsibilities and governance.
- Document individual online training through ACCT, ALC, and AGB and provide evidence of an agenda, etc.

**Board member Garcia:**

Ms. Garcia noted that the Board already does training and should ask questions if they don't understand something.

Ms. Garcia also noted her frustration that the Chair and Vice-Chair are making decisions on behalf of the Board, and those decisions are not being communicated to the Board.

Ms. Garcia did not include a suggestion for this section.

**Board member Gonzales:**

Mr. Gonzales believes the Board does training and should continue to do so. Mr. Gonzales added that the Board needs to respect one another but did not include a suggestion for this section.

**Board member Hay:**

- Continue to have retreats, and document who showed up, and what the curriculum was.

**Board member Clinco**

- Have the Chancellor create a calendar of training opportunities for the Board. Include AGB's online tools for Trustees. The site includes tests on board roles and responsibilities and best governance practices. The Board can show the completion of these training sessions.
- Have individual board members write essays or provide content on what are the roles and responsibilities of board members.

**Executive Leadership Team (Chancellor):**

- When setting up professional development for the Board, tying it to their roles and responsibilities, setting policy, the fiduciary duty of care, loyalty, and obedience. What does it mean to hire and fire a CEO? What does it mean to have institutional oversight? Develop a strategic plan.
- When Board members attend conferences, have them detail out the sessions they went to and the key insights they gained from the sessions.

**Executive Leadership Team (Mr. Silvyn):**

- Have each Board member responsible for conducting training for colleagues on a particular topic.
4. **Executive Leadership focuses on engaging the community and the Governing Board in meaningful dialogue to address ongoing challenges and communication strategies.**

**Board member Clinco:**

- Regarding study sessions, clearly define how individual items covered engages the community and Governing Board. These can be outlined in a summary and tied to our mission and strategic plan.

**Board member Hay:**

- Have study sessions or town halls, maybe two times a year, in the communities where the actions are being taken and where the students are.

**Chairperson Ripley:**

- Brief ELT on the monthly meetings of the Enrollment and External Relations Committee; get ELT input.

**Board member Garcia**

Ms. Garcia noted that she agrees that Ms. Ripley's and Mr. Gonzales' ideas are completed. She does not think we need to add any more.

**Board member Gonzales:**

- Believes the Board should be visible and available and that the meetings should be open so people can meet with the Board face-to-face.
- Engage students and their parents.

**Executive Leadership Team (Dr. David Dore):**

Dr. Dore noted that ELT already hosts town halls in the community, and they have a very good structure for those in place.

- Formalize a role for the Board in town halls and document their presence.

**Executive Leadership Team (Dr. Duran-Cerda):**

- Conduct town halls or study sessions, maybe twice a year, at one of the K-12 schools or have a meeting or forum at the tribal community school.

5. **Other ideas not listed in the examples above on ways PCC can show Board Effectiveness.****Chairperson Ripley:**

Look at the college data. For instance, the College has not laid anyone off even despite the pandemic. Pima's budget is flush. We have opened new Centers of Excellence. All demographics have the possibility of attending state-of-the-art certification programs.

Evidence is in the Chancellor's successes and in his evaluation.

**Board member Garcia:**

Ms. Garcia suggested bringing in people from the community to evaluate the Board's effectiveness, for instance, CFAIRR, PCCEA, Faculty Senate, and staff.

**Board member Gonzales:**

Mr. Gonzales talked about equity for all students. He noted we must investigate the classes available for Cholla, Pueblo, Tucson High, and Amphi and suggested we look at those numbers.

**Board member Hay:**

Dr. Hay noted the basic pillars of board effectiveness are information and engagement with our mission and vision and the evidence is the board operations. Evidence is how well the Board follows board operations, establish a budget, follows the budget, makes sure we have funds available to run a college, and the executive leadership tells the Board what they need, the goals and the vision for funding, and fiduciary responsibilities. Show them the outcomes.

**Board member Clinco:**

Mr. Clinco noted that each year we produce a Board self-assessment and Board goals. Mr. Clinco would like Ms. Weeks to report monthly on the Board goals so the Board understands where they are on a month-by-month basis.

Mr. Clinco suggested reading the college's mission at every board meeting to remind the Board and College of the purpose of our effectiveness.

Mr. Clinco reminded everyone that he would like an audit of the Board conducted by AGB and then use it as a tool for productive change.

**Executive Leadership Team (Chancellor):**

The Chancellor noted an adherence to board policy, the Board bylaws, and the state and federal laws. The Chancellor would also like to do a presentation for the Board on what the College's shared governance model is.

Ms. Weeks quickly went through the essential actions that must be done to file the monitoring report. Ms. Weeks informed the Board there is an evidence file already created. She asked everyone to send any evidence they come across or training certificates completed to Andrea. Ms. Weeks added that this evidence can also be used for the assurance argument in 2024-2025.

Ms. Weeks said the draft will be typed up and sent out to be voted on. Mr. Clinco suggested the draft go through the Chancellor's Office to go to the Board for review and an opportunity to provide feedback. He suggested having the final version ready for a vote at the November board meeting.

Ms. Weeks noted the diagram at the bottom of the document. She said it is the Pima model of implement, measure, and act. Her timeline shows a measure on March 1, 2023.

Discussion: 2.3 Discussion of Board Bylaws and college complaint processes\*

Mr. Silvyn noted that we have defined complaints in the bylaws and would like to talk about the process. Mr. Silvyn said that if a Board member has a complaint that fits that definition, it should be referred to the Chancellor's Office for follow-up. He noted it would be best by email because it's an easy piece of evidence to demonstrate what has happened, but a phone call is good and can be followed up with a confirmation email. We will have a track record showing those exchanges happened and then we will document the follow-up process after the situation is discussed with the full Board.

Mr. Silvyn said if it's a complaint about the Chancellor, then the referral goes to the Board Chair and Legal Counsel. Sending by email is best in order to document the steps of the process, but again, a phone call is fine.

Mr. Silvyn said if it's a complaint about a fellow Board member, then that goes to either the Chancellor, the Board Chair, or Legal Counsel.

Mr. Silvyn noted that the college has a more complicated process to deal with internal complaints, but the Board's complaint process is much simpler.

Board member Clinco asked what the remedies are if a Board member does not follow the process. Mr. Silvyn explained that we have set accreditation standards that we must follow and be able to show that we follow or it creates a problem with our accreditation. If a Board member feels another is not following the processes then a complaint can be referred to the Chancellor, Board Chair, or Legal Counsel to quickly resolve so we can get back on track.

Mr. Silvyn talked about what the full Board will do if a Board member does not follow the process. Mr. Silvyn said the Board will start with an informal conversation to try to find out where the disconnect is. If the conversation does not resolve the problem, then there are several escalating levels of actions the Board can take. It can be anywhere from publicly raising the

issue so there is public disclosure. Also, Board members could be stripped of their committee assignments or have restrictions on the types of training they can take.

Mr. Silvyn noted that the College and Board are responsible to make sure that the Board is following the rules. It sets an example for the entire college. Not following the rules could result in corrective action by the HLC Chairman. Mr. Silvyn reminded everyone that the timely reporting of complaints is essential to protect the well-being of the college and the individuals involved.

Board member Clinco mentioned some complaints from certain employee groups that were in the newspaper recently. Instead of those complaints going through the college process, they went directly to the Higher Learning Commission. Mr. Clinco noted that the Board was not aware and did not receive a formal written complaint. Mr. Clinco asked Mr. Silvyn what the proper process is for these groups to follow when there is a concern that the college is not following its own accreditation process.

Mr. Silvyn noted that it is not a normal process to go directly to the Board with a complaint. He said the Board is a policy-making body, not responsible for day-to-day operations. The Board members are also not subject matter experts and an appropriate investigation requires knowledge of the subject matter in order to reach an appropriate conclusion. Mr. Silvyn noted that if someone does not know where to go with a complaint, go to the Office of Dispute Resolution and submit a complaint. There are people available to triage and move the complaint through the right process.

The Chancellor added that having a complaint go directly to the HLC does not create the opportunity for due process. It puts it in a process that could take months or years to resolve. He said, at the end of the day, the HLC does not adjudicate.

Board member Clinco suggested some additional training so there is clarity on how the process works. Chairperson Ripley suggested a future study session.

### 3. Adjourn Meeting

The meeting adjourned at 6:19 p.m.

## Agenda Item Details

Meeting	Nov 09, 2022 - Regular Governing Board Meeting
Category	5. ACTION ITEMS (65 min.)
Subject	5.5 Discussion and approval of the Higher Learning Commission Criterion 2 Evidence Plan and Timeline (10 min.)
Type	Action

**Contact:**  
Chancellor's Office  
(520) 206-4747

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[11.7.22 Draft Criterion 2 Evidence and Actions \(1\).pdf \(142 KB\)](#)

## Motion & Voting

Vice-Chair Clinco asked to make an amendment to the Higher Learning Commission plan for the following:

Board members will provide the following the Sunday night, at 5pm, before each Governing Board Meeting: Request to pull any item(s) from the consent agenda along with the reason and information requested to facilitate having pertinent information available at the Board meeting.

Vice-Chair Clinco's motioned to make this statement optional.

Board member Garcia accepted the amendment.

Motion by Maria D Garcia, second by Demion Clinco.

Final Resolution: Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

**Draft** - Criterion 2 Evidence Plan and Timeline  
October 24, 2022

1. Please view the [“Criteria 1 & 2: Overview and Examples of Evidence”](#) video, sent out previously, in preparation for our meeting.
2. Please be familiar with the [“Providing Evidence for the Criteria for Accreditation”](#) document; specifically, Criterion 2, sent out previously.
3. Brainstorm ideas, whether they are feasible or not at this time, as to: 1) the actions we can implement and 2) what evidence we can collect for these actions

**Criterion 2. Integrity: Ethical and Responsible Conduct - The institution acts with integrity; its conduct is ethical and responsible.**

**Core Component 2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution’s integrity.**

Interim Report Focus, which are examples from this list provided from the HLC:

- Board members using resources provided by the institution in preparation of the meeting.

Evidence	Action
Workflow via Adobe Sign	Board members will provide the following the Sunday night, at 5pm, before each Governing Board Meeting <ul style="list-style-type: none"> <li>● They have read all submitted materials</li> <li>● Request to pull any item(s) from the consent agenda along with the reason and information requested to facilitate having pertinent information available at the Board meeting</li> </ul>
Call A. Gauna by Wednesday at noon of the draft being sent, if a given topic needs to be discussed in advance.	Meeting with the appropriate Administrator will be arranged by Andrea, no later than Friday of that week.

→ Processes to ensure transparency of decision making at the Board and Senior leadership levels.

Evidence	Action
<p><a href="#">Update BP 1.06 - Governance</a>(schedule review of this policy)  <a href="#">Update BP 1.25 - Personnel Governance and Policy for College Employees</a> (schedule review of this policy)            Discussion to ensue, regarding these two BP's, and what transparency means.</p>	<p>Shared governance will be clarified:</p> <ul style="list-style-type: none"> <li>● Create process and process diagram</li> <li>● Include this process and diagram in the shared governance section on the board reports</li> <li>● Identify roles of constituents such as advisory, final decider, etc.</li> </ul>
<p>Decision process summary including meeting note summaries with dates, attendees, meeting with constituency groups, and list of topics as part of Board report action items.</p>	<p>Senior leadership documents all meetings with:</p> <ul style="list-style-type: none"> <li>● Students</li> <li>● Faculty</li> <li>● Staff</li> <li>● Other stakeholders</li> </ul>
<p>Template to be identified.</p>	<p>Document senior leadership charge, identified in APs, for the committees or equivalent they lead. This would include the purpose of the group, membership, outcomes, KPIs, and deadlines, etc.</p>

→ Continue to use board training to help all members of the Board understand their role, responsibilities, and governance.

Evidence	Action
<p>Meeting note summaries with dates, attendees and list of topics</p>	<p>Continue with:</p> <ul style="list-style-type: none"> <li>● Yearly retreats</li> <li>● New board member onboarding.</li> <li>● Current board members to conduct trainings to colleagues on a given topic; Board committee members will present overview of their committee to new board members as part of orientation</li> </ul>
<p>Certificate provided upon completion; to be submitted to the college</p>	<p>Board members complete the Board Professional Certificate Program through the Association of Governing Boards of Universities and Colleges (AGB)</p>



Certificate provided to the college upon completion; present summary of training highlights to colleagues	Attendance at recommended upcoming webinars and workshops, for example ACCT, ALC, AGB, etc.
Signed documents at the annual meeting	Yearly, signed document of board members understanding: <ul style="list-style-type: none"> <li>• College bylaws</li> <li>• Board policies</li> <li>• AZ state statute laws pertaining to members of a public body</li> </ul>

→ Executive Leadership focus on engaging the community and the Governing Board in meaningful dialogue to address ongoing challenges and communication strategies.

Evidence	Action
Documentation of activity with a member of External Relations	Executive Leadership and Board Members to engage in communities on a regular, ongoing basis. Examples include but are not exhaustive: <ul style="list-style-type: none"> <li>• Study sessions</li> <li>• Town hall meetings</li> <li>• K-12 schools</li> <li>• Universities and other institutions</li> <li>• Tribal schools</li> <li>• Underrepresented communities</li> <li>• Veterans groups</li> <li>• Community based organizations</li> <li>• Business and industry</li> </ul>
Documentation of participation	Senior leadership will participate on local, state, and national committees, boards and other decision/advisory making groups

→ Other ideas not listed in the examples above on ways PCC can show Board Effectiveness?

Evidence	Action
College Mission read at each Board Meeting	Read the college’s mission and purpose prior to each Board meeting
Meeting notes of the review of the Board’s	Regular reviews of the Board’s strategic plan

strategic plan	on a monthly basis
Annual board self assessment report; including continuous quality improvement	<p>Board participates in the pillars of effectiveness</p> <ul style="list-style-type: none"> <li>● Duty of care - overseeing management, providing strategic direction, attending and actively participating in board meetings, and being informed about important issues affecting the college</li> <li>● Duty of loyalty - putting personal agendas aside and keeping the college and students at the forefront of board policy</li> <li>● Duty of obedience - requires board members to act ethically and comply with board bylaws and codes of conduct, and state and federal laws and regulations.</li> <li>● Fiscal responsibility - ensure the fiscal strength of the college so that it reflects the academic goals by: <ul style="list-style-type: none"> <li>○ monitoring how the short and long term strategic planning manifests over time</li> <li>○ understanding financial reports including income and expense</li> <li>○ approving annual budgets</li> <li>○ understanding the sources of revenue</li> <li>○ reviewing the annual audits.</li> </ul> </li> </ul>

4. Timeline

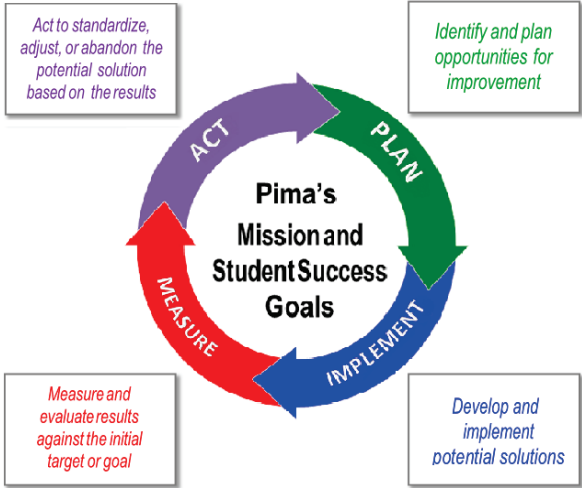
Action	Due Date
Evidence file created	October 18, 2022
Andrea Gauna will maintain the evidence file	October 18, 2022
This agenda and notes added to the evidence file	October 18, 2022
Additional evidence and action items to be sent to A. Gauna no later than 5pm October 21, 2022	October 21, 2022
Finalize Plan: Send draft through the Chancellor's office for Board comments. Final version at next Board	November 9, 2022

meeting or virtual meeting.	
Evaluate our progress and Continuous Quality Improvement (CQI)	February 28, 2023
Implement any changes that need to be made due to our December CQI	March 1, 2023
Writing should start on the monitoring report - how do you want this to work?	June 1, 2023
Draft report submitted for review and feedback from constituents. Recommendation: Governing Board, Executive Leadership and Criterion 2 Leads (Andrew Plucker, David Parker)	August 1, 2023
Corrections submitted	August 8, 2023
Final report submitted to constituents	August 15, 2023
Monitoring report submitted to HLC	August 22, 2023

What is Continuous Quality Improvement (CQI)?

PIMA Model

- P: Plan**
- I: Implement**
- M: Measure**
- A: Act**



**Agenda Item Details**

Meeting	Jan 17, 2023 - Governing Board Retreat
Category	1. OPEN SESSION-BOARD RETREAT
Subject	1.2 Governing Board Retreat
Type	Discussion

**BUILDING A NEW TEAM**

Facilitated by Dr. Pamela J. Fisher, ACCT Consultant

**I. Retreat Purpose and Overview**

- A. Who We Are and Why We Are Here
- B. Individual Priorities and Shared Desired Outcomes

**II. Characteristics of Effective Boards**

- A. Essentials of Good Board/CEO Relations
- B. The Board's Role and Responsibilities
- C. Policy vs Operations
- D. PCC By-Laws and Policies

**III. Practical Applications**

- A. Top Twenty Truths
- B. Communication Protocols
- C. The Role of the Chair
- D. Evaluation Processes
- E. Board Self-Assessment

**IV. Focus on the Future**

- A. Chancellor's Goals for 2022-2023
- B. Board's Approved Priorities for 2022-2023

**V. Accreditation**

- A. Board's Role and Impact on Accreditation: Presenter-Ms. Sandi Veltri
- B. HLC Issues and Recommendations
- C. Status of Higher Learning Commission Criterion 2 Evidence Plan
- D. Creating a Comprehensive Plan
  - 1. Specific Activities (including Professional Development)
  - 2. Calendar
  - 3. Responsibility
- E. Monitoring and Evaluating Our Progress
- F. Evidence and Documentation

**VI. Next Steps****VII. Adjourn**

**Agenda Item Details**

Meeting	Feb 01, 2023 - Regular Governing Board Meeting
Category	5. ACTION ITEMS (10 min.)
Subject	5.2 Discussion and approval of the modified Higher Learning Commission Criterion 2 Evidence Plan and Timeline (10 min.)
Type	Action

**Contact:**  
Chancellor's Office  
(520) 206-4747

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[1.30.23 DRAFT CQI Updated Criterion 2 Evidence and Actions.pdf \(714 KB\)](#)

**Motion & Voting**

Board member Taylor motioned to approve the modified Higher Learning Commission Criterion 2 Evidence Plan and Timeline.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

## Appendix A6

### Continuous Quality Improvement - Updated Criterion 2 Evidence Plan and Timeline January 2023

1. Please view the [“Criteria 1 & 2: Overview and Examples of Evidence”](#)
2. Please be familiar with the [“Providing Evidence for the Criteria for Accreditation”](#)
3. Evaluate our progress by Continuous Quality Improvement

#### **Criterion 2. Integrity: Ethical and Responsible Conduct - The institution acts with integrity; its conduct is ethical and responsible.**

#### **Core Component 2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution’s integrity.**

Interim Report Focus, which are examples from this list provided from the HLC:

- Board members using resources provided by the institution in preparation of the meeting.

Action	Evidence
Acknowledge receipt of the Board meeting materials and commit to review prior to the meeting	Acknowledge via Adobe sign or send an email to Andrea Gauna
Give notice as soon as practicable regarding agenda item that needs advanced discussion	Notification provided to Andrea Gauna via email

- Processes to ensure transparency of decision making at the Board and Senior leadership levels.

Action	Evidence
Clarify shared governance approach: <ul style="list-style-type: none"><li>• Review this process and diagram in the shared governance section at committee and leadership meetings</li><li>• Identify roles of constituents such as</li></ul>	Documentation of review and update process (i.e. meeting agendas; minutes; drafts)  Updated process and process diagrams

<p>advisory, final decider, etc.</p> <ul style="list-style-type: none"> <li>● Review and update as appropriate, BP 1.01 - Prime Policy; BP 1.06 - Governance; BP 1.25 - Personnel Governance <ul style="list-style-type: none"> <li>○ Review and update related APs as necessary</li> </ul> </li> </ul> <p>Agendas from leadership meetings, Faculty Senate, Staff Council, ACC, and AERC</p>	<p>Agendas from leadership meetings, Faculty Senate, Staff Council, ACC, and AERC</p>
<p>Senior leadership documents meetings regarding policy changes and projects of College-wide significance with:</p> <ul style="list-style-type: none"> <li>● Students</li> <li>● Faculty</li> <li>● Staff</li> <li>● Other stakeholders</li> </ul>	<p>Decision process summary including meeting note summaries with dates, attendees, meeting with constituency groups, and a report on shared governance provided to the Board, where appropriate.</p>
<p>Document charge for the committees or equivalent carrying out tasks specified in APs. This would include the purpose of the group, membership, outcomes, KPIs, and deadlines, etc.</p>	<p>Documents collected from committees/groups with this information.</p>

→ Continue to use board training to help all members of the Board understand their role, responsibilities, and governance.

Action	Evidence
<p>Continue with:</p> <ul style="list-style-type: none"> <li>● Yearly retreats</li> <li>● New board member onboarding.</li> </ul>	<p>Meeting note summaries with dates, attendees and list of topics</p>
<p>Attend recommended upcoming webinars and workshops, for example ACCT, ALC, AGB, HLC conference, etc.</p>	<p>Documentation of completion (i.e. completion certificate, email of indicated attendance, agenda, etc.)</p>
<p>Yearly board member acknowledgment of and commit to:</p> <ul style="list-style-type: none"> <li>● College bylaws</li> <li>● Board policies</li> <li>● AZ state statute laws pertaining to members of a public body</li> </ul>	<p>Board member signed acknowledgment and commitment forms at beginning of each calendar year</p>

→ Executive Leadership focus on engaging the community and the Governing Board in meaningful dialogue to address ongoing challenges and communication strategies.

Action	Evidence
<p>Executive Leadership and Board Members to engage in communities on a regular, ongoing basis. Examples include but are not exhaustive:</p> <ul style="list-style-type: none"> <li>● Study sessions</li> <li>● Town hall meetings</li> <li>● K-12 schools</li> <li>● Universities and other institutions</li> <li>● Tribal schools</li> <li>● Underrepresented communities</li> <li>● Veterans groups</li> <li>● Community-based organizations</li> <li>● Business and industry</li> </ul>	Documentation of activity, preferably with a member of External Relations
Senior leadership will participate on local, state, and national committees, boards and other decision/advisory making groups	Documentation of participation

→ Other ideas not listed in the examples above on ways PCC can show Board Effectiveness?

Action	Evidence
Read the college's mission and purpose prior to each Board meeting	Board meeting agendas and minutes
Regular reviews of the Board's strategic plan on a monthly basis	Meeting agendas and minutes
Assess Board goals quarterly and adjust as necessary (CQI)	Agenda and notes of discussion
<p>Debrief at the end of every study session</p> <ul style="list-style-type: none"> <li>● What went well for you</li> <li>● What could be better next time</li> <li>● Complete survey</li> </ul>	Summary of survey results and debrief comments

#### 4. Timeline

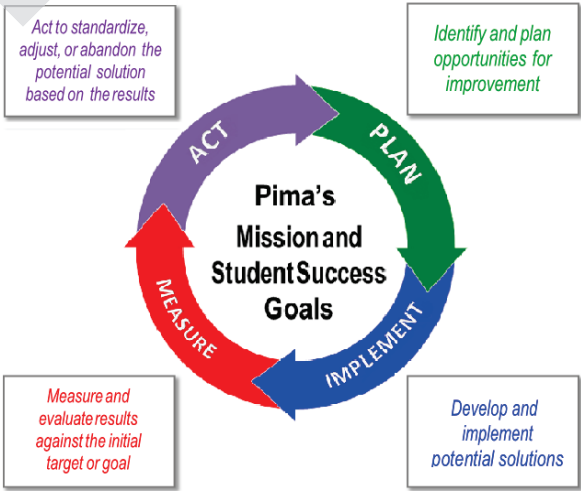


Action	Due Date
Evidence file created	October 18, 2022
Andrea Gauna will maintain the evidence file	October 18, 2022
This agenda and notes added to the evidence file	October 18, 2022
Additional evidence and action items to be sent to A. Gauna no later than 5pm October 21, 2022	October 21, 2022
Finalize Plan: Send draft through the Chancellor's office for Board comments. Final version at next Board meeting or virtual meeting.	November 9, 2022
Evaluate our progress and Continuous Quality Improvement (CQI)	February 28, 2023; completed February 2023
Implement any changes that need to be made	February 1, 2023
Writing should start on the monitoring report	June 1, 2023
Draft report submitted for review and feedback from constituents.	August 1, 2023
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Final report submitted to constituents	August 15, 2023
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What is Continuous Quality Improvement (CQI)?

PIMA Model

- P: Plan**
- I: Implement**
- M: Measure**
- A: Act**



## Appendix B

# The Board Substantially Revised Its Bylaws to Improve Conformity With 2.C.

First page of Appendix labeled in upper left-hand corner. Example: **Appendix B1**

Parts of appendices **highlighted** when appropriate.

[B1] Feb. 3, 2021 Governing Board meeting, notice of intent to amend bylaws and discussion.

[B2] March-June 2021 Governing Board executive sessions to discuss bylaw revision and potential retention of outside legal counsel.

[B3] July 2021 agreement with outside legal counsel.

[B4] Study sessions facilitated by outside legal counsel, including Feb. 17, 2022 presentation on proposed bylaw revisions.

[B5] Sept. 26, 2022 votes to revise bylaws.

[B6] Summary of significant and relevant changes to bylaws.

### Agenda Item Details

Meeting	Feb 03, 2021 - Regular Governing Board Meeting
Category	5. ACTION ITEMS (30 min.)
Subject	5.1 Notice of Intent to Amend Bylaws and Discussion
Type	Action, Discussion

**Contact:**  
Chancellor's Office  
520-206-4747

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At the next special or regular meeting, as determined by the Board, the Board shall consider a proposed amendment to amend Article IV of the bylaws to change the term of Board officers from two years to one year. The proposed amendment accompanies this Board report.

[BB Article IV \(draft 1-26-2021\).docx \(25 KB\)](#)

### Motion & Voting

A vote to amend the Bylaws will be added to the March 2021 Board meeting

Motion by Demion Clinco, second by Maria D Garcia.

Final Resolution: Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

### Agenda Item Details

Meeting	Mar 10, 2021 - Executive Session Meeting
Category	2. EXECUTIVE SESSION AGENDA-CLOSED SESSION
Subject	2.2 A.R.S. § 38-431.03(A)(3) — Discussion for Legal Advice
Type	Discussion

**A.R.S. §38-431.03(A)(3)** — Discussion or consultation for legal advice from the College's legal counsel concerning:

- Legal considerations for COVID-19 vaccinations for employees and students
- Legal considerations regarding COVID-19 and on-site and in-person operations for employees and students\*
- Review of resolved discrimination complaints
- Bylaw review and revision process
  - Article X, Code of Ethics\*
  - Article XII, Response to Complaints\*
- Possible assistance from outside counsel for bylaw review
- Permissible uses of federal pandemic relief funds
- Pending matters identified in other sections of the agenda

**Agenda Item Details**

Meeting	Apr 14, 2021 - Executive Session Meeting
Category	2. EXECUTIVE SESSION AGENDA-CLOSED SESSION
Subject	2.3 A.R.S. § 38-431.03(A)(3) — Discussion for Legal Advice
Type	Discussion

**A.R.S. §38-431.03(A)(3)** — Discussion or consultation for legal advice from the College's legal counsel concerning:

- Legal considerations for COVID-19 vaccinations for employees and students
- Legal considerations regarding COVID-19 and on-site and in-person operations for employees and students
  - SB 1377 liability limitation
- Review of resolved discrimination complaints
- **Bylaw review and revision process**
- Analysis regarding Board officer terms
- Possible assistance from outside counsel for bylaw review
- IT Security
- Building and property security
- Pending matters identified in other sections of the agenda
- Aviation facility expansion\*

**Agenda Item Details**

Meeting	May 07, 2021 - Executive Session Meeting
Category	2. EXECUTIVE SESSION AGENDA-CLOSED SESSION
Subject	2.1 A.R.S. § 38-431.03(A)(3) and (4) — Consultation with and Direction to Legal Counsel
Type	Discussion

**A.R.S. §38-431.03(A)(3) and (4)** — Discussion or consultation with the College’s legal counsel for legal advice and in order for the Governing Board to consider its position and instruct its attorneys concerning the following cases and matters:

Discussion with and selection of potential outside legal counsel to assist the Board with review and revision of the bylaws

**Agenda Item Details**

Meeting	May 12, 2021 - Executive Session Meeting
Category	2. EXECUTIVE SESSION AGENDA-CLOSED SESSION
Subject	2.2 A.R.S. § 38-431.03(A)(3) — Discussion for Legal Advice
Type	Discussion

**A.R.S. §38-431.03(A)(3)** — Discussion or consultation for legal advice from the College's legal counsel concerning:

- Legal considerations for COVID-19 vaccinations for employees and students
- Legal considerations regarding COVID-19 and on-site and in-person operations for employees and students
- Arizona School Risk Retention Trust pandemic coverage terms
- Bylaw review and revision process
- Assistance from outside counsel for bylaw review
- SB 1453 Four-year degrees at community colleges
- Update on request for Attorney General review of analysis regarding Board officer terms
- Statement regarding evidence about the comprehensive energy management program RFP
- Pending matters identified in other sections of the agenda

**Agenda Item Details**

Meeting	Jun 09, 2021 - Executive Session Meeting
Category	2. EXECUTIVE SESSION AGENDA-CLOSED SESSION
Subject	2.2 A.R.S. § 38-431.03(A)(3) — Discussion for Legal Advice
Type	Discussion

**A.R.S. §38-431.03(A)(3)** — Discussion or consultation for legal advice from the College's legal counsel concerning:

- Bylaw review and revision process
- Discussion with potential outside legal counsel for bylaw review
- The attorney-College (client) relationship
- The respective roles of Chancellor and the Board for personnel matters and processes, per HLC criteria and Board bylaws and policies
- Legal considerations for the College employee discipline process
- Legal considerations for COVID-19 vaccinations for employees and students
- Legal considerations regarding COVID-19 and on-site and in-person operations for employees and students
- Arizona School Risk Retention Trust pandemic coverage terms
- SB 1453 Four-year degrees at community colleges
- Update on request for Attorney General review of analysis regarding Board officer terms
- Pending matters identified in other sections of the agenda





## LEGAL SERVICES AGREEMENT

AGREEMENT BETWEEN PIMA COUNTY COMMUNITY COLLEGE  
DISTRICT

AND

LEWIS ROCA ROTHGERBER CHRISTIE, LLP

This Agreement made and entered into on the 16th day of July, 2021, by and between Pima County Community College District, hereinafter referred to as "District" or "College," and Lewis Roca Rothgerber Christie, LLP., hereinafter referred to as the "Consultant" or "Counsel."

The District and the Consultant agree as follows:

FIRST: The Consultant agrees to perform the professional, technical and/or management services hereinafter set forth when, and as assigned by the District, and

SECOND: The District agrees to pay the consultant a fee, together with such other payments and reimbursements as are hereinafter provided.

### ARTICLE 1: **CONSULTANT'S SERVICES**

The Consultant agrees to provide professional Legal Services and consultation to assist the District as outlined in the Scope of Work covered in Attachment A of this Agreement which is hereby referenced and incorporated as an integral part of this Agreement. All work performed under the Agreement must have prior approval of the District.

### ARTICLE 2: **FEE STRUCTURE**

The fee structure for the work conducted under this Agreement will be in accordance with Attachment B of this Agreement which is hereby referenced and incorporated as an integral part of this Agreement.

### ARTICLE 3: **METHOD OF PAYMENT**

Payments to the Consultant will be made monthly upon the presentation and approval of the Consultant's invoice. Each such invoice shall be documented in such detail and demonstrate such progress on each portion of the work as the District may reasonably require.



#### **ARTICLE 4: INDEMNIFICATION**

To the fullest extent permitted by law, the Consultant shall defend, indemnify and hold harmless the District, its agents, representatives, officers, directors, officials and employees, from and against all claims, damages, losses and expenses (including, but not limited to, attorneys' fees, court costs and the cost of appellate proceedings) relating to, arising out of, or alleged to have resulted from the acts, errors, mistakes, omissions, work or services of the Consultant, its employees, agents or any tier of subcontractors in the performance of the Agreement. Consultant's duty to defend, hold harmless and indemnify the District, its agents, representatives, officers, directors, officials and employees, shall arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease, death or injury to, impairment or destruction of property, including loss of use resulting therefrom, caused by any acts, errors, mistakes, omissions, work or services in the performance of the Agreement, including any employee of the Consultant or any tier of subcontractor or any other person for whose acts, errors, mistakes, omissions, work or services the Consultant be legally liable.

#### **ARTICLE 5: EMPLOYEE RELATIONSHIP**

The Consultant is an independent contractor and is not an employee, partner, legal representative, joint venturer or agent of the District. The District is not an employee, partner, legal representative, joint venturer or agent of the Consultant.

#### **ARTICLE 6: CANCELLATION**

This Agreement may be cancelled at any time, with or without cause, by the District giving thirty (30) days written notice to the Consultant. Cancellation of the contract shall not relieve the contractor of responsibility for the satisfactory completion of all work in progress at the time of notice.

#### **ARTICLE 7: OWNERSHIP OF DRAWINGS OR REPORTS**

Services as represented on drawings, reports, memoranda, notes and drafts are the property of the District whether the work is completed or not and may be used by them in any fashion they see fit. Notwithstanding the foregoing, however, the Consultant reserves the right to use any studies, analyses or data prepared or collected during the course of this work for other purposes as seen fit, provided, however, that no such use shall allow the District to be identified without the consent of the District.

#### **ARTICLE 8: PERSONAL SERVICES**

It is agreed that the District is relying on the personal services of the Consultant and upon their technical ability and professional integrity. Such reliance is one of the chief considerations for the execution of this Agreement by the District. It is further understood and agreed that the Consultant shall not assign, sublet nor transfer his duties under this Agreement, nor shall this Agreement be assignable or transferable by operation of law or otherwise without the written consent of the District.

#### **ARTICLE 9: CONFLICT OF INTEREST**

The Consultant agrees to perform services exclusively for the District under this agreement, and expressly agrees not to undertake any conflicting duties to others, with or without compensation, which could in any way compromise that responsibility. The Consultant shall not disclose to others any confidential information gained from this relationship without the prior, written permission from the District, and the Consultant shall not seek to use their position, the information gained thereby, nor any other aspect of the project or relationship with others involved in it, for personal gain or other remuneration or benefit, beyond the compensation provided for herein.



#### ARTICLE 10: **TERM OF AGREEMENT**

The term of this Agreement shall commence on July 16, 2021 and expire on June 30, 2022 or the earlier of the date that Contractor completes the Services. (“**Term**”).

#### ARTICLE 11: **GOVERNING LAW**

This Agreement is made in the State of Arizona and shall be subject to and governed by the laws of the State of Arizona. All questions concerning the validity, construction and administration of the Agreement shall be determined under Arizona law.

#### ARTICLE 12: **SEVERABILITY**

This Agreement shall be severable and to the extent that any part of the Agreement is unenforceable for any reason whatsoever, the remaining parts of this Agreement shall remain in full force and effect.

#### ARTICLE 13: **NOTICES**

All notices to either party shall be deemed to have been provided by depositing the same, postage pre-paid, with the United States Postal Service, addressed as follows:

*District Representative:* Jeffrey Silvyn, General Counsel  
Pima County Community College District  
Office of the Chancellor  
4905 E. Broadway Blvd. B1005  
Tucson, AZ 85709

*Consultant Representative:* Mary Ellen Simonson, Partner  
Lewis Roca  
201 East Washington Street  
Suite 1200  
Phoenix, AZ 85004

#### ARTICLE 14: **ARBITRATION**

If the parties are unable to resolve any disputes arising under the Agreement, those disputes shall be resolved through arbitration in accordance with A.R.S. ' 12-1501, et. seq.

#### ARTICLE 15: **NON-DISCRIMINATION**

The parties agree to comply with Arizona law prohibiting discrimination in employment by government contractors, to the extent applicable with this Agreement, along with other applicable non-discrimination laws and regulations.

#### ARTICLE 16: **LACK OF SUFFICIENT FUNDING**

This Agreement may be cancelled without any further obligation on the part of the College in the event that sufficient appropriated funding is unavailable to assure full performance of the Agreement terms. Consultant shall be notified in writing of any such non-appropriation at the earliest opportunity.

#### ARTICLE 17: **INSURANCE**

Consultant shall furnish insurance as required by Attachment C hereto, which is incorporated herein by this reference as though fully set forth herein.

#### ARTICLE 18. **ADDITIONAL TERMS AND CONDITIONS**

The parties shall comply with the Terms and Conditions attached hereto as Attachment D, which are incorporated herein by this reference as though fully set forth herein.



**IN WITNESS WHEREOF**, the Parties to this agreement have hereunto caused the same to be executed at Tucson, Arizona the day and year first above written.

∴ Pima County Community College District: Lewis Roca Rothgerber Christie, LLP  
By: Jeff Simonson By: Mary Ellen Simonson\*  
Title: General Counsel Title: Partner

\*Please see Ms. Simonson's email dated 8/20/21 for modifications to two provisions of this contract.



## **ATTACHMENT A Scope of Work**

### **Scope of Engagement**

The scope of this representation is to work with the Governing Board to assist PCC with reviewing and revising, if necessary, the Governing Board Bylaws. This work is included in the overall and comprehensive scope of work of our Firm's Proposal for Legal Services to the Arizona Board of Regents ("ABOR") and Arizona Public Universities (RFP #L061817) ["Proposal"], which broad scope is described in the attached Exhibit C.

### **Staffing**

Mary Ellen Simonson, Partner will be the primary attorney handling this matter.

Assistance may also be provided as necessary and appropriate, by other attorneys or paralegals (or other professionals, such as research or computer analysts or project-specific professionals) of the Firm.

### **Initial Steps and Conduct of Representation.**

Mary Ellen Simonson † will talk with a designated representative of PCC. The College will provide Consultant with relevant documents and correspondence as this matter proceeds, and vice versa.

End of Exhibit A

# Pima County Community College District Review of & Proposed Revisions to Governing Board Bylaws

Presented by:

**Mary Ellen Simonson**

**LEWIS  ROCA**

FEBRUARY 17, 2022



# TODAY'S DISCUSSION

## *What was the Assignment?*

- Independent, neutral review of Pima College Bylaws & Policies
- Individual interviews with each Board member to understand concerns & suggestions
- Recommend revisions based on best practices

## *What was done?*

- Review substantial other community college Bylaws & Policies
- Consult with experienced leaders & review key sources on governance and related issues

## *What are goals for today?*

- Discuss proposed revisions to Pima College Bylaws (as Phase 1)
- Offer unbiased professional information on revisions to enhance understanding of Board & Chancellor roles and responsibilities, and ways to improve for greater effectiveness
- Facilitate discussion with goal of promoting greater trust, collaboration, cooperation and shared governance among key stakeholders for the benefit of students, community, and all constituents

# ***PROPOSED BOARD BYLAW REVISIONS***



# Bylaws - Article I - Authority

Section 1. The Governing Board (the “Board”) of the Pima County Community College District (the “College”) is the legally constituted and final authority for the operation of the College. The Board is vested by law with the powers and authority to govern effectively and set policy for the College in accordance with the laws of the State of Arizona. In addition to those duties mandated by statutes, the Board shall perform the following functions:

1. Determine the mission of the College and, based upon the mission, establish strategic direction, and formulate College priorities;
2. Determine criteria for evaluating the success of the College in attaining Board-approved priorities, goals and outcomes. Evidence-based results for each priority, goal and outcome will be measured and reported annually by the Chancellor of the College (the “Chancellor”) in accordance with a schedule set by the Board or the Chancellor’s his or her designee.
3. Adopt Bylaws for the Board and Board Policies (“BP”) to govern the College.
4. Select a model of governance that will meet the needs of the College and the community it serves.

# Bylaws - Article I - Authority (continued)

5. Establish limitations of, for and delegation of authority to, the Chancellor of the College. The Chancellor shall serve as the Chief Executive Officer of the College.
6. Systematically and rigorously monitor, oOversee and annually evaluate the Chancellor's job performance to determine the extent to which priorities, goals and outcomes are being achieved according to Board expectations in its Board policies, and whether operational activities fall within parameters established by Chancellor Limitations policies.
7. Conduct its business in a lawful, respectful and civil manner, and cultivate a sense of group responsibility to work together harmoniously in the best interests of the College's mission, vision and values.
8. Govern with appreciation of and appropriate attention to the diversity of the College's internal and external communities.
9. Comply with Board fiduciary and oversight roles and responsibilities, but respect and comply with Board policies that delegate to the Chancellor day-to-day operational and management responsibilities of the College, as Board focus and role is accountability not micromanagement.

# Bylaws - Article I - Authority (continued)

10. Participate productively as a team with fellow Board members, Chancellor and Administration, adhering to *reciprocal* shared governance principles and behaviors of trust, communication, consultation, contribution, cooperation, civility, transparency, inclusiveness, honesty, integrity and respect.

Section 2. In its role as a liaison between the College and the public, the Board shall perform the following functions:

1. Interpret the College mission, goals, and programs to the general public; and
2. Define and support the interests and needs of the College to all levels of government.

Section 3. All powers of the Board lie in its action as a public body. Individual Board members exercise authority over District affairs only by way of votes taken at a legal meeting of the Board.

Section 4. The rules contained in the latest edition of *Robert's Rules of Order, Newly Revised* shall govern the Board in all cases in which they are applicable and in which they are not inconsistent with the law, these **b**Bylaws, or any special rules of order the Board may adopt.

# Bylaws - Article II - Membership

Section 1. The Board members shall be required to accept and take the oath of office.

Section 2. The term of office for an elected Board member is six years.

# Bylaws - Article III - Representatives to the Board

There may be up to six non-voting representatives to the Board (“Board Representatives”):

- one regular faculty representative, ~~(selected by the~~ Faculty Senate);
- one adjunct ~~(part-time)~~ faculty member (part-time) representative, selected from the Adjunct Faculty Committee ~~of the Faculty Senate~~;
- one regular staff representative, selected by ~~(Staff Council)~~;
- one temporary staff representative, selected by the Temporary Group;
- one administrative representative, selected by the Administrators; and
- one student representative, selected from the membership of the all-campus student-elected Student Government group.

These non-voting representatives shall serve in an advisory role to the Board.

Board representatives shall serve a one-year term commencing July 1st of each year.



# Bylaws - Article III - Representatives to the Board (continued)

Reports of Board Representatives may be given at the regular meetings of the Board and will contain brief highlights of their respective group's activities during the preceding month and any positive recognition. Board Representatives may also comment on action items on the current agenda, include group concern(s) and offer suggestion(s) for consideration by the Board, subject to the Arizona Open Meeting Law on a future agenda. The Board may not consider the merits of any such recommended action unless it is specifically listed separately on the Board's meeting agenda for discussion, deliberation or legal action.

Board Representatives shall not be counted toward a quorum of the Board. Nothing in this policy shall grant any right to a Board Representative other than the right to attend Board meetings and speak on behalf of their respective governing bodies when requested to do so by the Board Chair.

# Bylaws - Article IV - Officers

Section 1. The officers of the Board shall be the Chair of the Board and Vice Chair/Secretary of the Board. These officers shall perform the duties prescribed by law, these bylaws and by the parliamentary authority adopted by the Board. The Board may establish additional officers of the Board as it deems necessary. All officers of the Board shall be regular voting members and serve at the pleasure of the Board.

Section 2. The Board shall nominate and elect officers for a term of ~~two~~one years at the annual meeting (Article VI, Section 3). Board members shall rotate through these offices based on their original swearing-in date. Exceptions can be made to this section by majority vote.

Section 3. Vacancies for the unexpired term of an officer shall be filled by the Board at any regular or special meeting.

# Bylaws - Article V - Duties of Officers

Section 1. The Chair of the Board shall perform the following duties:

1. In consultation with the Board and the Chancellor, plan the work of the Board and set Board priorities;
2. Preside at all meetings of the Board ~~when possible~~;
3. Sign contracts and other official documents in the name of the Board when authorized by the Board or statute;
4. Ensure that the Board undertakes and completes a yearly self-evaluation prior to the conclusion of the Chair's term;
5. Sign communications from the Board, such as holiday greetings or acknowledgements of achievement or contributions of individuals or entities to the College.
6. Serve as or designate a Board member to represent the Board on occasions prescribed by law, state regulations or when assigned to do so by the Board;
7. Perform such other special duties as shall be prescribed by law or as vested in the Board Chair by the Board;
8. Act as the official spokesperson for the Board in ceremonial events.
9. **Ensure the Board completes an annual evaluation of the Chancellor.**



# Bylaws - Article V - Duties of Officers (continued)

Section 2. The Vice Chair/Secretary of the Board shall perform the following duties:

1. Sign the minutes after the Board's review and approval of the minutes at the next scheduled Board meeting, and maintain the College's records of meetings of the Board (including any materials distributed with the agenda for the Board's consideration), -and such other documents as directed by the Board;
2. In the absence of the Board Chair preside at Board meetings and, by action of the Board empowering the Vice Chair/Secretary, assume responsibilities vested in the Board Chair;
3. Perform such other special duties as shall be prescribed by law, determined by lawful regulations or delegated to the Vice Chair/Secretary by the Board.

# Bylaws - Article V - Duties of Officers (continued)

Section 3. During a temporary absence of the Vice Chair/Secretary of the Board, the Board member present with the longest tenure of service on the Board shall fulfill the obligations of the Vice Chair/Secretary.

In the absence of both the Chair and Vice Chair/Secretary of the Board, the Board members present with the longest tenure of service shall be empowered by the Board to perform the duties of the Board Chair and Vice Chair/Secretary, respectively until a special meeting or a regular meeting of the Board is convened with a quorum present ~~of the Board has the opportunity to convene~~ to elect a Board Chair and Vice Chair/Secretary.

# Bylaws - Article VI - Meetings

Board meetings will be conducted in adherence with these operational procedures:

Section 1. A “meeting” is a gathering, in person or through a conference telephone, videoconference or other similar communication mechanism that allows all persons participating in the meeting to hear each other simultaneously~~technical devices~~, of a quorum of the Board ~~members~~ at which they discuss, propose, or take legal action, including any deliberations by a quorum of the Board with respect to such action. “Legal action” means a collective decision, commitment or promise made by the Board pursuant to the law, these bylaws, or specified scope of appointment. Board members may participate through any of the communication mechanisms described above. ~~telephonically.~~

Section 2. The regular meetings (as specified in A.R.S. § 15-1443) shall be held on the second Wednesday of every month at such time and place as specified in the notice of the Board meeting and a copy of the agenda required to be posted on the College’s website in order to comply with the Open Meeting Law. ~~the Board determines, unless otherwise ordered by the Board.~~

# Bylaws - Article VI - Meetings (continued)

Section 3. Special meetings may be held at the request of the Chancellor, the Board Chair or upon request in writing by two Board members. The purpose of special meetings shall be stated specifically in the notice and agenda posted in the place(s) noted in Section 2 above to transact business or to study and discuss issues brought to the Board. A sStudy sSession is a special meeting.

Section 4. In January of each year, the Board shall hold an annual meeting, as specified by A.R.S. § 15-1443(B), for the purpose of electing officers and conducting such other business as may be necessary. The annual meeting will be held at the first Governing Board meeting in January, unless the Chancellor and Board Chair designates a different January meeting as the annual meeting. The Board may also select representatives to various organizations and discuss the parameters of those at appointments.

# Bylaws - Article VI - Meetings (continued)

Section 5. A majority of ~~all voting~~ members of the Board, including those present telephonically, shall constitute a quorum for purposes of a meeting. A majority vote of the Board members present, including those present telephonically, shall be required for any legal action to be taken. The Board members present at any meeting, if constituting less than a quorum, may adjourn the meeting until such quorum shall be present.

Section 6. The agenda and order of business for regular and special meetings shall be determined by the Chair and the Chancellor, ~~jointly, and the Shared Governance process in BP Policy 1.06 shall be used by the Chair to collaborate with all Board members to offer topics to include in agendas~~ and the Chair shall consult individually with each Board member to assure inclusion of desired topics in the agenda has occurred to the extent possible. Each meeting shall commence with a call to order, pledge of allegiance, and a roll call of members present. An agenda may include a “consent agenda” of items that will not require discussion prior to action. Upon request of any ~~B~~board member at the meeting, an item may be removed from the consent agenda in order to allow discussion. An agenda will also include items for consideration at future board meetings, but if a ~~B~~board member proposes an item for future discussion, there shall be no discussion or debate on ~~debate on~~ the substance of the proposed item until a future meeting when discussion or action on the proposed item is listed on the agenda.



# Bylaws - Article VI - Meetings (continued)

Section 7. If the agenda includes an open call to the public (“Public Comment”), the following procedures shall apply during that part of the meeting:

- Any individual desiring to address the Board shall complete a form (Request to Address Board) and give this form to the designated College staff person prior to the start of the Public Comment.
- The Board Chair shall be responsible for recognizing speakers, maintaining proper order, and adhering to any time limit set.
- If considered necessary, the Board Chair shall set a time limit on the length of the Public Comment period. In order to ensure that each individual has an opportunity to address the Board, the Chair may also set a time limit for individual speakers.
- Upon conclusion of the Public Comment section of the meeting, individual members of the Board may (a) ~~may~~ respond to any criticism made by an individual who has addressed the Board, (b) ~~may~~ ask staff to review a matter, or (c) ~~may~~ ask that a matter be put on a future agenda.
- Board members may not discuss or take legal action on matters raised during the Public Comment section of the meeting unless the matters are properly noticed for discussion and legal action.

# Bylaws - Article VI - Meetings (continued)

Section 8. Any Board member can request agenda items by forwarding them to the Board Chair and the Chancellor. Alternatively, at a Board meeting, a Board member may request that an item be placed on a future agenda, as set forth in Section 6 above or in response to comments made during ~~in~~ the Public Comment portion of the meeting, as set forth in Section 8 ~~7~~ above.

Section 9. For each agenda action item other than routine status reports by Board representatives, Board members, or the Chancellor, there shall be a corresponding action item description that includes background, a recommendation, legal and financial impacts or the recommended action, a justification for action, and other pertinent information. In the case of a contract or agreement to be acted upon by the Board, the proposed language of the contract or agreement shall also be included and attached to the Board's agenda, unless such contract is set for discussion in an executive session. The Board may waive the requirement for including the specific contract or agreement language. Staff, as designated by the Chancellor, shall prepare and submit the action item description and accompanying materials.

# Bylaws - Article VI - Meetings (continued)

Section 10. The agenda, agenda items, and supporting materials shall be distributed to members of the Board and posted online no later than five calendar days in advance of the meeting. Additional and supplemental supporting materials shall be provided to the Board members and posted online at least 24 hours prior to the meeting unless the Board Chair, in the Chair's discretion, approves submission less than 24 hours prior to the meeting or in the case of an actual emergency. All supporting or backup materials for an agenda item, including proposed language of contracts or agreements to be acted upon by the Board at a regular or special meeting, shall be available in the District office and/or linked on the posted agenda by hyperlink. Supporting or backup materials include, but are not limited to, the following: power points, contracts or agreements to be acted upon, and relevant reports if they are referred to in the presentation to the Board. ~~No~~ Only -supporting or backup materials provided in compliance with this section may be presented to or considered by the Board. The Chair, in the Chair's discretion, may postpone consideration of an agenda item if the supporting or backup materials are not provided in accordance with the provisions of this section ~~are not complied with~~.



# Bylaws - Article VI - Meetings (continued)

Section 11. Board members and the Chancellor may present a brief summary of current events if a summary is listed on the agenda. In such event, specific matters to be summarized are not required to be separately listed on the agenda. The Board may not propose, discuss, deliberate, or take legal action at that meeting on any matter in the summary unless the specific matter is properly noticed for discussion, deliberation or legal action to be taken by the Board.

Section 12. The Chancellor, or his or her designee, shall attend each regular and special meeting of the Board for the purpose of presenting business items, making recommendations, and reporting on items pertaining to the College

Section 13. Minutes or a recording of the public portion of a meeting shall be available for public inspection three working days after a meeting. Minutes of regular Board meetings will be approved at the next regular Board meeting. Minutes of special meetings shall come to the Board for approval as soon as possible, ~~but~~ ~~and~~ not later than sixty (60) calendar days. With the exception of executive session minutes, minutes shall be posted to the College website following approval.

# Bylaws - Article VI - Meetings (continued)

Section 14. The following procedural rules of order apply to motions made by Board members and shall govern the conduct of meetings of the Board:

- All motions require a second before the Board proceeds to a discussion or a vote.
- The Board Chair may make or second any motion and may discuss or vote on any motion.
- Motions may be amended without a vote if the Board member who made the original motion and the Board member who seconded the motion agree to the amendment. Absent agreement, there must be a new motion and a second followed by discussion prior to the vote on the new or substitute motion ~~motion and a second~~. If the substitute motion passes, it overrides the previous motion.
- All discussion on an agenda item by Board members shall occur after there is a motion and a second.
- The Chair shall endeavor to recognize Board members by name in the course of the meeting in order to ensure orderly discussion and action and assist members of the public who access the Board meeting remotely to identify which Board member is speaking.
- Unless otherwise permitted by the Chair in the Chair's discretion, when a member has spoken once on a question, the member shall not be recognized again on the same question until after other Board members who wish to speak have spoken.

# Bylaws - Article VI - Meetings (continued)

- A motion to table a matter requires ~~a motion~~, a second, and a vote by a majority of the Board members in favor of tabling the matter. A motion may be taken from the table at any time.
- A motion to close or limit debate or call the question (also known as call the previous question) requires a second and an affirmative vote of the members present.
- A motion for reconsideration of a previous action taken by the Board must occur no later than by the end of the next regularly scheduled meeting of the Board and may only be made by a Board member who voted in favor of the previous action. A motion for reconsideration may be seconded by any Board member. No question may be reconsidered one than once.
- At any time during a meeting, a Board member may make a motion to adjourn, which shall require a second and an affirmative vote of the majority of the Board members present. Such a motion can be made even if the Board has not considered all items on the agenda for that meeting. In such event, any matters that have not been considered, shall be placed on the agenda for the next regularly scheduled meeting of the Board.

To the extent any of these rules of order may conflict with *Robert's Rules of Order, Newly Revised*, these rules shall apply. The rules contained in this section are procedural in nature and, with the exception of the requirement of a second to a motion, may be waived without affecting the validity of the action taken.

# Bylaws - Article VII - Committees

Section 1. The Board may establish advisory committees (“Board Advisory Committees”) for the study of particular issues, functions or areas or for the purpose of making a recommendation concerning a decision to be made or considered or a course of conduct to be taken or considered by the Board. The role of such committees is to make the Board more efficient and effective in its work, not to interfere with the Board’s delegation of authority to the Chancellor, or that of the Chancellor to other staff.

Section 2. Each Board Advisory Committee shall have a Board approved charter that outlines its mission and function and shall operate, at all times, according to that charter.

Section 3. A Board Advisory Committee shall not have the authority to bind the Board. Any recommendations the Board Aadvisory Ceommittee makes to the Board must ~~shall~~ be approved by a majority of the members of the Board Aadvisory eCommommittee.

Section 4. A Board Advisory Committee shall comply with the requirements of the Arizona Open Meeting Law and Public Records Laws.

# Bylaws - Article VII - Committees (continued)

Section 5. Membership on a Board Advisory Committee may include one or two Board members and may include employee representatives, students and community members. At the request of a Board member, ~~t~~The Chancellor may also appoint a key employee, mutually agreed upon by the Board, to assist a committee in completing its duties. This process shall enhance the ability of Board members to be meaningfully included in College matters that affect the mission, values and expectations of the Board as it fulfills its obligation of oversight of the College and each member's fiduciary duties. This process also enables Board members to contribute their expertise and develop expertise that adds value to the Board's decision-making, all to further the best interests of the College.

Section 6. Members of a Board Aadvisory Committees, created by the Board, shall be appointed by the Board. If a Board member is on a committee, the Board member's length of service on the committee shall be determined by the Board.



# Bylaws - Article VII - Committees (continued)

Section 7. Except as provided in this article, all Board Aadvisory Committees shall meet at least two times annually, ~~and~~ more often if necessary. They shall report to the Board no later than the May Board meeting, at a time requested ~~desired~~ by the Committee or one requested by the Board.

Section 8. The Board may at any time discontinue any of its Board Aadvisory Committees by majority vote.

# Bylaws - Article VIII - Discrimination Prohibited

In its role as a governing body, the Board shall not discriminate on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, gender identity or any status protected by law.

# Bylaws - Article IX - Amendment of Bylaws

Section 1. These ~~B~~bylaws may be amended by a majority vote of a quorum of the Board at any regular or special meeting ~~at which a quorum is present~~ called for that purpose with the following stipulations. Notice of intent to amend the Bylaws shall be provided or announced ~~made~~ by the Chair of the Board at the immediately preceding a previous regular Board meeting. Each member of the Board shall have been provided with a copy of the proposed amendment(s) to be acted upon at least 10 days prior to the meeting at which the proposed amendments to the Bylaws are to be discussed and appropriate amendments are agreed and voted on by the Board. ~~proposed to be amended.~~

Section 2. The Board shall review the Bylaws at least every three years and may, amend these Bylaws at any time.



# Bylaws - Article X - Code of Ethics

## Section 1. General

1. Elected or appointed members of the Board ~~are~~ ~~representatives of~~ the citizens of Pima ~~the~~ County.
2. The Board commits itself to the very highest degree of legal and ethical conduct.
3. Board Members must demonstrate unconflicted loyalty to the interests of the entire community of Pima County. This accountability supersedes any conflicting loyalty such as that to family members, the District's employees, advocacy or interest groups, membership on other boards or staffs, or any personal interests as a consumer of the District's services.
4. Board Members are elected to serve on a nonpartisan basis when serving as a steward on behalf of the College.

## Section 2. Legal Powers and Duties

1. Carry out all requirements prescribed by local, state and federal laws, as they apply.
2. Operate within the guidelines set forth by the College' s accrediting agencies.
3. Comply with Board Bylaws and Policies.

# Bylaws - Article X - Code of Ethics (continued)

## Section 3. Ethical Responsibilities

The Board shall:

1. Recognize its duty is to represent the entire county and to make decisions, which are intended to can benefit all constituents. Individual Board members should recognize the unique aspects of their geographic constituency when considering the needs of the entire College.
2. Recognize that the strength and effectiveness of the Board is as a Board, not as a group of individuals. To that end, Board members will act at all times as part of a team, that includes not only other Board members, but also the Chancellor, faculty, and other partners in governance and leadership.
3. Assure the opportunity for high quality education for every student, within the fiscal limitations of the College.
4. Take official actions only in public sessions in compliance with the law, including without limitation the Open Meeting Law.
5. Maintain confidentiality of privileged information. This includes all items discussed in Executive Session, the confidentiality of which is mandated by statute.
6. Recognize the unique contributions of representatives to the Board in the Board's deliberation of agenda items.

# Bylaws - Article X - Code of Ethics (continued)

7. Delegate authority, pursuant to limitations, to the Chancellor as the Board's executive and ~~retain~~confine Board action for to its statutory general powers, duties and authority, which includes but is not limited to, oversight of policy determinations, priority setting, planning, monitoring, evaluation of College performance, and maintenance of the fiscal stability of the College. Delegation to the Chancellor of the authority to approve contracts and procurements shall be by legal action of the Board, which shall specify the scope and parameters of delegated authority.
8. Employ competent, trained personnel.
9. Ensure an atmosphere in which controversial issues can be presented and must be discussed fairly, ~~and~~ civilly, and respectfully, including the use of open and honest communication ~~striving~~ to maintain the dignity of each individual.
10. Respect each member's ~~the~~ elected office and in no way misuse the power inherent in the office.
11. Recognize the responsibility to adhere to these ethical responsibilities.
12. Participate in training that focuses on public stewardship and institutional ethics. Such training shall be rigorous, practical, and application based.
13. Adhere to expectations for the Board's own conduct, addressing matters such as attendance, policy making principles, respect of roles, respect for democratic processes, speaking to management and the public with one voice, and ensuring the continuity of governance capability.

# Bylaws - Article X - Code of Ethics (continued)

## Section 4. Conflict of Interest

Any **B**oard member who has, or whose relative has, a substantial interest in any decision, contract, sale, purchase or service to the College shall make known that interest in the official records of the College and shall refrain from voting upon or otherwise participating in any manner in such decision, contract, sale or purchase, as more particularly set forth in A.R.S. § 38-501 et seq.

Board Members must avoid any conflict of interest with respect to their fiduciary responsibility. For example, when the Board is to decide an issue about which a member has an actual or potential conflict of interest, that member shall disclose the conflict to the Board and absent herself or himself without comment from not only the vote but also from the deliberation

Each Board member shall annually complete and sign the form of the College's Conflict of Interest and Acknowledgement Statement, as such may be amended from time to time. Such Conflict of Interest policy and form shall comply with and be governed by Board policy.

# Bylaws - Article X - Code of Ethics (continued)

## Section 5. Procedural Responsibilities

In keeping with the ~~se~~ ~~Governing Board's~~ ~~B~~ylaws and ~~Board~~ policies, the Board asserts its responsibilities and:

1. Requests all employees to avail themselves of all administrative remedies and complaint resolutions procedures before requesting Board involvement. -No Board member shall individually investigate or draw conclusions about such matter until an independent evaluation is conducted, the results of which shall be promptly reported to the Board.
2. Provides an opportunity for public comment at its regular meetings: for the general public, through the Public Comment section of the meeting, and for employees, through ~~the~~ ~~R~~epresentatives' reports. Unless the public comment and information contained in the reports relates to agenda items, Board action is limited to directing staff to study and/or to schedule the matter for future consideration.
3. Recognizes the First Amendment freedom of speech principle as fundamental to the operation of the College. No College employee shall be subjected to retaliation by the College for expressing his/her opinion in ~~open~~ meetings of the Board.
4. Asks that requests for information about Board actions be submitted through the Chancellor's Office.



# Bylaws - Article X - Code of Ethics (continued)

5. Acknowledges the importance of employee and student understanding **Governing** Board members' roles and functions. To promote such understanding, the **Governing** Board affirms the following:
  - a) It is the policy of the **Governing** Board that the administration, faculty, staff and students of the College have the opportunity to participate, as appropriate, in the decision-making processes of the College.
  - b). The **Governing** Board acknowledges its responsibility to meet Arizona legal requirements regarding open meetings for public bodies.
  - c). All employees of the College are advised that the hiring, assigning, transferring, terminating or disciplining of employees will be handled according to established personnel policies through the **O**ffice of Human Resources.
  - d). The Board acknowledges that its authority is legally vested only when the Board acts as a whole and that, as individuals, the members of this Board have no authority to mandate action on the part of the College.- Thus, Board members' interactions with the Chancellor or with staff must recognize the lack of authority in any individual Board member or group of Board members except when explicitly Board authorized.

# Bylaws - Article X - Code of Ethics (continued)

e). This policy shall, however, in no way restrict individual Board members from full and complete access to all of the campuses of the College and to a complete range of inquiry to the Chancellor. The Chancellor will obtain information from the College employees and students so that the Board may be more fully informed and may properly exercise its responsibilities.

The following protocols apply:

- i) Board members shall inform the Chancellor and the campus President prior to attending any meeting, function or visit at that campus or at one of its centers.
- ii) While on a College site, Board members shall not conduct personal or political business using any College resources.
- iii) Information requests that will involve more than four hours of College staff time, per request, shall require the agreement of a majority of the Board. Prior to a vote by the Board, however, the Chancellor or designee shall consult with the Board member to first determine if the request can be narrowed, or alternatively if a work session on the subject of the requested information can be scheduled as soon as possible at which relevant information will be provided during the session. To the extent those alternatives do not resolve the request, all other options should be explored before the Board vote is necessary.
- iv) Board members shall not use College resources for personal or political benefit that are not otherwise available to members of the public.

# Bylaws - Article XI - Orientation of New Members

Section 1. The Board shall hold an orientation session for new members of the Board within sixty (60) days of their election or appointment to the Board.

Section 2. Orientation sessions shall include the following:

1. General overview of the College, its programs, services and operations.
2. Role, responsibilities, and function of the Board and its members, including, but not limited to, familiarity with Board **B**ylaws and **P**olicies.
3. Principles of Board decision making.
4. Board/Chancellor relations.
5. Ethical standards.
6. Response to complaints.
7. Board appointments.
8. Overview of auditing bodies and **B**oard committees.
9. Laws that apply to the conduct of the business of the College, such as the Open Meeting Law, public records laws, confidentiality, FERPA, and laws that prohibit discrimination.



# Bylaws - Article XII - Response to Complaints

## Section 1. General

To promote the timely and appropriate response to complaints regarding the College and to maintain the appropriate distinction between the roles of the Board and College administration, Board members shall follow specific processes for responding to different types of complaints, as set forth below.

## Section 2. Definition of a Complaint

For purposes of the complaint reporting processes described in this Article XII of the Bylaws, a “complaint” shall mean an allegation that there has been a violation of applicable federal law, state law, accreditation requirement, ethical standard, or published College bylaw, policy or standard.

# Bylaws - Article XII - Response to Complaints (continued)

## Section 3. Process for Handling Specific Types of Complaints

1. In the case of a complaint of a general nature, the Board and individual Board members shall proceed as follows in keeping with the Chancellor's roles and responsibilities in managing the day-to-day operational and management of the College:
  - a. Avoid pursuing questions into the details of the substance of a complaint that could ultimately come before the Board for a decision regarding the application of a College policy to a specific individual (e.g. an employee grievance or an adverse personnel action).
  - b. Urge the complainant to use existing College procedures for resolving concerns. If the complainant deems existing College procedures inadequate, urge the complainant to make specific corrective recommendations to those procedures to the Chancellor.
  - c. Refer the complaint to the Chancellor, and may refer the complainant to the Office of the Chancellor. Also notify the Board Chair of the referral.
  - d. At no time is a Board member to engage in investigation of such complaint or take any action that even could be perceived as obstructing or interfering with the Administration's role and responsibility to address employee complaints.

# Bylaws - Article XII - Response to Complaints (continued)

The Chancellor shall confirm to the Board that the complaint has been received, consult with the Board regarding the anticipated process to be used to investigate and address the complaint, and inform the Board how the complaint has been or will be addressed and resolved. To the extent any Board member requests that the Board receive additional information or periodic updates as to the process and progress of addressing the complaint, the Chancellor shall do so before any final resolution is made. At no time is a Board member to share such information with the complainant.

2. In the case of a complaint about the conduct of the Chancellor:
  - a. The recipient of the complaint (including individual Board members) shall notify the Board Chair and College ~~General~~ ~~legal~~ ~~C~~ounsel of the complaint, who shall notify all Board members.
  - b. The Board shall determine in consultation with College ~~General~~ ~~C~~ounsel whether the allegations, if accurate, would constitute a violation of applicable law, College policy, the terms of the Chancellor's contract, or any other applicable standards of conduct or performance.
  - c. If the alleged conduct would qualify as such a violation, the Board shall determine in consultation with College ~~General~~ ~~C~~ounsel the most appropriate means for conducting unbiased fact finding, which might include outside professional services.
  - d. The Board shall take appropriate corrective action as warranted by the results of fact-finding and consistent with due process.
  - e. The Board, or its representative, shall provide notice of resolution to the complainant.

# Bylaws - Article XII - Response to Complaints (continued)

3. In the case of a complaint about the conduct of a Board Member, Article XII (3) shall follow the shared governance process set forth in Board policies and the following general process:
  - a. The recipient of the complaint (including individual Board members) shall notify the Board Chair, Chancellor and/or College ~~General Counsel~~ ~~C~~legal counsel of the complaint, who shall notify all Board members.
  - b. The Board shall determine in consultation with the Chancellor and College ~~General C~~legal counsel whether the allegations, if accurate, would constitute a violation of applicable law, College policy, or any other applicable standards of conduct or performance.
  - c. If the alleged conduct would qualify as such a violation, the Board shall determine in consultation with the Chancellor and College ~~General legal C~~ounsel the most appropriate means for conducting unbiased fact finding, which might include outside legal counsel and/or outside professional services.
  - d. To the extent allowed by law, the Board shall take appropriate corrective action as warranted by the results of fact-finding.
  - e. The Board, or its representative, shall provide notice of resolution to the complainant.

**Agenda Item Details**

Meeting	Mar 10, 2022 - Governing Board Study Session
Category	2. Discussion
Subject	2.1 Governing Board Bylaw Review and Discussion
Type	Discussion

The Governing Board will review the current bylaws and discuss governance and possible revisions to the bylaws. The conversation will be facilitated by Mary Ellen Simonson, attorney with the Lewis Roca firm. Bruce Moses, Vice Chancellor for Educational Services and Institutional Integrity, may provide information about Higher Learning Commission accreditation standards related to board and institutional governance.

The Board reserves the right to recess into executive session pursuant to A.R.S. 38-431.03(A)(3) and (4) to consult with legal counsel for legal advice and to give direction to legal counsel regarding tasks related to possible revision of the bylaws.

[2-17-2022 - Pima County Community College District Review & Proposed Revisions to Bylaws\(116831080.1\).pdf \(2,783 KB\)](#)

**Agenda Item Details**

Meeting	Apr 07, 2022 - Governing Board Study Session
Category	2. Discussion
Subject	2.1 Governing Board Bylaw Review and Discussion
Type	Discussion

The Governing Board will review the current bylaws and discuss governance and possible revisions to the bylaws. The conversation will be facilitated by Mary Ellen Simonson, attorney with the Lewis Roca firm.

The Board reserves the right to recess into executive session pursuant to A.R.S. 38-431.03(A)(3) and (4) to consult with legal counsel for legal advice and to give direction to legal counsel regarding tasks related to possible revision of the bylaws.

[4-7-2022 - Pima College Review of Proposed Revisions to Bylaws\(116831080.2\).pdf \(2,928 KB\)](#)

[Recap of Progress on February 17 & March 10 Meetings on Proposed Bylaw Revisions\(117062007.3\).pdf \(713 KB\)](#)

**Agenda Item Details**

Meeting	May 16, 2022 - Governing Board Study Session***REVISED 5/12/22***
Category	2. Discussion
Subject	2.1 Governing Board Bylaw Review and Discussion
Type	Discussion

The Governing Board will review the current bylaws and discuss governance and possible revisions to the bylaws. The conversation will be facilitated by Mary Ellen Simonson, attorney with the Lewis Roca firm.

The Board reserves the right to recess into executive session pursuant to A.R.S. 38-431.03(A)(3) and (4) to consult with legal counsel for legal advice and to give direction to legal counsel regarding tasks related to possible revision of the bylaws.

[\\_MES comments\\_edits\\_ re Bylaw revisions proposed on 4\\_6\\_22 by Maria Garcia's redline\(117587708.2\) \(1\).pdf \(250 KB\)](#)

**Agenda Item Details**

Meeting	Sep 26, 2022 - Governing Board Study Session
Category	3. ACTION ITEMS
Subject	3.1 Amendment to Board Bylaws
Type	Action
Recommended Action	The Board is asked to approve the attached amendments to the Governing Board Bylaws.

[2022 TOTAL DRAFT of ALL BYLAW REVISIONS PCC District Bylaws Revisions\(118841956.1\).pdf \(252 KB\)](#)

[CLEAN 2022 TOTAL DRAFT of ALL BYLAW REVISIONS PCC District Bylaws Revisions\(118880012.1\).pdf \(239 KB\)](#)

**Motion & Voting**

The Board is asked to approve the attached amendments to the Governing Board Bylaws.

Adopt Bylaw Article II

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Pass Bylaw Article III

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Adopt Bylaw Article VI

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Adopt Bylaw Article VII.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Adopt Bylaw Article IX as presented with the changes.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Adopt Bylaw Article XI.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Adopt Bylaw Article I, Section 6 with the following option 2:

[Option 2:] Systematically and regularly monitor, Oversee and annually evaluate the Chancellor's job performance to determine the extent to which priorities, goals and outcomes are being achieved according to Board expectations in its Board Policies, and whether operational activities fall within parameters established by Chancellor Limitations Policies.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries



Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt Bylaw Article I, Section 11 with the following option 1:

[Option 1:] No new subsection 11.

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt all changes in Article I, with option 2 of Section 6 and the following language added to the end of sub-section 10:

"...and to avoid impugning the motives of board members or staff in their communications".

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt Bylaw Article IV, Section 2, with option 1.

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt Bylaw Article IV with the following option 1:

[Option 1:] No new Section 4.

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt Bylaw Article IV-Officers with the changes defined and with the changes we have approved.

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt Bylaw Article V-Duties of Officers, Section 1, sub-section 11 with option 2.

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt Bylaw Article V-Duties of Officers, Section 1 with option 2.

Motion by Maria D Garcia, second by Luis L Gonzales.  
Motion Fails

Yea: Luis L Gonzales, Maria D Garcia  
Nay: Meredith Hay, Demion Clinco, Catherine Ripley

Adopt Bylaw Article V-Duties of Officers in its entirety.

Motion by Demion Clinco, second by Meredith Hay.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Strike the following sub-section 10 in Section 1 of Article V:

10. Ensure the Board completes an annual evaluation of the General Counsel;

Motion by Meredith Hay, second by Demion Clinco.  
Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley  
Nay: Luis L Gonzales, Maria D Garcia

Adopt the following substitution of option 1 for Section 5(e)(iii) in Article X:

Yea: Meredith Hay, Demion Clinco, Luis L Gonzales, Maria D Garcia, Catherine Ripley

Adopt Article XII-Response to Complaints, Section 3, sub-section 1 with the following option 1:

[Option 1]: The Chancellor shall confirm to the Board that the complaint has been received, consult with the Board regarding the anticipated process to be used to investigate and address the complaint, as defined in Section 2 above, and inform the Board how the complaint has been or will be addressed and resolved. To the extent any Board member requests that the Board receive additional information or periodic updates as to the process and progress of addressing the complaint, the Chancellor shall do so before any final resolution is made. At no time is a Board member to share such information with the complainant.

Motion by Maria D Garcia, second by Luis L Gonzales.

Motion Fails

Yea: Luis L Gonzales, Maria D Garcia

Nay: Meredith Hay, Demion Clinco, Catherine Ripley

Board Clinco offered an alternative motion to pass Article XII-Response to Complaints, Section 3, sub-section 1 with option 2.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley

Nay: Luis L Gonzales, Maria D Garcia

Adopt Article XII-Response to Complaints, Section 3, sub-section 2 with option 2.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley

Nay: Luis L Gonzales, Maria D Garcia

Adopt Article XII in its entirety.

Motion by Demion Clinco, second by Meredith Hay.

Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley

Nay: Luis L Gonzales, Maria D Garcia

Adopt new Article XIII.

Motion by Maria D Garcia, second by Luis L Gonzales.

Motion Fails

Yea: Luis L Gonzales, Maria D Garcia

Nay: Meredith Hay, Demion Clinco, Catherine Ripley

Adopt new Article XIV with the following option 2:

[Option 2:] Adopt Article or portions.

Motion by Maria D Garcia, second by Luis L Gonzales.

Motion Fails

Yea: Luis L Gonzales, Maria D Garcia

Nay: Meredith Hay, Demion Clinco, Catherine Ripley

## Summary: Significant and relevant changes to Board Bylaws

### Article I Authority

**NEW Section 7:** Conduct its business in a lawful, respectful and civil manner, and cultivate a sense of group responsibility to work together harmoniously in the best interests of the College's mission, vision and values.

**NEW Section 8:** Govern with appreciation of and appropriate attention to the diversity of the College's internal and external communities.

**NEW Section 9:** Comply with Board fiduciary and oversight roles and responsibilities, but respect and comply with Board policies that delegate to the Chancellor day-to-day operational and management responsibilities of the College, as Board focus and role is accountability not micromanagement.

**NEW Section 10:** Participate productively as a team with fellow Board members, Chancellor and Administration, adhering to reciprocal shared governance principles and behaviors of trust, communication, consultation, contribution, cooperation, civility, transparency, inclusiveness, honesty, integrity and respect.

### Article IV Officers

**Section 2 with new language in italics:** The Board shall nominate and elect officers for a term of two years at the annual meeting (Article VI, Section 3). *Any nominee for either Chair or Vice Chair must have demonstrated compliance with all Board Bylaws and Policies, as well as a commitment to such continued compliance.* Exceptions can be made to this section by majority vote.

### Article X Code of Ethics

#### Section 1 General

**NEW Subsection 3:** Board members must demonstrate unconflicted loyalty to the interests of the entire community of Pima County. This accountability supersedes any conflicting loyalty such as that to family members, the College's employees, advocacy or interest groups, membership on other boards or staffs, or any personal interests as a consumer of the College's services.

**NEW Section 4:** Board members are elected to serve on a nonpartisan basis when serving as a steward on behalf of the College.

#### Section 3 Ethical Responsibilities

##### New language in italics

**Subsection 2:** Recognize that the strength and effectiveness of the Board is as a Board, not as a group of individuals. *To that end, Board members will act at all times as part of a team, that*

*includes not only other Board members, but also the Chancellor, faculty, and other partners in governance and leadership.*

**Subsection 4:** Take official actions only in public sessions in compliance with the law, *including without limitation the Open Meeting Law.*

**Subsection 5:** Maintain confidentiality of privileged information. *This includes all items discussed in Executive Session, the confidentiality of which is mandated by statute.*

**Subsection 9:** Ensure an atmosphere in which controversial issues can be presented and must be discussed fairly, civilly, and respectfully, *including the use of open and honest communication*, to maintain the dignity of each individual.

**NEW Subsection 12:** Participate in mandatory training that focuses on public stewardship and institutional ethics. Such training shall be rigorous, practical, and application based, including but not limited to the following areas:

- a. The respective roles of a Governing Board and a Chancellor;
- b. Orientation of new Board members in the Board governance process and College policies and Bylaws;
- c. Accreditation standards and the Higher Learning Commission criteria; and
- d. Public stewardship and institutional ethics.

**NEW Subsection 13:** Establish expectations for its own Board conduct, and actively participate in an annual Board self-assessment that focuses on all aspects of evaluating the Board's effectiveness and adherence to Board expectations, including but not limited to:

- a. Adherence to Board bylaws and College policies;
- b. Attendance at and preparation for Board, committee, task force, and other meetings;
- c. Open, transparent, and reciprocal communication among the Board and with the Chancellor;
- d. Respect of and adherence to Board roles, responsibilities, and governance;
- e. Speaking to management and the public with one voice.
- f. Effective oversight, monitoring and evaluation of the Chancellor's performance;
- g. Conducting its business in a harmonious, respectful and civil manner;
- h. Commitment to building consensus wherever possible, and also to moving forward where it cannot be achieved;
- i. A shared and clearly articulated commitment to trust, cooperation, collaboration, honesty, and integrity;
- j. Recognition that the Board has the collective responsibility to ensure that the above conditions exist and will take ownership of that responsibility; and
- k. Developing a written action plan to improve Board effectiveness.

#### **Section 4: Conflict of Interest**

##### **New language in *italics***

Any Board member who has, or whose relative has, a substantial interest in any decision, contract, sale, purchase or service to the College shall make known that interest in the official records of the College and shall refrain from voting upon or otherwise participating in any manner in such decision, contract, sale or purchase, as more particularly set forth in A.R.S. § 38501 et seq.

*Board members must avoid any conflict of interest with respect to their fiduciary responsibility. For example, when the Board is to decide an issue about which a member has an actual or potential conflict of interest, that member shall disclose the conflict in a timely manner to the Board and absent herself or himself without comment from the deliberations and the vote.*

*Each Board member shall annually complete and sign the form of the College's Conflict of Interest and Acknowledgement Statement, as such may be amended from time to time. Such Conflict of Interest policy and form shall comply with and be governed by Board policy.*

#### **NEW Section 6: Procedures for Violation of Board Bylaws or Policies**

1. A Board member aware of credible information that suggests that a Board Bylaw or Policy has been violated, by either the Board or the Chancellor, has an affirmative obligation to bring the concern to the Board's attention for monitoring.
2. Board members must respect the confidentiality appropriate to issues of a sensitive nature. This includes all items discussed in Executive Sessions, the confidentiality of which is mandated by statute.
3. Board members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.
4. The Board and its members are committed to faithful compliance with the provisions of the Board's Bylaws and Policies. To uphold the Board's integrity and reputation, the Board will constructively address violations of these Bylaws and Policies, using the following process:
  - a. The concerned Board member (or if applicable, the Chancellor) is encouraged to have a conversation in a private setting with the Board member whose actions are perceived to be non-compliant with Board Bylaws or Policies. If a complaint pertaining to a Board member's conduct is conveyed to the Chancellor by an outside party, the Chancellor shall, as soon as practical, refer the complaint to the Board Chair for appropriate action (as outlined herein). If the complaint involves the Chair, the Chancellor shall refer the matter to the Board Vice Chair/Secretary for necessary action.
  - b. Second, if the concerned party is not comfortable pursuing such a discussion, or if the conversation does not produce sufficient resolution as agreed on by the concerned parties, either party shall apprise the Chair, who may choose to address the situation individually

with the involved party, or advance to c. below. If the concern involves the Chair's actions, the Board Vice Chair/Secretary shall be similarly informed.

c. Third, if the first two steps do not produce a sufficient resolution, or if in the estimation of any of the concerned parties, there remains a credible concern that the incident may cause legal or reputational jeopardy to the College, the Board will be apprised of the situation. The Board may request that the Chancellor arrange for an independent review by an appropriate individual(s) to be conducted for the purpose of advising the Board if noncompliance with its own Bylaws and Policies has occurred. After receipt of the results of the review, or if the Board deems itself to have adequate information without the review, the Board will make a subsequent determination, by vote, as to whether the Board member's actions were consistent with Board Bylaws and Policy.

d. If the Board determines that there was no violation of the expectations set forth in the Board's Bylaws and Policies, the issue shall be considered resolved.

e. If, in the judgment of the majority of the Board, Board Bylaws or Policies have been violated, the Board shall take what it considers to be appropriate steps to remedy the situation and protect the interests of the College. These may include:

- i. Reminding the Board member of the expectation and fiduciary duty to cease such actions/behaviors;
- ii. Limiting any authority that has been delegated to the Board member to represent the Board;
- iii. A resolution publicly admonishing the action/behaviors;
- iv. A resolution requesting the Board member's resignation; and
- v. If the party deemed to be in violation of Board Bylaws or Policies is an officer, removal from the elected officer position.

5. Per the Arizona Revised Statutes, Board members must avoid activities and circumstances, as well as relationships with outside organizations that do business or may do business with the College that could create an appearance that the Board member seeks to influence the selection of a vendor or the terms of a contract. Board members shall adhere to the College's standards for employees regarding restrictions for the acceptance of gifts, gratuities, and unrelated compensation from vendors and others that are either doing business with or that seek to do business with the officers, employees, and others who serve as agents on behalf of the College.

# Appendix C

## The Board and College Are Committed to Effective Shared Governance

First page of Appendix labeled in upper left-hand corner. Example: **Appendix C1**

Parts of appendices **highlighted** when appropriate.

[C1] Board Policy 1.06 Governance.

[C2] Administrative Procedure 1.05.01

[C3] Administrative Procedure 1.25.01 All Employee Representative Council.

[C4] Administrative Procedure 1.06.01 All College Council.

[C5] Student Senate Bylaws.

[C6] All College Council minutes, March 17, 2023.

[C7] Board Bylaw III Representatives to the Board.



# Pima County Community College District Board Policy

<i>Board Policy Title:</i>	<b>Governance</b>
<i>Board Policy Number:</i>	BP 1.06
<i>Adoption Date:</i>	2/19/86
<i>Schedule for Review &amp; Update:</i>	Annually
<i>Review Date(s):</i>	1/13/15, 4/19/18
<i>Revision Date(s):</i>	4/29/09, 3/4/14, 1/13/15
<i>Sponsoring Unit/Department:</i>	Governing Board/Chancellor
<i>Motion Number:</i>	3766
<i>Legal Reference:</i>	ARS § 15-1445; <i>Tucson Unified School District v. Tucson Education Association</i> , 155 Ariz. 441, P.2d 602 (App. 1987); <i>Godbey v. Roosevelt School District</i> , 131 Ariz. 13, 638 P.2d 235 (App. 1981)
<i>Cross Reference:</i>	PCCCD Board Bylaws Article III

As the legally constituted and final authority for the operation of the Pima Community College District, the Governing Board’s responsibility includes:

- Governing the District as a whole;
- Delegating authority with guidelines to the Chancellor for the daily operation of the District;
- Selecting a governance model for the District.

**Further, the Governing Board believes:**

- **An effective governance model is necessary and vital to the operation of the District, so that the decisions of the Board and Chancellor are fully informed.**



- Effective governance is achieved in a College atmosphere emphasizing contribution, cooperation, collaboration, civility, transparency and respect.
- Effective governance involves the College groups – regular and adjunct (part-time) faculty, exempt and non-exempt regular and temporary staff, administrators and students – to provide input, as requested by the Board and Chancellor.

Therefore, the Governing Board delegates to the Chancellor the responsibility for implementing an All-College Council, based on the following principles:

1. For Pima Community College governance is defined as a communication model involving all college groups, as noted above, and an All-College Council.
2. The goal of this governance model shall be mutual accountability both for the College Mission and for student success.
3. Ongoing communication and input into decision-making shall be the driving purpose of governance model. Communication shall be based on critical analyses, ongoing inquiry and continuous learning. The All-College Council shall advise the Chancellor on matters of college-wide importance which are not directly and substantially related to wages, salaries and working conditions.
4. Representatives of College groups, as well as all College employees and students, shall be part of an interactive governance communication and information system.
5. Representatives to the All-College Council shall be responsible for keeping their campuses/members informed and for relaying their constituencies' concerns and recommendations to the All-College Council.
6. The All-College Council shall consist of 12 representatives as follows:
  - 3 Students (the Governing Board representative and two other representatives selected by campus Student Governments)

- 3 Faculty members (the two Governing Board representatives, one regular faculty and one adjunct faculty; and one additional representative selected by Faculty Senate)
  - 3 Staff members (the two Governing Board representatives, one regular staff member and one temporary staff member; and one additional representative selected by Staff Council)
  - 3 Administrators (the Governing Board representative; 1 Campus President selected by the Presidents, and 1 other administrator selected by the administrators)
7. College employees and students shall be able to express their views in various ways: through representatives of their College campus or College groups, through the Governing Board representatives, or directly to the All-College Council.
8. The All-College Council shall be evaluated each year and modified as necessary.

The Governing Board shall not permit the delegation or dilution of its powers as prescribed by law through any process.



## Pima County Community College District Administrative Procedure

<i>AP Title:</i>	<b>College Standing Committees, Task Forces, and College Governance Bodies</b>
<i>AP Number:</i>	AP 1.05.01
<i>Adoption Date:</i>	7/1/98
<i>Schedule for Review &amp; Update:</i>	Every three years
<i>Review Date(s):</i>	4/29/09, 7/22/15
<i>Revision Date(s):</i>	4/29/09, 7/22/15
<i>Sponsoring Unit/Department:</i>	Chancellor
<i>Board Policy Title &amp; No.:</i>	Delegation of Authority to the Chancellor, BP 1.05
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	Prime Policy, BP 1.01

### **PURPOSE**

The purpose of this AP is to communicate the College's expectations regarding written documentation, scope of activities, and the conduct of meetings of College standing committees, task forces, and College governance bodies, all of which are a vital component of many of the College's decision-making processes.

### **SECTION 1: Definitions**

- 1.1 **College Standing Committees.** College standing committees deliberate those issues of college-wide significance which need ongoing monitoring. They are composed of individuals who are broadly representative of the College community at large. All College standing committees are advisory to the administration, should have a clear charge which serves to guide

discussion and deliberations in committee meetings, and may issue recommendations relative to their charge.

- 1.2 **Task Forces.** Task Forces undertake the study of functional issues of college-wide significance on a special project basis and for a limited period of time. All College task forces are advisory to the administration, should have a clear charge which serves to guide discussion and deliberations in task force meetings, and shall issue recommendations relative to their charge within their specified time frame.
- 1.3 **College Governance Bodies.** Faculty and Staff Governance review bodies serve as the formal reviewing bodies for faculty (through *Faculty Senate*) and staff (through *Staff Council*) and provide input in the development of new Board policy through the governance review process as specified in the College's Prime Policy (BP 1.01). Selection of members to Faculty Senate and Staff Council is governed by the charters of these organizations. *All College Council* is established by the Board of Governors and represents all College constituencies as a recommending body to the Chancellor; selection of members to All College Council is governed by BP 1.06.

## SECTION 2: Membership

- 2.1 All standing committee openings are due to the Chancellor's Office by February 15. A list of all standing committee vacancies will be compiled and all employees will be notified by March 1 of committees with vacancies. The list of eligible candidates will be given by April 1 to the Faculty Senate and Staff Council, who shall send their selections to the Chancellor's Office by April 15. All appointments to committees will be made by May 15, with the goal of diversity reflective of the college community.
- 2.2 Individual faculty or staff may serve on more than one college standing committee per academic year if approved by the supervising administrator.
- 2.3 All standing committees and task forces may be chaired by an administrator or a chair or co-chair elected at large by the membership of the standing committee or task force some committees may have a faculty member as co-chair.
- 2.4 Because the work of College standing committees is typically expected to last longer than one year, it is important to ensure continuity. To that end, standing committee members shall serve staggered two-year terms so that

approximately 50% of a standing committee's membership changes in any given academic year. In the case of newly formed standing committees, one half of the initial members shall serve two year terms, and the other half three year terms (to be determined by lot) so as to assure continuity through the first three years of a standing committee's work.

- 2.5 The Chancellor shall delegate to his/her designee the responsibility of maintaining an accurate listing of all the College's standing committees, their charges and membership.
- 2.6 Chancellor's Cabinet has the responsibility of approving the creation of new standing committees and task forces.

### **SECTION 3: Written Documentation of Meetings**

- 3.1 The chairperson(s)-or equivalent-of each College standing committee, or College governance body shall ensure that a written record of the results of each meeting is made. Governance bodies shall post their approved meeting minutes on the College internet. The written documentation of the work of all College standing committees, task forces, and College governance bodies is considered to be a public document, and so copies may be requested by individual College employees, employee groups, the public, external investigative agencies or subpoenaed by the courts. As a public document, written documentation for a College standing committee, task force, or governance body may serve as evidence in grievances or other College complaint procedures.
- 3.2 Recommendations for changes to a standing committee or its charge and the annual committee report shall be submitted by May 15 to the Chancellor's Office for review, approval and for posting on the college internet.
- 3.3 Faculty Senate and Staff Council, which are also standing committees, shall ensure that their webpages are accurate.

### **SECTION 4: Conduct of Meetings**

All College committees will comply with all Board policies and state laws in the conduct of its business. The College expects verbal and written communications from any member of any College standing committee, task force, or College governance body:

- will respect the principle of intellectual freedom and the diversity of opinions which can arise in the course of exploring, discussing and debating issues in an institution of higher education;
- will exercise good judgment and discretion in expressing their opinions; and
- will ensure that all committee members and guests behave and communicate professionally in the conduct of College business.



# Pima County Community College District Administrative Procedure

*AP Title:* **Personnel Governance and Policy for College Employees**

*AP Number:* AP 1.25.01  
*Adoption Date:* 10/3/18  
*Schedule for Review & Update:* Every three years  
*Review Date(s):* 3/11/20, 5/11/23  
*Revision Date(s):* 1/24/20, 5/11/23  
*Sponsoring Unit/Department:* Chancellor  
*Policy Title(s) & No(s):* Personnel Governance and Policy for College Employees, BP 1.25

*Legal Reference:*  
*Cross Reference:*

## PURPOSE

This procedure establishes the framework for employee input regarding employment-related college policies and procedures.

## SECTION 1: Definitions

**1.1 All Employee Representative Council (AERC):** A group of representatives from all employee classifications. The AERC will meet monthly and will be composed of faculty, adjunct faculty, exempt staff, nonexempt staff, temporary employee representation, and administrators selected from the groups and in the quantities listed below.

Employee Classification	Number of AERC representatives	Note	Term
Exempt	4	One seat chosen by the applicable ERG	2 years

Non-Exempt	4	One seat chosen by the applicable ERG	2 years
Faculty	4	One seat chosen by the applicable ERG	2 years
Adjunct Faculty	2		2 years
Temp Staff	2		2 years
Administration	2		2 years

Administration appoints two representatives and facilitates elections for adjunct faculty and temporary staff representatives.

One seat each for exempt, non-exempt, and faculty is reserved for an appointed ERG member (see 1.2). ERGs will appoint one representative and one alternate to fill the reserved seat. The AERC calls for nominations for the other three seats and holds an election open to all employees in each classification.

All representatives serve terms of two years and may serve multiple terms. The AERC will establish rules for governing its internal processes.

- 1.2 **Employee Representative Groups (ERG):** Per BP 1.25, the Board recognizes employee-elected representative groups for the three employee classifications, exempt staff, non-exempt staff, and faculty.
- 1.3 **Resolution Team:** Resolution Teams will conduct appropriate research, gather feedback from constituencies, and recommend policy or procedure changes during Meet and Confer (2.3). AERC representatives for administration, or appropriate designees, and employees affected by the policies constitute the basis of each resolution team. Additional members may be added for expertise, to spread a large workload, or other reasons, up to six (6) management and six (6) employee representatives. As much as possible, representatives should have expertise in the item(s) discussed and represent diversity in perspective.
- 1.4 **Additional Participants:** The Resolution Team may invite additional subject matter experts or additional affected parties on a temporary basis as needed.



## **SECTION 2: Process**

### **2.1 Collecting Input**

The College encourages all employees to submit their suggestions and concerns regarding personnel policy and terms and conditions of employment to the AERC. The College will provide multiple pathways for employees to submit these suggestions and concerns and develop measures to ensure that, when desired and if possible, anonymity is preserved.

The College will establish and maintain a secure online platform for employees to submit their suggestions and concerns to the AERC that both permits anonymity for the employee and establishes an infrastructure to ensure all submissions are archived and organized to support the AERC's needs for properly reviewing and classifying all suggestions and concerns.

### **2.2 Categorizing Input**

The AERC will review all issues brought forward during input collection (2.1) and determine the appropriate course of action below.

#### **2.2.1 Policy Changes**

Compensation and employment-related issues of broad significance best addressed through modification of existing or creation of new Board Policies, Administrative Procedures, the Employee Handbook, or other established handbooks, will be directed to the Meet and Confer process (2.3).

#### **2.2.2 Non-Policy Changes**

Employment issues of more limited applicability better addressed on an individual basis or through the processes available from an appropriate responsible unit or department, including potential policy violations, will be directed to that office (e.g., Office of Dispute Resolution, Human Resources, Office of the General Counsel, a Dean, etc.).

### **2.3 Meet and Confer**

AERC representatives for each classification will determine whether their employee group would be impacted by items identified in 2.2.1 and work with Administration representatives to convene an item-specific Meet and Confer

session as necessary, in the form of a Resolution Team. The Resolution Team members will jointly identify any representatives on the Resolution Team.

### 2.3.1 Resolution Teams

Resolution Teams will conduct appropriate research, gather feedback from constituents, and recommend policy or procedure changes.

### 2.3.2 Meet and Confer Parameters

#### (a) Procedures

The AERC shall identify the appropriate decision-maker and set a recommended timeline for the work of each Resolution Team, considering any time-constraints applicable to resolution of the issue. The decision-maker shall also discuss with the Resolution Team applicable parameters on potential approaches (i.e. legal requirements, budget constraints, critical goals, etc.)

Prior to commencement of Meet and Confer, the Resolution Team shall establish guidelines for its open meetings. The goal of the process is to reach consensus through interest-based collaboration. The Resolution Team may request input from the decision-maker at any time during its development of recommendations. If consensus cannot be reached, multiple recommendations may be submitted to the AERC for review. The AERC may:

1. move the recommendations forward to the designated decision-maker; or
2. refer them back to the Resolution Team for revision.

#### (b) Annual Meet and Confer on Compensation

On an annual basis, the AERC shall conduct Meet and Confer to provide input and recommendations for the budget development process related to employee compensation and for the allocation of funds designated for compensation and professional development.

The AERC and the budget unit within the Finance and Administration Department shall coordinate on the timing of Meet and Confer to allow for the use of the AERC input in the development of budget scenarios for consideration by the Board and for additional AERC input once the Board has provided guidance on development of budget scenarios.

2.3.3 Agreements

Management, in consultation with the Chancellor, shall have full authority to enter into agreements with AERC on policy and compensation recommendations. Management representatives are expected to consult with the decision-maker before finalizing any agreement. Such agreements are not considered College policy or procedure until approved by the Board or the Chancellor or designee, as applicable. For any recommendation that is not approved, the decision-maker shall provide the rationale for the decision. The AERC may choose to revisit the topic and submit additional recommendations in a future Meet and Confer.

2.3.4 Third-Party Facilitation

If a Resolution Team determines that continuing Meet and Confer is unlikely to produce an agreement on an issue, that Team may mutually agree to request facilitation by a neutral third party. However, the College recognizes the Board's responsibility and authority to make decisions and its right to accept or reject any facilitated agreements.

2.3.5 Approval

When agreement cannot be reached and multiple recommendations are moved forward by the AERC, the applicable decision-maker shall consider the recommendations and inform the AERC in writing of which recommendation(s) or portion(s) of the recommendation(s) are accepted, with supporting and the rationale for the decision.



# PimaCountyCommunityCollegeDistrict Administrative Procedure

<i>AP Title:</i>	<b>All College Council</b>
<i>AP Number:</i>	AP 1.06.01
<i>Adoption Date:</i>	8/28/14
<i>Schedule for Review &amp; Update:</i>	Every three years
<i>Review Date(s):</i>	8/28/14, 8/24/15
<i>Revision Date(s):</i>	8/28/14
<i>Sponsoring Unit/Department:</i>	Chancellor
<i>Policy Title(s) &amp; No(s).:</i>	Governance, BP 1.06
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	

## **PURPOSE**

The All College Council is established by the Board of Governors as an open communication model involving all College groups which (1) provides input into decision making based on critical analyses, ongoing inquiry, continuous improvement, and (2) is focused on the welfare and mission of the College and on student success. The model emphasizes contribution, cooperation, collaboration, civility, transparency and respect. The All College Council serves as a recommending body to the Chancellor.

## **SECTION 1: All College Council Membership and Meetings**

- 1.1 Members will serve one year terms, with selection determined by their representative group.
- 1.2 Members who are PCC employees are required to attend at least 75% of the regularly scheduled meetings.

- 1.3 If a member can no longer participate in the All College Council, the group that selected that member will choose a replacement.
- 1.4 Student representatives will coordinate their attendance to ensure that at least one student will attend each meeting of the All College Council.
- 1.5 The All College Council shall consist of 12 representatives, in addition to the Chancellor, as follows:
  - 3 PCC Students (the Governing Board representative and two other representatives selected by campus Student Governments)
  - 3 PCC Faculty members (the two Governing Board representatives - one regular faculty and one adjunct faculty - and one additional representative selected by Faculty Senate)
  - 3 PCC Staff members (the two Governing Board representatives - one regular staff member and one temporary staff member - and one additional representative selected by Staff Council)
  - 3 PCC Administrators (the Governing Board representative, 1 Campus President selected by the Presidents, and 1 other administrator selected by the administrators)
- 1.6 The Chancellor will be an ex-officio member of the All College Council.
- 1.7 The All College Council will select a Chair and a Vice-Chair.
- 1.8 The All College Council will meet at least once a month during the academic year (September through May), and more often as necessary. Virtual meetings (phone or video conference) are acceptable.
- 1.9 A quorum will consist of 50% of the membership plus one, with at least one member from each group (student, faculty, staff and administrator). If no quorum is present, All College Council may meet but cannot make recommendations.
- 1.10 Guests are encouraged to attend All College Council meetings as observers. Guests will not participate in discussion nor offer opinions unless specifically asked by the Council chair.

## **SECTION 2: Decision Making and Conduct**

- 2.1 Consensus is the preferred method of decision making.

- 2.2 If consensus cannot be reached, two or more alternatives will be presented to the Chancellor. The minutes will reflect the pros and cons of the various alternate choices agreed upon.
- 2.3 In order to assure cooperation, collaboration and healthy debate, Council members will
  - a. Come on time and be prepared;
  - b. Be engaged and focused on the item being considered;
  - c. Be respectful of other members and their opinions;
  - d. Listen to understand rather than to contradict;
  - e. Debate issues, problems and solutions, not people;
  - f. Hold the floor for no more than 3 minutes.
- 2.4 The Chancellor's office will provide administrative clerical support.
- 2.5 The All College Council will develop supplemental or additional procedures as necessary.

### **SECTION 3: Information Sharing**

- 3.1 The All College Council shall have a webpage on the PCC website.
- 3.2 Meeting times and locations will be posted on the webpage with as much notice as possible.
- 3.3 Minutes will be taken at each meeting.
- 3.4 Minutes will be sent to members within two weeks if at all possible and brought for approval at the following meeting.
- 3.5 Minutes of All College Council meetings shall be posted on the webpage following approval by the Council.
- 3.6 Approved minutes of All College Council meetings shall be included in BOG packets as an information item.
- 3.7 The Chancellor's Office or designee has the responsibility for ensuring the All College Council webpage is kept current.

### **SECTION 4: Role of All College Council**

The All College Council makes recommendations to the Chancellor through contribution, cooperation, collaboration, civility, transparency and respect.

- 4.1 Items which come to the All College Council include the following:
  - a. Items which are of broad significance to the PCC District, students and/or employees.
  - b. Information items of interest or importance to the entire College.
  - c. Complex issues involving a choice between multiple options.
- 4.2 Board Policies and Administrative Procedures may be pulled at any point from the normal development and approval process established by BP-1.01 and APs 1.01.01 and 1.01.02 and brought to the Council for discussion by any All College Council member.
- 4.3 Issues concerning wages, hours and working conditions are the purview of Meet-and-Confer and should not be brought to the All College Council.
- 4.4 The All College Council should at no time be used as a venue for discussion of personal or individual personnel issues.
- 4.5 The Chancellor or designee will ensure that recommendations of the All College Council are shared appropriately.
- 4.6 In exceptional circumstances and with urgent legal, fiscal or organizational reasons, the Chancellor and the BOG maintain the right to act on policy or other non-policy issues without utilizing the usual governance process.

## **SECTION 5: Agenda Development**

- 5.1 The Agenda is set by the Chancellor or designee.
  - a. Any council member may put forth an agenda item on behalf of those the member represents.
  - b. The Agenda will be posted to the All College Council MyPima Groups page at least 5 days in advance of the meeting.
  - c. Additional items may be added to the Agenda at any time at the discretion of the Chancellor, the Chair or Vice-Chair.
  - d. The Agenda will include the following standing items: (1) Agenda Modifications and (2) Open Forum for Council Members.
  - e. Agenda items are to be brought forward and addressed in a timely manner.

- 5.2 Proposed agenda items shall be sent to the Chancellor through the Chancellor's Office or designee.
- 5.3 If a proposed agenda item is not brought forward to the Council, the person proposing the item shall be informed as to the reason(s) behind that decision. Items that are not brought forward will be listed at the bottom of the posted agenda with reasons for exclusion.
- 5.4 In striving to have decisions be data-informed and evidence-based, the Council member bringing forth the agenda item should provide data whenever appropriate and possible. Data might include the following: financial considerations, how other Arizona Community Colleges or our IPEDS peer institutions handle the issue, what constituencies prefer, and anticipated pros and cons of the proposed action. The proposer may request the assistance of Planning and Institutional Research through the Chancellor's Office or designee.

## **SECTION 6: Evaluation of the Model**

The All College Council will evaluate the governance model no later than the first November meeting of each year.





# PimaCommunityCollege

## STUDENT SENATE BYLAWS

Adoption: December 4th, 2017

Last Revised: January 21, 2018

### **Article I- Organization & Composition**

#### **A. Name**

The name of this organization shall be: Pima Community College (“PCC”) Student Senate (“Student Senate”).

#### **B. Composition**

1. The organization is comprised of PCC students representing their fellow students from the following PCC constituencies (collectively “Constituencies”):
  - a. Adult Basic Education
  - b. Desert Vista Campus
  - c. Downtown Campus
  - d. East Campus
  - e. Northwest Campus
  - f. West Campus
  - g. Pima Online
2. Student Senate shall be composed of fourteen (“14”) student representatives elected or appointed (See Section \_\_\_\_\_ below) from each Constituency in the following numbers:
  - a. Two (2) senators from each of the following Constituencies:
    - i. Desert Vista Campus
    - ii. Downtown Campus

- iii. East Campus
  - iv. Northwest Campus
  - v. Pima Online
  - vi. West Campus
- b. Two (2) senators from Adult Education
- i. Adult Education representatives must be enrolled in Adult Education curriculum for a least one semester per office term.

### **C. Administration Oversight**

1. The Vice President of Student Engagement (“VPSE”) or qualified VPSE appointed designee has oversight of and responsibility for the Student Senate and serves as a non-voting member.

## **Article II- Purpose and Objectives**

### **A. Student Advocacy and Information**

1. The Student Senate functions to advocate for the common interests of all PCC students and share student achievements and concerns with their fellow students, PCC Governing Board (BOG), Chancellor, All College Council, and administrators.

### **B. Additional Objectives**

1. Additional objectives of the Student Senate shall be the following:
  - a. To promote interest amongst students in PCC and all it has to offer.
  - b. To promote fellowship and collaboration among students, staff, faculty and administrators.
  - c. To represent student needs and concerns while pursuing educational opportunities at PCC.
  - d. To provide a forum for students to present innovative ideas for the benefit of the PCC community.

## **Article III- Membership**

### **A. Eligibility Requirements**

1. Any student may be elected to the Student Senate, provided the following eligibility requirements are met:
  - a. For credit/degree seeking students:
    - i. Maintain a cumulative 2.5 GPA;
    - ii. Be enrolled in at least six (6) credits each semester (Fall and Spring);

- iii. Be in Good Academic Standing;
    - iv. Be free from Code of Conduct violations.
  - b. For Adult Basic Education students to whom a GPA does not apply:
    - i. Maintain 80% attendance rate in quarterly courses;
    - ii. Be free from Code of Conduct violations.
  - c. For students enrolled in Center for Training and Development (“CTD”) clock-hour programs that are graded Pass-Fail:
    - i. Maintain a “pass” grade throughout the student’s term on the Senate;
    - ii. Be free from Code of Conduct violations.
2. Non-student members of the PCC community, including faculty and staff, may act as Associate Members of the Student Senate, but may not vote or hold office.

## **B. Required Eligibility Reporting**

1. All students elected/appointed to or serving on the Student Senate must promptly notify the Senate Chair (“Chair”) and/or the VPSE or qualified VPSE appointed designee of any changes affecting the student's’ eligibility to serve.
2. All issues regarding FERPA ( Family Educational Rights and Privacy Act) will be directly managed by the VPSE or qualified VPSE appointed designee.

## **C. Dismissals and Appeals**

1. Student Senators are required to attend all meetings. Those Senators who, during a Senate term, acquire more than two (2) unexcused absences from regular scheduled meetings will be dismissed from the Student Senate.
2. Roll call will be performed each meeting. Anyone that is not present at the time of roll call will be marked as an unexcused absence unless the individual has reported their tardiness to the chair prior to roll call, or has arranged prior excused absence arrangements. Excused tardiness will be allowed up to no more than 30 minutes into the meeting.
3. Student Senators who fail to meet eligibility requirements or to maintain their eligibility status will be dismissed from their position.
4. Student Senators will be notified of their dismissal in writing by the Senate Chair. Written notifications must include the following:
  - a. The specific Eligibility Requirement(s) the Student Senator failed to meet, including citation(s) to the Student Senate Bylaws;

- b. The specific facts supporting a finding that the Student Senate has failed to meet the Eligibility Requirement(s) (*e.g.*, an insufficient GPA, a finding of a Code of Conduct violation, *etc.*);
  - c. The Student Senator's right to appeal the dismissal.
5. Students who are dismissed from the Student Senate may appeal their dismissal; appeals will be reviewed and decided upon by the VPSE or qualified VPSE appointed designee on a case-by-case basis.

## **Article IV – Officers**

### **A. Specific Officers**

1. The officers of the Student Senate shall consist of the following:
  - a. Chair
  - b. Deputy Chair
  - c. Secretary
  - d. Representative to Governing Board
  - e. Representative to All-College Council (ACC)
  - f. Parliamentarian.
2. One Senator may not hold more than one office at any given time. This excludes representatives from the All-College Council and Board of Governors.

### **B. Election of Officers**

1. Election of officers will take place at the beginning of each Fall semester.
2. Any active Senator may self-nominate him-/herself for any office.
3. Officers will be elected by written ballot with each active Senator casting one vote.
4. Officers will be elected by a simple majority vote.
5. Officers will assume office upon their election and, unless they are recalled, hold their offices until the next election or until they graduate from or otherwise leave PCC whichever comes first.

### **C. Recall of Officers**

1. Officers may be subject to recall for malfeasance in office, including, but not limited to, violations of the Student Code of Conduct, or for having two (2) unexcused absences Senate meetings per Term (two semesters).

**All College Council  
Agenda  
March 17 2023, 9:00 a.m. - 10:30 a.m.  
[Virtual Via Google Meet](#)  
[Video](#)**

1. **Welcome/Introductions**, Sean Mendoza, ACC Chair. Attendee's: Azucena Hughes, Brooke Anderson, Edgar Soto, Francine Tupiken Ruelas, James Craig, Jon Wesley, Phil Burdick, Sean Mendoza, David Donderewicz (Proxy Edgar Soto), Dorothy Netherlin (Proxy Francine Tupiken Ruelas). The meeting began at 9:04 a.m.

Sean Mendoza provided a quick tutorial on Spaces to all attendees. Sean feels this tool is very helpful and a connection with all members of the All College Council. Phil Burdick added Jon Wesley to spaces and ensured all ACC members have access to spaces.

2. **Approval of February 2023 minutes**, All- Sean reminded everyone the February Minutes were sent for approval prior to the meeting using spaces. The minutes were approved.

<https://docs.google.com/document/d/1OjL2TpMzj-JFpZ7DwlJmC7ZZeW83TvMK4L0wvxDKDtE/edit>

[https://docs.google.com/forms/d/e/1FAIpQLScpMYsYq\\_aWsmqf8j4tNiLYXx3IC85oi nHlqDZ6YhdVPLTYeg/viewform](https://docs.google.com/forms/d/e/1FAIpQLScpMYsYq_aWsmqf8j4tNiLYXx3IC85oi nHlqDZ6YhdVPLTYeg/viewform)

3. **Approval of AP 1.06.01 Revisions**, All- Sean reminded all the approval for the revisions was sent prior to the meeting using spaces.

<https://docs.google.com/document/d/1ofLv1Ou5lGMX6zgawVQjSsfWP6XoegWVSMsjCJofCg/edit>

[https://docs.google.com/forms/d/e/1FAIpQLSc\\_MN8Uk4BOBqQ20L4g0zaA1E0pUMHV4WGcF-B82yxKQE2Baw/viewform](https://docs.google.com/forms/d/e/1FAIpQLSc_MN8Uk4BOBqQ20L4g0zaA1E0pUMHV4WGcF-B82yxKQE2Baw/viewform)

4. **Shared Governance Definition Update** - Jon Wesley, James Craig
  - a. Started the charge document
  - b. Did research
  - c. Discussion to include staff, faculty
  - d. Will start a meeting schedule

James and Jon connected regarding Shared Governance. Jon has started the research and the charge document. The document will include all the members of the All College Council. Jon said the group might want to pull in some other members of staff and faculty into the discussion. Jon will post that document into Spaces.

## 5. Committee Goals

- a. Defining Shared Governance more clearly and how it applies to the College
- b. Clearly defining the scope and purpose of ad hoc committees and work groups
- c. Institution-wide work on reducing DFW rates
- d. More robust ways of continually gathering and sharing the voice of students

Phil Burdick said following a presentation by Jeff Silvyn during the last meeting, he asked if members of ACC could go back to their respective groups and bring back draft definitions of Shared Governance. Brooke Anderson will take the recording of last month's meeting and ask her group next month. James Craig recommended getting feedback and in terms of what we already have and not a new definition. For example, go back to what the faculty said and say this is our approach to shared governance, this is how we're approaching it now. This is what we mean by it. What do you all think? Should faculty have a stronger role? Is it okay the way it is? What is that feedback? It seems like that might be more purposeful. Instead of having a direct conversation, switch to a more meaningful feedback that we could then take to the ELT and the Chancellor. Then do the same thing with academic affairs and the same thing with staff and students and so forth as well.

In his research, Jon Wesley came across a quote that was written on shared governance. The topic of defining shared governance has been approached by every institution out there and no one's gotten it right. Robert Zemski, the founding director of the Institute for Research on Higher Education put it this way. "I would start by having faculty relearn the importance of collective actions to talk less about shared governance which too often has become a rhetorical word to wield against aggrandizing administration and to talk instead about sharing responsibility for the work to be done together." There are other quotes that I've come across that the nomenclature in and of itself misdirects the work to thinking that this building of some kind of top-down hierarchy for managing policy. And what really makes more sense is exactly what we have in our mission statement is to focus on what our purpose is, which is to educate and provide educational opportunity. And, there may be a responsibility to additionally charge the College with making sure students succeed in entering the job force in some manner.

Edgar Soto said the All College Council has leverage and can really influence some serious change in the College. The one thing that John mentioned is, what are we really trying to do? We're trying to create pathways and opportunities for our students to get into the workforce. Get a good job. Have a livable wage and live a life of meaning and purpose. So that's our North Star, right? Edgar said he was at the Chair Academy sitting next to one of our engineering faculty and they started talking about advising and I know in our job description for faculty, it has an advising component, but it hasn't really been clear. Could we make advising more targeted? All it takes is one touch point.

James Craig agrees with a shift from a hierarchy concept to a more collaborative effort about fulfilling the mission and applying the mission to problems and making the mission the compass and guiding light that we use in decision-making. It just seems like that's much more

collaborative. It's much more focused again on the real customer on the real purpose of why we're here, which is the student and student success.

Brooke Anderson said it would be great to find a way to connect faculty and advisors in a first year experience learning community so faculty who are teaching math and writing know how to help students who are coming to college for the first time. We lose students most frequently during the first semester.

Edgar shared that often a faculty member could not only advise but be a point of inspiration for students.

Student Senator Azucena Hughes said she thinks that students don't know that they have counseling resources. If they don't, they don't make it as vocal. They don't know about it, and are shy to ask until it's offered to us. The first approach is the hardest one. It's really hard for us to get anything done as students because we are overwhelmed. But if we implement that as part of the class, as a requirement or extra credit that you have to have, like a signature or something that says that you meet with them, at least once during the semester, that can break the ice and if we really feel comfortable that we keep coming back to the person. But the first approach is the hardest one. So if we are forced to because we are required to, we are going to do it because we want to pass the class.

James Craig moved to take these discussions about shared governance and reframe it and and talk about it in the context of an elevated collaboration instead of a hierarchical discussion like John has presented to us and take that back to constituency groups like Faculty Senate and Academic Affairs and start those discussions and capture some of those conversations and feedback and then bring it back to this group for some further discussion and analysis.

Brooke Anderson seconded the motion. Sean Mendoza asked for a discussion and there was none. All attendees and proxies voted Yes. Jon Wesley and James Craig will meet to put together some verbiage and present it to Jeff Silvyn for feedback. After all is reviewed they will provide to the ACC members to take the information back to their groups for feedback and discussion.

John said he could develop a mini white paper to get the conversation going.

## **6. Updates**

### **a. DFW**

James Craig- James Craig said the Student Success Team met this week, but unfortunately, Jim had to miss the meeting. He will get the minutes from the meeting and share them. The focus of the group is to try to pick a couple of simple things that every faculty can agree to do and then do it. For example, knowing each student's name by the first week. Start to continue to track things like DFW rates and see if we can make any kind of sense or correlation out of

everybody doing the same two or three things consistently over a period of time and whether or not that has an effect.

**b. Faculty Bios on Registration Pages - Phil Burdick**

Phil Burdick said there was a good discussion on the faculty bios on March 16, with a working faculty and administrator group. Issac Abbs, AVC for Information Technology, is working on a solution. The College will need to customize the capability as universities for the most part are currently using this platform. We want to communicate to students not necessarily their history of research but more their teaching style, syllabuses, expectations mode of teaching, hybrid online, etc. We would like to add this capability on the class schedules. We're hoping to pilot something in the summer and maybe try to get it on the class schedules by fall 2023.

Student Senator Azucena Hughes asked if one of the customizations could include video components for students who can not attend class due to an emergency, illness, etc. Her professor did that for her and, without those videos, she would not have received a 90 on her exam and a 95 in her overall class. There are some students who learn better when videos are done, especially when you have a lot of reading to do. Sean Mendoza added that students need to have input in the faculty bios.

**c. Employee Badges - Phil Burdick**

Phil Burdick provided an update and will be meeting with facilities regarding the process. Dorothy Netherlin brought up the problem in a previous All College Council meeting. Phil said this issue is more of an operational issue and may not be within the purview of the All College Council. Jon Wesley provided there was a student lockout because the badge wasn't functional in an appropriate timeline. Jon says he works in a security area where employees and student aides need a badge to have access. Badge readers should be kept functional and are not. Maybe reallocate to security or the Employee Service Center.

**7. Open Forum**

**a. ChatGPT and AI**

Sean Mendoza started the conversation on ChatGPT and AI, especially its impact on things like writing. He would like to talk about this as we have a student and would like their input. How do students use ChatGPT? What do you like about it? He would also like to talk about plagiarism. How do we know when this is happening? I believe ChatGPT is going to really revolutionize how we learn. How do we communicate with one another? We, as a college, need to figure out how to best prepare ourselves and our students for utilizing artificial intelligence in pretty much everything we do. Jon said the machine learning aspect of this is new technology and presents a pivotal moment for education. ChatGPT3 and GPT4, which just came out and are considerably more robust. It does image searches, much longer documents, much higher accuracy. Being able to tell the



difference if a person plagiarized is going to be an exceptional challenge. James Craig brought up a national and international conversation.

Sean would like to discuss this more at our next meeting.

Adjournment of meeting at 10:02 a.m. by Chair Sean Mendoza.

### **Bylaw Article III Representatives to the Board**

There may be up to six non-voting representatives to the Board (“Board Representatives”):

- one regular (full-time) faculty representative, selected by the Faculty Senate;
- one adjunct (part-time) faculty member representative, selected from the Adjunct Faculty Committee of the Faculty Senate;
- one regular staff representative, selected by Staff Council;
- one temporary staff representative, selected by the Temporary Group;
- one administrative representative, selected by the Administrators; and
- one student representative, selected from the membership of the all-campus student-elected Student Government group.

These non-voting representatives shall serve in an advisory role to the Board.

Board representatives shall serve a one-year term commencing July 1st of each year.

Reports of Board Representatives may be given at the regular meetings of the Board and will contain brief highlights of their respective group’s activities during the preceding month and any positive recognition. Board Representatives may also comment on action items on the current agenda, include group concern(s) and offer suggestion(s) for consideration by the Board, subject to the Arizona Open Meeting Law on a future agenda. The Board may not consider the merits of any such recommended action unless it is specifically listed separately on the Board’s meeting agenda for discussion, deliberation or legal action.

Board Representatives shall not be counted toward a quorum of the Board. Nothing in this policy shall grant any right to a Board Representative other than the right to attend Board meetings and speak on behalf of their respective governing bodies when requested to do so by the Board Chair.

## Appendix D

# The Board Has Engaged in Comprehensive Training and Professional Development

First page of Appendix labeled in upper left-hand corner. Example: **Appendix D1**

Parts of appendices **highlighted** when appropriate.

[D1] Jan. 12, 2022 Governing Board meeting.

[D2] Association of Governing Board findings.

[D3] May 26, 2022 Governing Board study session.

[D4] State Ombudsman Office Open Meeting Law presentation (relevant slides).

[D5] HLC Vice President of Accreditation Relations presentation.

[D6] Dec. 6, 2022 New Board Member Orientation agenda and notes.

[D7] Presentation on compliance from former HLC peer reviewer.

[D8] Jan. 30, 2023 New Board Member Orientation agenda

[D9] Signed Executive Session Confidentiality Acknowledgement and Conflict of Interest statements.

[D10] Chancellor's Office proposed calendar of Board professional development.

[D11] Table of Governing Board member attendance at national conferences, professional development.

**Agenda Item Details**

Meeting	Jan 12, 2022 - Annual and Regular Governing Board Meeting
Category	8. ACTION ITEMS
Subject	8.4 Engaging the Association of Governing Boards (AGB) to assist the Governing Board to prepare for the upcoming Higher Learning Commission (HLC) focused visit. (10 min.)
Type	Action
Recommended Action	The Chancellor recommends that the Governing Board authorize the Chancellor or designee to retain consulting services through the Association of Governing Boards to assist the Board with preparation for the Higher Learning Commission focused visit scheduled for 2022.

**Contact:**  
Chancellor's Office  
(520) 206-4747

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**Justification:**

Following its review of a complaint, the College's primary accreditor the Higher Learning Commission (HLC) determined that it would conduct a focused visit to evaluate the College/Board's compliance with criteria 2C - The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity. The review is expected to take place in March 2022.

The College is one of approximately 2,000 members of the Association of Governing Boards (AGB). Since 1921, AGB has provided resources to strengthen the governing boards of both public and private institutions of higher education.

The Chancellor recommends that the Governing Board agree to utilize AGB consulting services to prepare for the HLC evaluation process.

**Motion and voting**

Chancellor recommends that the Governing Board authorize the Chancellor or designee to retain consulting services through the Association of Governing Boards to assist the Board with preparation for the Higher Learning Commission focused visit scheduled for 2022.

Motion by Catherine Ripley, second by Meredith Hay.

Final Resolution: Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley

Nay: Luis L Gonzales, Maria D Garcia



**February 25, 2022**  
**An Independent**  
**Assessment of the**  
**Governance Effectiveness**  
**of the Pima Community**  
**College Governing Board**

**PREPARED BY**

Dr. Peter Smith and Dr. James Lyons, Consultants  
Association of Governing Boards of Universities and Colleges  
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**PREPARED FOR**

Pima Community College Governing Board

## **Introduction**

The Association of Governing Board's (AGB) consultant team was hired by Pima Community College (PCC) to visit and conduct a review of Board governance issues in anticipation of a special HLC on-site review in late March, 2022. The team, Drs. Peter Smith and Jim Lyons, focused solely on the effectiveness of board governance and directly related issues at PCC. The team used the Higher Learning Commission's accreditation standard 2.C. and its five criteria as the outline for interviews. With that in mind, the team interviewed the following 9 people to get a broad range of perspectives from both inside and outside of PCC.

### Board Members

- Catherine Ripley – chair
- Demion Clinco – vice chair
- Meredith Hay
- Maria Garcia – did not make herself available for an interview
- Luis Gonzales – did not make himself available for an interview

### Others

- Chancellor Lee Lambert
- Board Professional – Andrea Guana
- Faculty Senate President – Dr. Rita Lennon
- Former co-chair, Finance and Audit Committee - Tracy Nuckolls
- Chair, C-FAIRR - Mario Gonzales
- President and CEO, Southern Arizona Leadership Council – Ted Maxwell

Mssrs. Nuckolls, Gonzales, and Maxwell are not members of the PCC community per se. Mr. Nuckolls was the community-representative co-chair of the Governing Finance and Audit committee. Mr. Gonzales is chair of C-FAIRR, a community-based group. And Mr. Maxwell is president and CEO of the Southern Arizona Leadership Council. The team scheduled these interviews in its attempt to get a diverse array of external viewpoints on the PCC Board's effectiveness.

As a part of our interview protocol, all of the participants were informed that their names would not be used in the body of the text. We kept to that promise even in cases where there was no objection to being quoted.

The interviews were conducted on site at PCC with three exceptions: Mr. Gonzales and Mr. Maxwell were interviewed on the telephone and Ms. Ripley was interviewed on Zoom. The AGB visiting consultants were on-site from Sunday evening, 2/13/22, to Friday morning, 2/18/22. The content of this report is solely the observations and findings of Drs. Smith and Lyons.

## General Observations

The current Chancellor took office in 2013 at a time when PCC was on probation with the HLC for, among a variety of reasons, poor Board oversight of the previous Chancellor which had, in turn, resulted in significant misconduct by that individual. Since then, Chancellor Lambert and succeeding Boards have developed and implemented an impressive array of by-laws, self-evaluations, goal-setting activities, board orientation and training activities and board processes to make all the activities of PCC's governance, administration and policy development more specific, transparent, and public.

At the time of our visit, however, there was no doubt that the Board is deeply split over the direction of the college, support for the Chancellor, and the way that its business is conducted generally. This split reveals itself in 3-2 votes on many issues of importance with the same Board members in each group. As a result, the losing Board members have made a practice of claiming major misdeeds by the Board majority and the Chancellor and taking other, unilateral actions based on their assertions, such as aligning with the plaintiff in a lawsuit against the Chancellor and the college.

Unfortunately, despite being contacted repeatedly, beginning on February 1, 2022, Board members Maria Garcia and Luis Gonzales declined to meet with the AGB team. This is especially disappointing and significant given that they are the two Board members with significant concerns about the Chancellor's and the Board's performance. Having said that, their refusal to participate provides an important data point and underscores the deep split on the Board, making our visit a case study of that split.

As another example, the events which generated the upcoming HLC review included a letter from Board members Gonzales and Garcia to the HLC. The letter asserted and itemized alleged misconduct by the board majority and the Chancellor and his team. Having elicited a response from the college refuting the allegations, the HLC decided that a visit was warranted to specifically evaluate the Board and PCC Governance per HLC's Standard 2.C.

With the HLC visit scheduled for late March, 2022, the Board Chair and the Chancellor approached AGB and requested a consultation prior to the HLC visit. The goal was to secure a respected professional and independent third-party opinion about Board and governance effectiveness. The entire Board discussed this possibility in Executive Sessions in September and October 2021 and voted to issue the contract to AGB at their meeting on January 12, 2022. The vote was 3-2 with members Garcia and Gonzales voting "no", claiming that they had not been included in any discussions, with Ms. Garcia adding that she did not need any preparation for the HLC visit.

In a recent publication entitled "Principles of Trusteeship", AGB described the characteristics of a highly effective board member. This publication was designed to expand the conversation from a generalized focus on effective boards to a larger conversation which included the performance of individual board members. One principle stands out as especially



important to PCC and its Board given the current situation: “Think Independently and Act Collectively”. This principle captures the necessary balance between board members arguing for their point and voting their beliefs on the one hand and, on the other hand, joining the majority to move forward when their preferred position is not the winning position. Given HLC’s charge for their visit as outlined in their letter to PCC, the authors of this report have decided to organize the report and its findings around the five criteria in Standard 2C and through the lens of the principle to think independently and then act collectively.

The body of the report will provide an overview of the findings from our interviews organized by Standard 2C’s criteria 1-5; our review of documents both before and during the campus visit; video review of Board meetings; and our attendance at a Board meeting. The conclusions will summarize the authors’ judgments based on what we have read and observed.

### **Standard 2C Criteria and Discussion of Interview Results**

2.C. The governing board of the institution is *autonomous* to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution’s integrity.

Criterion 1: The governing board is *trained and knowledgeable* so that it makes informed decisions with respect to the institution’s financial and academic policies and practices; the board meets its legal and fiduciary responsibilities.

The team found a rich diversity of training and educational experiences that are available both on an ongoing and, in some cases, a one-time basis. They include:

- In-depth orientation for new board members that lasts as long as two days and covers all board activities and responsibilities.
- Annual access to the Arizona and the American Association of Community College Trustees meetings (AACCT and ACCT respectively).
- Individual visits from consultants sent to educate and advise the board from the HLC and the AACCT as well as an individual outside consultant, all in the last two years.
- A robust and completely transparent annual goal-setting and board self-assessment process. During this process, the Board meets in a special study session. Prior to the meeting, the Chancellor and Board Chair meet with AACCT to adapt their generic board assessment packet so that it relates specifically to PCC’s needs and goals at the time. Then, at the meeting, the board engages in two separate activities:
  - assesses their effectiveness on meeting goals set for themselves as a board and individuals for the previous year; and

- sets and agrees to goals for the upcoming year.
- Then at the next regular Board meeting, a summary of the evaluation of the previous year's performance and the new goals are voted on and made available to the public to assure transparency.

The Board also has regular study sessions at which they receive information from the Chancellor and dive deeply into significant upcoming issues and developments which they will encounter in the months ahead. This regularly scheduled activity is intended to assure that every Board member has the opportunity to ask any and all questions that are important to them before making a decision in a formally called Board meeting.

Finally, the Board self-evaluation Summaries for 2019-2020 and 2020-2021 show a sharp decline across all areas of focus from year to year. This drop parallels the rising dissension among Board members.

Criterion 2: The governing board's deliberations reflect *priorities to preserve and enhance the institution.*

The record of improvement in the institution's operations, budgeting, and academic programming suggests strongly that the overall impact of the Board's deliberations and the Chancellor's leadership reflect priorities to preserve and enhance the institution. Having said that, it appears that the Board majority generally acts in agreement and with consultation of the Chancellor and his team. As mentioned in the earlier analysis, five years ago, the Board adopted a "study sessions" tool. This gives the Board a regular opportunity to get together and dive into complex issues like student success, CARES money application, and the Chancellor's performance.

The Board focuses on the Mission Framework for its review of the Chancellor's performance and priorities. However, the two members who refused to meet with the team allegedly contend they were not included, when the minutes show they were included but simply disagreed with the findings. As one example, when there was a vote to offer a public ballot question to expand the college's spending authorization, all members supported it at the Board level and then the two members in question opposed the proposition publicly.

The general sense of the three majority members was that there are five members and they are participating and voting. Also, despite the Board split, that the college is thriving, working with external groups such as donors, the unions, and business groups. Having said that, very little of this is happening through Board consensus.

To further complicate matters, as mentioned earlier the two members on the losing side of these votes would not meet with the team to discuss their priorities, or what they are seeking as alternatives to the questions they opposed. Although some of the antagonism towards the

Chancellor goes back to the days when he was still a candidate for the job, the situation has become much more difficult in the last 2 - 2.5 years.

One last example. The Chancellor's goals are discussed at every meeting. He presents the metrics in Executive Session and they are fully discussed before going into public session to debate and vote. At the last annual goal-setting and self-evaluation meeting everyone agreed to the next year's goals. But when the public vote was held, the count was 3-2.

It is a difficult thing to address, but it appears that the overall impact of the Board's performance reflects priorities to preserve and enhance the institution. But not all of the Board members are coalescing behind the steps taken to preserve and enhance the institution once a decision is made.

Criterion 3: The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.

As is the case with any college or university, there are ongoing internal and external debates and disagreements. Specifically, the Faculty Senate is working to clarify more specifically what their role is re: curricular oversight and related issues. The Chancellor understands those concerns and has reached out. Also, changes to the way "meet and confer" consultations are conducted with employee groups due to a change in state law has been a source of friction. Finally, the Chancellor has created the All College Council in an attempt to improve communication across constituencies.

It appears that donations and other development activity have held their own and increased in recent years and that business and community support are strong. Importantly, the ballot proposal to increase PCC's funding cap was recently endorsed by a resounding majority of the voters of Pima County.

Worth special note is the Board's establishment of three committees which include several community members informing the Board about pertinent issues through 2 Board members who serve on each committee. A community member co-chairs each committee with a designated Board member. These committees are the Finance and Audit Committee, the Human Resources Advisory Committee, and the recently established Enrollment and External Outreach Advisory Committee. The Finance and Audit Committee has been operating the longest, beginning in or around 2014. It's reach includes working with the college staff through the CFO to improve the quality of financial decision-making.

In other areas, the Board acts as a committee of the whole, guided by the special working sessions to gain needed understanding and detail which were referred to earlier. There are reports from the Faculty Senate, various staff constituencies, and the student body at each Board meeting.

Finally, with the negative impact of the pandemic on all colleges, especially community colleges, the enrolments have dropped at PCC. Having said that, the “Centers of Excellence” approach that the Chancellor has developed and the Board has endorsed has earned the strong support of employers in the community. Internally and externally, it is seen as an innovative and effective response to the employment needs of the community and to a projected older and more employment-focused student population in the years ahead.

Criterion 4: The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external partners.

The Board does receive requests and, sometimes, pressure from labor groups, business groups, and community groups. But, as a Board, it has not surrendered its independence.

Criterion 5: The governing board delegates day-to-day management of the institution to the institution’s administration and expects the institution’s faculty to oversee academic matters.

This criterion lies at the center of the Board’s divide. Although they would not meet with the team, the two Board members appear to be opposed to the delegation of authority that the Governing Boards have developed and implemented with the Chancellor over the years since 2013. One such allegation centers on the Chancellor’s assertion of that delegation of authority in some areas of contracted services.

Having said that, seen through the lens of the shared experience of this team, it appears that the operational delegation of authority to the Chancellor by the Board is appropriate, effective, and supported by the new protocols and practices put in place since the Chancellor’s arrival and referred to earlier. PCC has built a structure of policy, board protocols, self-assessments, and new official practices which have lifted it out of the circumstances that led to its probation in 2013 and have placed it on sound financial and academic footing.

## Findings

1. It is apparent to the team that the characteristics of highly effective board members are not shared equally across all five members of the Board. The driving reality is that the Board is split. For example, on more than one occasion during our interviews, the Board was referred to as a “dysfunctional family”. The split is driven by two factors. First, there is not a shared vision for the leadership of the college. Second, there appears to be disagreement and possible misunderstanding about the Board’s role. So, if an agenda item is approved 3-2, it has been alleged that the motion passed was not a “Board vote” because it was not unanimous.

Also, given their apparent deep concern about the conduct of the Board majority and the Chancellor, the two Board members who would not meet with us appear to put their opposition to the Chancellor’s performance above all other issues, including:

- Respecting the Difference between the Board’s Role and the Administration’s Role,
- Thinking Independently and Acting Collectively, and
- Focusing on what matters most to long-term sustainability

It is not uncommon for there to be strong differences of opinion among college and university board members. Sometimes the debate is helpful and strengthens the board. However, there are three factors that make the difference of opinions on the PCC Board different. First, the Board is small at five members so the differences in opinion are magnified. If there were 11 members and two frequently dissented, it would have a different impact. Second, the division has taken on a personal and, at times, a “nasty” tone. And third, the division has become a point of racial/ethnic stress which makes Board unity that much harder to achieve.

2. The evidence which this team saw indicates that the institution is moving forward positively in all major respects, recovering from the causes for its probation 7 years ago. This forward progress is significant given the split on the Board and the resulting lack of harmony between some Board members and the Chancellor and his team.

3. The costs of this dysfunction, however, are serious and continuing under the surface. They include fatigue, low morale, continuous sparring over questions of procedure, and the resulting confusion that arises when everything from the timing of notices to the scheduling and sharing of agendas is disputed. It is, in this team's eyes, remarkable that PCC is doing as well as it is, given these circumstances. And, in the team's opinion, this poor working climate will ultimately cause good people to look for work elsewhere. If they witness certain behaviors at the top, what does this say to the faculty and staff?
4. The team would like the Board and the Chancellor and his staff to be clear about the range of consequences that can result from a failure to heal the divisions. They are progressively negative for the reputation of PCC. They include:
  - Being put "On Notice" which tells the institution that it is at risk of more serious actions if its problems are not resolved.
  - Being put "On Probation" which is the next step in increasing the negative consequences of failure to comply.
  - Being given a "show-cause" order which asks the institution to answer the question of "why accreditation should not be withdrawn".
  - Withdrawal of accreditation itself.
5. The team recommends that the term "advisory" be struck from the three Board committees if it is legal to do so. They are intended to be formal and functional components in the Board's decision-making processes and provide valuable input to the Chancellor and his staff.
6. Board members and the Chancellor and his staff should make certain that progress that can be documented not be overshadowed by other assertions, problems and challenges when meeting with HLC's visiting team and responding to their questions.
7. Despite the confusion and the clear dysfunction that the Board split reveals, our overall finding is that the Pima Community College District Governing board and Chancellor are succeeding in spite of the internal conflicts.

### Agenda Item Details

Meeting	May 26, 2022 - Governing Board Special Meeting
Category	3. Discussion
Subject	3.1 Presentation of the Arizona Open Meeting Law Training
Type	Discussion

Danee Garone, Staff Attorney at Arizona Ombudsman, will provide a training on the Arizona Open Meeting Law.

Option to recess into legal advice executive session - Pursuant to A.R.S. 38-431.03(A)(3) the Governing Board may vote to go into executive session for the purpose of obtaining legal advice from its legal counsel with respect to any item listed on this agenda or any addendum thereto; A.R.S. 38-431.03(A)(2) to discuss or consider records exempt by law from public inspection.

The Governing Board reserves the right to take action on any agenda item.

Please note that all individuals wishing to attend the Board meeting are subject to a search for security reasons.

To request a reasonable accommodation for individuals with disabilities, a minimum of 5 business days before the event is requested. Contact phone: (520) 206-4539; Fax (520) 206-4567.

Members of the Governing Board may participate by telephone, video, or internet conferencing. Meeting presentations will be posted within a reasonable time following the meeting.

[Open Meeting Law Powerpoint 5-23-22.pdf \(665 KB\)](#)

# Arizona's Open Meeting Law

Danee Garone  
Assistant Ombudsman – Public Access





# Role of the State Ombudsman

A.R.S. § 41-1376.01

- Investigate complaints relating to public access law.
- Train public officials and educate the public on the rights of the public under the public access laws.

# What is the open meeting law?

Set of laws that were intended to:

- Maximize public access to the governmental process.
- Open deliberations and proceedings to the public.
- Prevent public bodies from making decisions in secret.
  - Found at A.R.S. §§ 38-431 through -431.09.

# Who Must comply?

- “Public Bodies” – A.R.S. § 38-431(6)
  - All councils, boards, commissions of the state or political subdivisions
  - Multimember governing bodies of departments, agencies, institutions and instrumentalities of the state or political subdivisions
  - Includes corporations or other instrumentalities whose boards of directors are appointed or elected by state or political subdivision

# Statutory Requirements

- Secretary of State, Clerk of the County Board of Supervisors, and City/Town clerks must conspicuously post open meeting law materials prepared and approved by the Attorney General's Office on their website.
  - Chapter 7 of the Arizona Agency Handbook
  - Revised 2018.
- All persons elected or appointed to a public body must review the materials at least one day before taking office.
- May be other requirements elsewhere in law or in a public body's governing documents. E.g., A.R.S. 48-803(H) for fire districts.

# Enforcement Authority

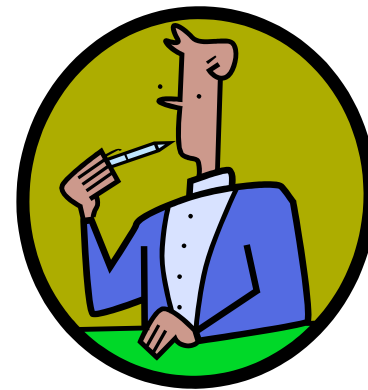
- Arizona Attorney General's Open Meeting Law Enforcement Team (OMLET)
  - Investigate complaints
  - Enforcement authority
  - Arizona Agency Handbook, Chapter 7 (Revised 2013)
    - Available online: [www.azag.gov](http://www.azag.gov)
  - **Only entity that can commence suit against individual for open meeting law violations.**
- County Attorney's Office
- The Courts

# What Must a Public Body Do?

- Provide standing and meetings notice
- Have an agenda
- Meet in public
- Permit public to attend
  - Exception: authorized executive sessions
- Take all action in public
- Create/ prepare meeting minutes or a recording.

# What to do when you learn that a potential OML violation has occurred.

- If in the thick of things = Recess/Assess
- Can you resolve the issue and continue?
- Does the particular OML violation taint your whole meeting? Maybe not – AG Opinion I08-001



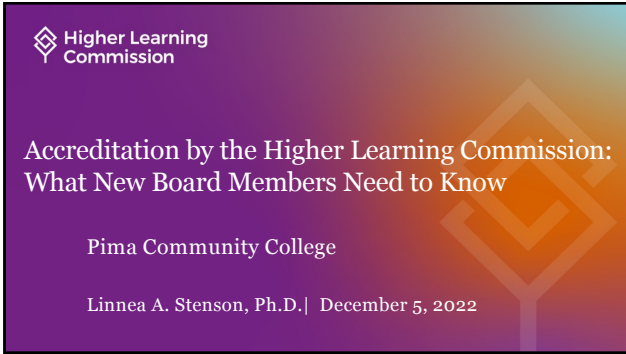
# After the meeting...



- Determine if you need to ratify any actions
- Provide refresher training to staff involved
- If you receive a complaint: Be candid; respond promptly
- Provide materials that help you: minutes, ratification materials, videotapes, etc.



Appendix D5



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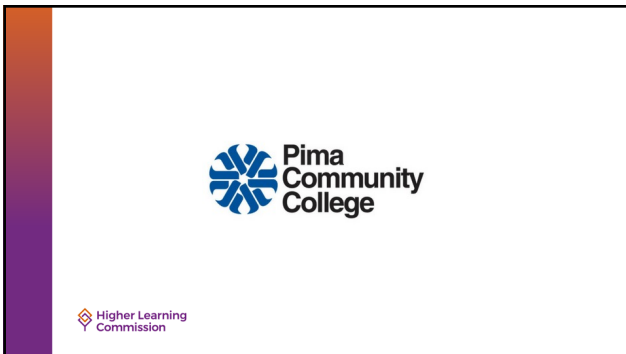
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***PIMA COMMUNITY COLLEGE GOVERNING BOARD***

**New Board Member Orientation Workshop**

**December 6, 2020, 11:00 AM-4:00 PM (working lunch)**

**PCC District Office, Room C-228**

**AGENDA**

**Part One: Dr. Pamila Fisher, Association of Community College Trustees  
and Mr. Jeff Silvyn, Pima CC General Counsel**

- I. Introductions and Purpose - Dr. Fisher**
- II. Community College Governance - Dr. Fisher**
  - A. Brief History and Evolution of Mission
  - B. Local and State Models
- III. Legal Aspects - Mr. Jeff Silvyn**
  - A. Arizona Governance Structure
  - B. Open Meetings
  - C. Confidentiality
  - D. Conflict of Interest
- IV. Roles and Responsibilities of CC Governing Boards - Dr. Fisher**
  - A. Accreditation: Authority and Implications
  - B. Local Board Policies
  - C. ACCT Guidelines for Board Roles
- V. Practical Applications - Dr. Fisher**
  - A. Top 20 Truths
  - B. Communication Protocols
  - C. Board/CEO Relations and Delegation of Authority

D. Shared/Participatory Governance

**VI. Frequent Problem Areas and Resources – Dr. Fisher and Mr. Silvyn**

**Part Two, 2:00 p.m.: David Borofsky, Director of Arizona Community Colleges**

- I. AACCT - Its Role and Resources Available
- II. Arizona-Specific Requirements for Governing Boards**
- III. Examples of Experiences of Arizona CC Governing Boards

**Part Three, 3:00 p.m.: Dr. Linnea Stenson, Vice - President of Accreditation Relations  
Higher Learning Commission (via Zoom)**

- I. Accreditation Guidelines and Expectations
- II. Monitoring Role of HLC
- III. Implications and Sanctions
- IV. PCC Current Status

**Part Four: Questions and Discussions**

## **Notes: December 6, 2022-New Board Member Orientation Workshop**

### **Meeting attendees (in-person):**

Lee Lambert, PCC Chancellor

Jeff Silvyn, PCC General Counsel **Theresa Riel, District 2 PCC Board member**

**Greg Taylor, District 4 PCC Board member**

Dr. Pamila Fisher, Association of Community College Trustees (ACCT)

Dr. David Borofsky, Director of Arizona Community Colleges

Andrea Gauna, Coordinator for the Governing Board (notetaker)

### **Joined via Zoom:**

Wendy Weeks, Assistant Vice Chancellor for Curriculum Quality Improvement (Joined in-person at 3:00 p.m.)

Dr. Linnea Stenson, Vice President for Accreditation Relations (Joined via Zoom at 3:00 p.m.)

### **Part One: Dr. Pamila Fisher, Association of Community Colleges Trustees, and Mr. Jeff Silvyn, Pima CC General Counsel**

#### **Introductions and Purpose**

Chancellor Lambert provided a brief overview of the agenda. The Chancellor noted that the college has a paid membership with the [Association of Community Colleges Trustees \(ACCT\)](#). As part of that membership, the Board has access to materials and services to help members effectively carry out their responsibilities. The Chancellor noted that Dr. Fisher is attending this workshop because she is an expert in board governance on a national level. The Chancellor added that Dr. Borofsky is also here today. He represents the [Arizona Association of Community Colleges Trustees \(AACCT\)](#) and works with community colleges at a state level for ten districts. The Chancellor based today's agenda on what's in the [PCC Board Bylaws](#). He also explained that this workshop doesn't end here but is part of the journey for new board members.

Dr. Fisher said that the role of a board member is important and can be hard work. Dr. Fisher thanked Board members Riel and Taylor for stepping up.

Dr. Pamila Fisher talked about her background and noted that she is here to give a broader picture of what is happening with community colleges in the nation and how it relates to Pima.

Dr. Fisher discussed the differences between ACCT and AACCT. Dr. Fisher explained that both organizations lobby for community colleges at the national and federal levels and help boards by providing professional development through conferences, publications, and training workshops. She noted that there are much more demands on boards fiscally because of

political issues, constituencies, and the legislature. Dr. Fisher said that because the College does not have to deal with a state commission or a board of regents any longer, the elected boards don't have a strong enough voice with the Governor or Legislature. She explained that's where organizations like ACCT and AACCT come to help. Dr. Fisher noted that if the Board stays within the law, they can decide on their own College policies. What guides the Board to do that is looking at best practices. We look at community college history and what literature tells us about what does and does not work.

Dr. Fisher noted that a community college board member's role is unlike other boards. A community college board member will not have a full-time staff person or their own office. There is no expense account. The main difference is that an individual board member has no power. The Board as a whole has power.

Dr. Fisher described the three most important things to remember about serving on this Board. No person has any authority on their own, the Board speaks with one voice, and the Board's only employee is the Chancellor.

Dr. Fisher talked about her experience and the evolution of community colleges.

Dr. Fisher noted how important it is that new members speak up and ask questions. Dr. Fisher said the Board should spend time with each other to get information about one another. She added that there are some basic things necessary to help each other out. The Board should build relationships, trust and listen to each other. Dr. Fisher said communication and how information is delivered is essential.

Dr. Fisher referred to one of her handouts, [\*The Six Essentials of Good Board/CEO Relations\*](#). Dr. Fisher noted the importance of preventative learning workshops and that bringing people in to talk to the Board can be an intervention technique. The handout also focuses on good Board-President relationships. Dr. Fisher discussed each of the items on the handout.

Dr. Fisher talked about how board members must respect one another, and each member should let their ethical and moral compass guide them. Board members should be honest and transparent. The Board members should go to someone directly when there is an issue. These discussions should not happen in public.

Dr. Fisher noted that the Board members and Chancellor are a team. Dr. Fisher said that some colleges do well even though the Board is dysfunctional, but this is hard to do if the CEO is dysfunctional. She reminded everyone that the Board is the boss, and they can hire and fire the CEO. The College will never be successful if the CEO is not. The Board and CEO need each other.

Dr. Fisher noted that the Board and the President must know their separate roles and responsibilities. Dr. Fisher talked about what a Board member should do if approached with a concern related to PCC. Dr. Fisher said that some Board members find it challenging to deal with college concerns. Board members aren't always sure what to do with them. Board

members can listen but not commit to anything. The Board members should thank the individual for bringing the concern but let them know you will take it to the President or Board Chair. Dr. Fisher noted that the first order of business with new Board members is to familiarize them with their bylaws. Dr. Fisher would like copies of the bylaws sent to the new members.

Dr. Fisher discussed the importance of evaluations for the Board and the Chancellor. The Board should set goals and create a process to evaluate themselves and the Chancellor.

Dr. Fisher discussed number five on the Six Essentials handout: The Board and President needs to encourage each other. She noted that treatment with each other lately has not been good publicly.

Dr. Fisher talked briefly about accreditation and noted that Dr. Linnea Stenson, Vice President for Accreditation Relations at the Higher Learning Commission, would present later in this workshop.

Dr. Fisher suggested the new members read the best practices chapter from the ACCT book, *Trusteeship in Community Colleges: A Guide for Effective Governance*. Dr. Fisher advised the Board to read chapter six on best practices.

The Chancellor briefly discussed a resolution on the Pima County Board of Supervisors agenda related to concerns brought forward by the community about the behavioral conduct of some PCC Board members. The Chancellor said he was, behind the scenes, trying to get them not to do it because he didn't think it was a good thing to do, mainly if it wouldn't change the issue. He said this could look bad for the College in the public eye. Mr. Silvyn noted that there is still an issue sitting on the desk of the Attorney General, but nothing has been done with it yet.

### **Legal Aspects**

Mr. Silvyn shared a [PPT slide](#) showing the authority framework for shared governance at Pima and explained that authority is given collectively to the full Board. He noted that the Governing Board maintains power over the big picture stuff like goals and budget priorities. The Board has delegated authority to the Chancellor through the bylaws, the Chancellor's employment contract, and Board policy. Mr. Silvyn explained that the Chancellor can't do everything, so he has delegated to the administration team. The administration team delegates authority to faculty and staff.

Mr. Silvyn described the process for board policies and administrative procedures. He also explained the input process for BPs and APs.

Mr. Silvyn said the college does not have collective bargaining and explained the roles of the All Employee Representative Council (AERC), which includes members of various PCC employee groups. Mr. Silvyn will ask AERC to update the Board at an upcoming meeting.

Mr. Silvyn explained some areas where the Board could get into trouble. Mr. Silvyn said violating Open Meeting Law and ignoring it can lead to problems with the Higher Learning Commission (HLC). Mr. Silvyn explained what the Board should do to avoid a violation.

Ms. Riel is disappointed with the previous Governing Board's behavior and asked what the current Board can do to improve. Mr. Borofsky said building relationships with other Board members can take time and offered his help. Mr. Borofsky said the new Board must get back on track and focus on building relationships.

Dr. Fisher said the Board must build open, honest, and transparent relationships with one another. There need to be more opportunities for communication through meetings, retreats, and professional development. Board members Riel and Taylor agreed that a retreat in the coming months is necessary.

Dr. Fisher talked about how the Board will make decisions. She said they must be done openly and legally in a notice meeting. The Board members can have conversations individually to build trust, but there should be no deliberating. Dr. Fisher explained the purpose of Executive Sessions and the importance of confidentiality. She said items discussed in Executive Session are to remain confidential and not talked about with anyone outside of the meeting.

Dr. Fisher discussed the importance of having study sessions to allow the Board to discuss issues openly. Dr. Fisher recommends that the Board prepare questions beforehand so people can answer them at the meeting and everyone will have access to the information.

Chancellor Lambert noted that he is available to the Board anytime. He said to call, email or text him. Mr. Lambert also explained how the Board should respond to the community and constituents regarding college issues.

Mr. Silvyn talked a little about public records and gave an example of one related to a conflict of interest.

Ms. Riel asked about attending Faculty Senate meetings. Dr. Fisher said it is not best practice for Board members to attend college committee meetings. Dr. Fisher said because the Board has one employee, this could possibly cause problems. Mr. Silvyn suggested that we provide the Board with meeting recordings to watch later or minutes to read.

Mr. Taylor asked about Board members attending college events. Mr. Silvyn said we typically post an event notice whenever three or more Board members attend an event together.

Dr. Fisher gave a handout to the Board called [ACCT Guide to Trustee Roles and Responsibilities](#). Dr. Fisher focused on two points related to monitoring Board performance and advocating for the College. She said the College should provide the Board members with talking points to share with community members.

Dr. Fisher shared a document called [Top Twenty Truths for Effective Trusteeship](#). Dr. Fisher focused on item #9, which says Board members should always treat staff and each other respectfully in all public settings. Dr. Fisher said this is an opportunity for the Board to turn things around by treating each other with common courtesy. Mr. Borofsky added that the Board should be doing things respectfully.

Mr. Lambert discussed how to handle complaints made to the Board and said he would like to hear about them so they can be addressed. Dr. Fisher said the Board should set a model that permeates downward. Dr. Fisher said the Board should discuss these issues during a study session. She added that these principles should not be hard to do at the Board level.

Mr. Taylor asked about item #7. This item pertains to Board members favoring or protecting any individual college or community group. Mr. Taylor said there are community groups he worked with during his campaign. He asked how the Board members can avoid showing favoritism to one over the other. Dr. Fisher said now that Board members represent *everyone* in the district. Mr. Silvyn added that there may be perspectives from the other sides/groups, and getting a range of information helps make good decisions.

The group talked about Diversity, Equity & Inclusion and making Board decisions. Mr. Borofsky said the Board must find out the truth, bring it to the College, and get the other side of the story. Mr. Silvyn discussed the Governing Board Advisory Committees and their purpose.

## **Part Two: David Borofsky, Director of Arizona Community Colleges**

Mr. David Borofsky shared a [PPT presentation](#) outlining the role and resources available through AACCT (Arizona Association of Community College Trustees). Mr. Borofsky will also provide the Governing Board with a copy of the [AACCT Trustee Handbook, 4th edition](#).

Mr. Borofsky said his organization is available to do Board assessments, retreats, policy work, and assist with accreditation assurance reports. AACCT also provides facilitation and training for CEOs.

Mr. Borofsky said that Board members should not serve on this Governing Board if they are not interested or focused on students. The Board members must keep students in mind and stay at the strategic and policy level. Board members should stay out of day-to-day stuff because this is not beneficial for the President/CEO/Chancellor.

Mr. Borofsky said to use Dr. Fisher and his services to help with Board member issues. Their role is to help facilitate because they both have experience.

Dr. Borofsky said there will be an AACCT event this April at the Doubletree in Tempe. He has invited all trustees to attend.

Dr. Linnea Stenson and Wendy Weeks joined via Zoom. Dr. Stenson shared a [PPT presentation](#) to inform new Board members about the accreditation by the Higher Learning Commission.

Dr. Stenson discussed educational and professional development opportunities through the Association of Community College Trustees (ACCT), the Association of Governing Board (AGB), The Chronicle of Higher Education, and Inside Higher Ed. Wendy Weeks requested Dr. Stenson touch on federal compliance. She said PCC is under a microscope.



# Pima County Community College District Board of Governors

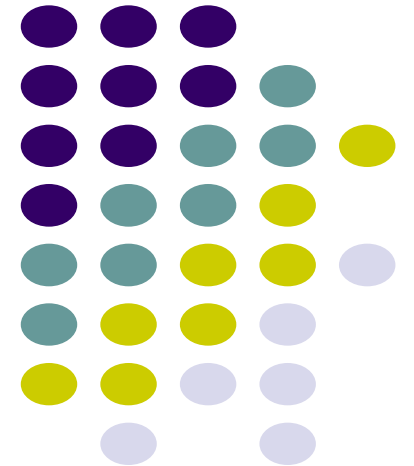
## Compliance: Regulatory Agencies

**Sandy Veltri, Ph.D.**

Independent Consultant and HLC Peer Reviewer

[Sandy.Veltri@gmail.com](mailto:Sandy.Veltri@gmail.com)

719-680-2230



**Monday, January 30, 2023**  
**Pima Community College New Governing Board Orientation**

**HYBRID MEETING**

4905 E. Broadway Blvd., Room C105

The Board meeting is also live-streamed. Members of the public interested in following the proceedings virtually may do so by going to the PCCTV Youtube homepage. To view the webinar, cut and paste the following link into your browser: [<https://www.youtube.com/c/PCCTVSTREAM>]

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Special Meeting 9:30 AM**1. Call Meeting to Order**

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<b>Subject</b>	<b>1.1 Call Meeting to Order, District Office</b>
Meeting	Jan 30, 2023 - Pima Community College New Governing Board Orientation
Category	1. Call Meeting to Order
Type	Action

**2. Discussion**

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<b>Subject</b>	<b>2.1 Jeff Silvyn, Legal Counsel</b>
Meeting	Jan 30, 2023 - Pima Community College New Governing Board Orientation
Category	2. Discussion
Type	Discussion, Information

## Goals

Presented by Jeff Silvyn, General Counsel

Board members as fiduciaries

Arizona laws applicable to Governing Board Members

- Board duties and powers
- Open meetings
- Public records
- Conflict of interest and ethics rules

Sources of potential liability and limitations on liability

- Violations of law or duty
- Immunity
- Indemnity
- Liability coverage

**Relationship with the Chancellor**

- Evaluation
- Goal setting

Role of Legal Counsel

Procedures for Board meetings

- Agenda development
- Meeting protocols

Travel protocols

File Attachments

- [Board Governance \(JS 1-30-2023\).pdf \(109 KB\)](#)
- [1a AGB Fiduciary Duty 2015.pdf \(852 KB\)](#)
- [2a 15-1444 - General powers and duties of district boards \(1\).pdf \(94 KB\)](#)
- [2b 15-1445 - Administrative powers and duties of district governing boards.pdf \(77 KB\)](#)
- [3a Ethics and Conflict of Interest Statement \(1-2023\).doc \(1\).pdf \(67 KB\)](#)
- [3b Confidentiality Agreement Executive Session 10-2014.doc \(1\).pdf \(48 KB\)](#)
- [4a Board-Chair-and-Chief-Executive-Responsibilities.pdf \(340 KB\)](#)
- [4b Board-Chair-CEO-Partnership-Table.pdf \(73 KB\)](#)
- [5a Meeting Procedures Outline \(1-10-2022\).docx \(1\).pdf \(46 KB\)](#)
- [6a Governing Board Travel Policy and T&E Card Tips Final \(1\).pdf \(60 KB\)](#)

**Subject**                    **2.2 Lee Lambert, Chancellor**

Meeting                    Jan 30, 2023 - Pima Community College New Governing Board Orientation

Category                    2. Discussion

Type                        Discussion, Information

Goals

The Chancellor will discuss his vision and direction of the College community engagements and master plan.

File Attachments

- [PPT Slides New Board Orientation LLambert.pdf \(492 KB\)](#)

**Subject**                    **2.3 Finance and Administration**

Meeting                    Jan 30, 2023 - Pima Community College New Governing Board Orientation

Category                    2. Discussion

Type                        Discussion, Information

Goals

Finance and Administration: Department Overview and Priorities

- Presented by:
- Dr. David Bea, Executive Vice Chancellor for Finance and Administration
  - Brandye D'Lena, Assistant Vice Chancellor for Facilities
  - Carleen Thompson, Assistant Vice Chancellor for Human Resources
  - Isaac Abbs, Assistant Vice Chancellor for Information Technology

- Agenda to include:
- Organizational Structure and Priorities
  - Governing Board Committees
  - Financial Information
    - College Budget
    - Scenario Planning
    - Challenges and Opportunities
    - Transparency and Stewardship

File Attachments

- [01.30.2023 Governing Board Orientation - Finance and Administration.pdf \(737 KB\)](#)

### **3. Adjourn Meeting**

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Option to recess into legal advice executive session - Pursuant to A.R.S. 38-431.03(A)(3) the Governing Board may vote to go into executive session for the purpose of obtaining legal advice from its legal counsel with respect to any item listed on this agenda or any addendum thereto; A.R.S. 38-431.03(A)(2) to discuss or consider records exempt by law from public inspection.

The Governing Board reserves the right to take action on any agenda item.

Please note that all individuals wishing to attend the Board meeting are subject to a search for security reasons.

To request a reasonable accommodation for individuals with disabilities, a minimum of 5 business days before the event is requested. Contact Phone: (520) 206-4539; Fax: (520) 206-4567.

Members of the Governing Board may participate by telephone, video or internet conferencing.

Meeting presentations will be posted within a reasonable time following the meeting.



### **Pima County Community College District Governing Board Ethics and Conflict of Interest Statement**

As public officials, Pima College Governing Board members, are expected to meet ethical standards including the avoidance of conflicts of interest, as defined by Arizona law (A.R.S. §§ 38-501 through 511), and comply with the standards of conduct adopted by the Board and published in the Bylaws, including Article X, Code of Ethics.

#### Conflict of Interest

A conflict of interest is a real or perceived conflict between a Board member's official duties and a nonwork related interest, or is a situation where one duty conflicts with another. Conflicts of interest may arise in numerous circumstances including financial interest, nepotism, consensual relationships, and outside employment or community involvement. Conflicts of interest may create an actual bias in judgment or an appearance of bias.

A conflict of interest arises when a Board member in their official capacity is or may become involved with a contract, grant, purchase, sale, service or decision that might affect their personal financial interest or the financial interest of a close relative. By law, those relatives include a "spouse, child, grandchild, parent, grandparent, brother or sister of the whole or half blood and their spouses, and the parent, brother, sister or child of a spouse." The College also considers close relatives to include nephew, niece, grandchild, domestic partner and child of a domestic partner.

If a member is faced with a situation that presents a conflict or potential conflict, the member is expected to (1) promptly disclose the conflict or potential conflict to the Chancellor or Office of the General Counsel, (2) refrain from voting upon or otherwise participating in any manner as a governing board member in any decision or discussion of the issue until the conflict of interest situation has been resolved, and (3) if the situation is determined to qualify as a conflict of interest, recuse themselves from any further involvement in Board or College discussions and actions related to the matter giving rise to the conflict. The College will maintain documentation of the disclosure and resolution of the potential conflict of interest situation.

#### Additional Ethical Standards

Board members shall not:

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- use or attempt to use their official position to secure things of value or benefits for themselves or their relative(s).

- solicit or accept money, gratuities, favors, or goods of more than nominal monetary value from any current or potential vendor.
- agree to endorse a product or service of a commercial nature.

All questions or concerns regarding ethics and conflict of interest standards should be shared with the Board Chair, Chancellor, and/or Office of General Counsel promptly.

By signing below, the Board member acknowledges having read the Ethics and Conflict of Interest Statement and to comply with these standards.

Name (Print) Theresa M. Riel  
Member, Governing Board  
Pima Community College

Theresa M. Riel  
Signature

4-12-2023  
Date



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Governing Board  
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Name (Print) Greg Taylor  
Member, Governing Board  
Pima Community College

Greg Taylor  
Signature

1/30/23  
Date





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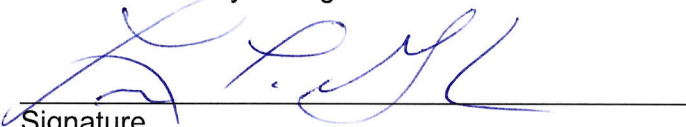
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Name (Print) Luis L. Gonzalez  
Member, Governing Board  
Pima Community College

  
Signature

4-12-23  
Date





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Governing Board  
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- use or attempt to use their official position to secure things of value or benefits for themselves or their relative(s).



- solicit or accept money, gratuities, favors, or goods of more than nominal monetary value from any current or potential vendor.
- agree to endorse a product or service of a commercial nature.

All questions or concerns regarding ethics and conflict of interest standards should be shared with the Board Chair, Chancellor, and/or Office of General Counsel promptly.

By signing below, the Board member acknowledges having read the Ethics and Conflict of Interest Statement and to comply with these standards.

Name (Print) MARIA FARCIA  
Member, Governing Board  
Pima Community College

Maria Farcia  
Signature

8/2/23  
Date



**Pima County Community College District  
Governing Board  
Ethics and Conflict of Interest Statement**

As public officials, Pima College Governing Board members, are expected to meet ethical standards including the avoidance of conflicts of interest, as defined by Arizona law (A.R.S. §§ 38-501 through 511), and comply with the standards of conduct adopted by the Board and published in the Bylaws, including Article X, Code of Ethics.

Conflict of Interest

A conflict of interest is a real or perceived conflict between a Board member's official duties and a nonwork related interest, or is a situation where one duty conflicts with another. Conflicts of interest may arise in numerous circumstances including financial interest, nepotism, consensual relationships, and outside employment or community involvement. Conflicts of interest may create an actual bias in judgment or an appearance of bias.

A conflict of interest arises when a Board member in their official capacity is or may become involved with a contract, grant, purchase, sale, service or decision that might affect their personal financial interest or the financial interest of a close relative. By law, those relatives include a "spouse, child, grandchild, parent, grandparent, brother or sister of the whole or half blood and their spouses, and the parent, brother, sister or child of a spouse." The College also considers close relatives to include nephew, niece, grandchild, domestic partner and child of a domestic partner.

If a member is faced with a situation that presents a conflict or potential conflict, the member is expected to (1) promptly disclose the conflict or potential conflict to the Chancellor or Office of the General Counsel, (2) refrain from voting upon or otherwise participating in any manner as a governing board member in any decision or discussion of the issue until the conflict of interest situation has been resolved, and (3) if the situation is determined to qualify as a conflict of interest, recuse themselves from any further involvement in Board or College discussions and actions related to the matter giving rise to the conflict. The College will maintain documentation of the disclosure and resolution of the potential conflict of interest situation.

Additional Ethical Standards

Board members shall not:

- disclose or use, without appropriate authorization, information designated as confidential by law (i.e. federal, state, or local statute or regulation), College policy, procedure or directive, or other applicable authority (i.e. accreditor, government agency, law enforcement, etc.) that they obtained from the College as a result of their service with the College.
  
- use or attempt to use their official position to secure things of value or benefits for themselves or their relative(s).

- solicit or accept money, gratuities, favors, or goods of more than nominal monetary value from any current or potential vendor.
- agree to endorse a product or service of a commercial nature.

All questions or concerns regarding ethics and conflict of interest standards should be shared with the Board Chair, Chancellor, and/or Office of General Counsel promptly.

By signing below, the Board member acknowledges having read the Ethics and Conflict of Interest Statement and to comply with these standards.

Name (Print) Wade McLean  
Member, Governing Board  
Pima Community College

*Wade McLean*

\_\_\_\_\_  
Signature

3/23/23  
Date





## **Executive Session Confidentiality Acknowledgement**

As an elected public body, the Pima Community College Governing Board may meet in executive session to receive and discuss certain types of information in a confidential manner. A.R.S. 38-431.03(A). Individuals receiving information during or from an executive session are required by Arizona law to keep such information confidential, except as specifically authorized by law. A.R.S. 38-431.03(F). The authorized exceptions are by agreement of the Pima College Governing Board, or to the attorney general or county attorney or to a court for purposes of determining whether there has been compliance with the open meeting law. A.R.S. 38-431.03(F). Individuals who improperly disclose confidential information from an executive session are subject to civil penalties such as fines and removal from office. A.R.S. 38-431.07

I have read the Executive Session Confidentiality Acknowledgement and understand that I am not to disclose information received in connection with an executive session except as specifically authorized by the College or by law. I understand this limitation on disclosure applies to information received in print or electronic format for purposes of discussion or consideration as part of an executive session. If I have any questions or concerns about the disclosure of information received during an executive session, I shall contact the College's Office of General Counsel prior to making the disclosure, unless the disclosure is to the office of the Arizona Attorney General or Pima County Attorney.

*Theresa M. Riel*

Print Name

*Theresa M. Riel 4-12-2023*

Signature

Date



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Greg Taylor  
Print Name

Greg Taylor  
Signature

1/30/23  
Date





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*Luis L. Gonzalez*

Print Name

A handwritten signature in blue ink, appearing to read "Luis L. Gonzalez".

Signature

*4-12-23*

Date





### Executive Session Confidentiality Acknowledgement

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MARIA GARCIA  
Print Name

Maria Garcia  
Signature

8/2/23  
Date



## **Executive Session Confidentiality Acknowledgement**

As an elected public body, the Pima Community College Governing Board may meet in executive session to receive and discuss certain types of information in a confidential manner. A.R.S. 38-431.03(A). Individuals receiving information during or from an executive session are required by Arizona law to keep such information confidential, except as specifically authorized by law. A.R.S. 38-431.03(F). The authorized exceptions are by agreement of the Pima College Governing Board, or to the attorney general or county attorney or to a court for purposes of determining whether there has been compliance with the open meeting law. A.R.S. 38-431.03(F). Individuals who improperly disclose confidential information from an executive session are subject to civil penalties such as fines and removal from office. A.R.S. 38-431.07

I have read the Executive Session Confidentiality Acknowledgement and understand that I am not to disclose information received in connection with an executive session except as specifically authorized by the College or by law. I understand this limitation on disclosure applies to information received in print or electronic format for purposes of discussion or consideration as part of an executive session. If I have any questions or concerns about the disclosure of information received during an executive session, I shall contact the College's Office of General Counsel prior to making the disclosure, unless the disclosure is to the office of the Arizona Attorney General or Pima County Attorney.

Wade McLean

Print Name

A handwritten signature in black ink that reads "Wade McLean".

Signature

3/23/23

Date

**2023 Professional Development Conferences for the Governing Board**

- ACCT Legislative Summit, Washington, DC, February 2023
- 2023 Futures Assembly-Bellwether, February 2023 (Board Chair)
- ACCT Governance Leadership Institute (GLI), New Orleans, March 2023
- Higher Learning Commission (HLC) Annual Conference, March 2023
- ACCT Leadership Congress, Las Vegas, October 2023
- Arizona Association Community College Trustees (AACCT) Retreat
- 2023 Governance Leadership Institute, Washington, DC, August 2023 (For New Trustees)
- NALEO 40<sup>th</sup> Annual Conference, July 2023 (attended by a couple board members in the past)



## Appendix D11

2023 Governing Board Development				
Title of Event	Date	Description	Links to agendas, videos, meetings, documents, etc	Board member/s attended
Governing Board Retreat	1/17/2023	Governing Board retreat to discuss various topics and the college and board priorities	<a href="https://drive.google.com/file/d/1dGz0KlQp31R15R23YdF8RZfL0nRQ8rUj/view">https://drive.google.com/file/d/1dGz0KlQp31R15R23YdF8RZfL0nRQ8rUj/view</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Luis Gonzales, Maria Garcia
PCC New Board Orientation	1/30/2023	New Board orientation to discuss Board Governance; vision and direction of the College; and an overview of the Finance and Administration Department's priorities	<a href="http://go.boarddocs.com/az">http://go.boarddocs.com/az</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Luis Gonzales
PCC Governing Board Study Session	1/30/2023	Governing Board discussion of PCC's financial structure and budgeting overview; outline of PCC's plan for the ACCT Legislative Summit; and Board travel	<a href="http://go.boarddocs.com/az">http://go.boarddocs.com/az</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Luis Gonzales
PCC New Board Orientation	2/2/2023	New Board orientation for an introduction to the Campus President, Vice Chancellor of External Relations, and their teams	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Maria Garcia
2023 ACCT National Legislative Summit	2/4-8/2023	Professional Development: Summit to inform community college leaders on federal policy issues that impact the institution and students	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Maria Garcia, Luis Gonzales
2023 ACCT National Legislative Summit New Trustee Academy	2/5/2023	Professional Development: ACCT New Trustee Academy	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor
CC New Board Orientation	2/13/2023	New Board orientation to meet the following PCC departments: Academic Affairs; Legal Affairs; and Strategy, Analytics, and Research (STAR)	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor
PCC Governing Board Study Session	2/20/2023	The Governing Board was updated on the following: Fiscal Year 2024 Budget and Four-year Baccalaureate Degrees	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Dr. Wade McLean, Luis Gonzales, Maria Garcia
ACCT's Governance Leadership Institute	3/22-25/2023	Professional Development: Governance Leadership Institute: Strengthening the Leadership Team of the Board	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel
2023 Higher Learning Commission (HLC) Annual Conference	3/26-28/2023	Professional Development: Opportunity to gain insight on best practices, showcase innovations, and examine common issues and challenges	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Maria Garcia
Governing Board Special Meeting	4/17/2023	The Governing Board met with Dr. Sandy Veltri, a former accreditation peer reviewer, to discuss PCC's past and present accreditation process	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Maria Garcia, Luis Gonzales
Arizona Association of Community College Trustees (AACCT) All-Trustee Meeting	4/19-20/2023	Professional Development: Trustees from Arizona community colleges meet	<a href="https://docs.google.com/document/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/edit">https://docs.google.com/document/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/edit</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Maria Garcia, Luis Gonzales
PCC Policy Change Process meeting for new Board members	4/25/2023	Meeting with Chancellor Lambert for an explanation of PCC's policy change process for two new Board members	<a href="https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view">https://drive.google.com/file/d/1aYUa9B9D1Z3C1UvKtTjZk0a6vBm36eQ/view</a>	Dr. Wade McLean, Greg Taylor

NALEO Educational Fund Meeting	5/16-17/23	Professional Development: NALEO Policy Institute Education Governance: Empowering Families and Elevating Student Outcomes	<a href="https://sites.ed.gov/hispani">https://sites.ed.gov/hispani</a>	Maria Garcia, Luis Gonzales
PCC Governing Board Two-Day Retreat	6/1-2/23	Governing Board retreat to focus on how to be an effective team, budget planning, self-assessment, college and board priorities, and leadership transition	<a href="https://drive.google.com/fil">https://drive.google.com/fil</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Maria Garcia, Luis Gonzales
NALEO Education Fund Annual Conference	7/10-13/23	Professional development: Annual conference	<a href="https://sites.ed.gov/hispani">https://sites.ed.gov/hispani</a>	Maria Garcia, Luis Gonzales
ACCT Parliamentary Procedures for Community Colleges	7/21/2023	Professional Development: Basic parliamentary rules	<a href="https://drive.google.com/fil">https://drive.google.com/fil</a>	Theresa Riel, Dr. Wade McLean, Greg Taylor, Maria Garcia, Luis Gonzales
PCC Governing Board Special Meeting	8/18/2023	The Governing Board discussed a possible Native American blessing at the September meeting and the College Priorities for 2023-2024	<a href="https://drive.google.com/fil">https://drive.google.com/fil</a>	Theresa Riel, Dr. Wade McLean, Maria Garcia, Luis Gonzales
AC4-AACCT Board Retreat	8/23-24/23	Professional Development: Trustees from Arizona community colleges	<a href="https://docs.google.com/do">https://docs.google.com/do</a>	Theresa Riel

# Appendix E

## Executive Leadership and the Board Are Establishing an Effective Relationship

First page of Appendix labeled in upper left-hand corner. Example: **Appendix E1**

Parts of appendices **highlighted** when appropriate.

- [E1] Schedule of 2023 Governing Board Meetings and Study Sessions.
- [E2] April 12, 2023 Governing Board meeting information packet.
- [E3] Example of Board acknowledgement of receipt of information.
- [E4] December 2022-June 2023 Governing Board requests for information.
- [E5] Example of multi-question request for information by a Board Member.
- [E6] 2023 agendas of Chancellor meetings with Board Chair and Vice-Chair.

## About Pima

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# Meeting Agendas 2023

## View recent Board Meeting material

Please refer to the [Public Meeting Notices](#) homepage for information on when various documents will be posted to the website.

The [BoardDocs](#) version of the agenda provides links to available supplementary documents.

Governing Board meetings that are open to the public will be held virtually. Access information is posted in each meeting agenda.

» **Go to:** [2023](#) | [2022](#) | [2021](#) | [2020](#) | [2019](#) | [2018](#) | [2017](#)

### 2023

<b>December</b>	<b>NO BOARD MEETING</b>
<b>November</b>	
Nov. 20, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) Agenda
Nov. 8, 2023	<b>Regular Meeting</b> (Hybrid Meeting): Agenda and Board Packet; Video; Transcript
Nov. 8, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) Agenda
<b>October</b>	
Oct. 23, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) Agenda
Oct. 4, 2023	<b>Regular Meeting</b> (Hybrid Meeting): Agenda and Board Packet; Video; Transcript
Oct. 4, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) Agenda
<b>September</b>	
Sept. 18, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) Agenda



Sept. 13, 2023	<b>Regular Meeting</b> (Hybrid Meeting): Agenda and Board Packet; Video; Transcript
Sept. 13, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) Agenda
<b>August</b>	<b>NO BOARD MEETING</b>
<b>July</b>	<b>NO BOARD MEETING</b>
<b>June</b>	
June 23, 2023	<b>Special Meeting (Executive Session) and Special:</b> <a href="#">Agenda</a> ; <a href="#">Video</a>
June 14, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; Transcript
June 14, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
June 2, 2023	<b>Special Meeting (Board Retreat):</b> <a href="#">Agenda</a>
June 1, 2023	<b>Special Meeting (Board Retreat):</b> <a href="#">Agenda</a>
<b>May</b>	
May 22, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) <a href="#">Agenda</a> ; <a href="#">Video</a> ; <a href="#">Transcript</a>
May 10, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; Transcript
May 10, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
<b>April</b>	
April 24, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
April 17, 2023	<b>Special Meeting</b> (Hybrid Meeting): <a href="#">Agenda</a>
April 12, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; Transcript
April 12, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
<b>March</b>	
Mar. 22, 2023	<b>Special Meeting (Study Session):</b> (Virtual) <a href="#">Agenda</a> ; <a href="#">Video</a> ; <a href="#">Transcript</a>
Mar. 8, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; <a href="#">Transcript</a>
Mar. 8, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
<b>February</b>	
Feb. 20, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) <a href="#">Agenda</a> ; <a href="#">Transcript</a>
Feb. 13, 2023	<b>Special Meeting</b> (Hybrid Meeting): <a href="#">Agenda</a> ; <a href="#">Transcript</a>
Feb. 2, 2023	<b>Special Meeting</b> (Hybrid Meeting): <a href="#">Agenda</a>

**Wednesday, April 12, 2023**  
**Regular Governing Board Meeting**

**HYBRID MEETING**

**4905 E. Broadway Blvd., Room C105**

**The Board meeting is also live-streamed. Members of the public interested in following the proceedings virtually may do so by going to the PCCTV Youtube homepage. To view the webinar, cut and paste the following link into your browser: [https://www.youtube.com/c/PCCTVSTREAM]**

**The PCC Governing Board will accept public comment during Call to Audience in person, via Zoom, or telephone. Written public comments may be submitted in advance by email at pcc-boardstaff@pima.edu.**

**All public comment speakers may pre-register by 5:00 p.m. the day before the scheduled Board meeting through the following link: https://pima.zoom.us/webinar/register/WN\_9CoA2XBoS1e7vUdcGDrXLg**

-----  
Regular Meeting 5:30 p.m.

**1. REGULAR MEETING**

---

**Subject**                    **1.1 Call to Order, District Office, Room C105, Hybrid Meeting**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    1. REGULAR MEETING

Type

**Subject**                    **1.2 Pledge of Allegiance**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    1. REGULAR MEETING

Type                        Procedural

**Subject**                    **1.3 Roll Call**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    1. REGULAR MEETING

Type                        Procedural

**Subject**                    **1.4 Public Comment-Call to Audience**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    1. REGULAR MEETING

Type                        Procedural

The Pima Community College Governing Board welcomes public comment on issues within the jurisdiction of the College. Generally, the total time for public comment will be limited to 45 minutes and comments will be limited to three minutes per individual. These time limits may be modified by the Board Chair or Board. Individuals sharing comments are expected to communicate with decorum and respect. Individuals who engage in disorderly conduct or who use derisive or insulting language may have their time reduced or concluded by the Board Chair. At the conclusion of public comment, individual Board members may respond to criticism made by those who addressed the Board, may ask staff to review a matter, or may ask that a matter be put on a future agenda. Members of the Board, however, may not discuss or take legal action on matters raised during public comment unless the matters are properly noticed for discussion and legal action. Finally, be advised that internal College processes are available to students and employees for communication.

**Subject**                    **1.5 Remarks by Governing Board Members (25 min.)**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 1. REGULAR MEETING

Type Procedural

The Chairperson, Secretary and/or members of the Governing Board may comment or provide summaries of recent College-related activities.

Board members may provide updates on the Advisory Board Committee activities.

**Subject 1.6 Governing Board Recognition and/or Awards (20 min.)**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 1. REGULAR MEETING

Type Procedural

The Governing Board formally recognizes and/or presents awards to employees, students, and community members as a result of outstanding achievements.

- Award/Honor Recipients
  - Dr. Dolores Duran-Cerda will announce the recipients.
  
- Faculty Professional Enrichment Recognition Awards
  - David Andres
  - Emily Whittington

File Attachments

[PCC Governing Board Recognition - April 2023.pdf \(443 KB\)](#)

**Subject 1.7 Pima's Mission Moment (5 min.)**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 1. REGULAR MEETING

Type Procedural

**PCC's Mission:**

Empower every learner, every day, for every goal.

*As an open-admissions community college within the diverse setting of Pima County, PCC provides comprehensive and flexible life-long learning opportunities to promote learner success and to empower every learner, every day, for every goal.*

- *Every learner: We commit to meeting the diverse needs of every person who seeks to further themselves through education.*
- *Every day: We strive for excellence in teaching and support services, to ensure that all of our learners experience a welcoming and supportive environment that enhances their education.*
- *Every goal: We align our programs and services with meaningful careers, quality educational pathways, and equity-driven practices to empower learners to succeed in their college and career goals.*

Featuring the post-degree teacher certification program at Pima Community College (5 min.)

- Dr. Michael Radloff will present and share a [video](#).

File Attachments

[Pima Mission Moment Apr 12 2023.pdf \(308 KB\)](#)

---

**2. REPORTS (60 min.)**

**Subject**                    **2.1 Administration Reports (20 min.)**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    2. REPORTS (60 min.)

Type                        Reports

**Reports submitted by administration are attached. Administration is available for questions.**

- Diversity, Equity and Inclusion Plan update-Dr. Nic Richmond, Vice Chancellor for Strategy, Analytics, and Research; and Brian Stewart, Executive Director for Diversity, Equity, and Inclusion (Acting) (5 min.)
- Higher Learning Commission Criterion 5 and Multi-location visit update-Dr. Nic Richmond, Vice Chancellor for Strategy, Analytics, and Research; and Wendy Weeks, Assistant Vice Chancellor for Curriculum Quality Improvement (CQI) (10 min.)
- Chancellor's goal update: Academics-Dr. Dolores Duran-Cerda, Provost and Executive Vice Chancellor of Academic Affairs (5 min.)

File Attachments

[DEIP Executive Summary.pdf \(97 KB\)](#)

[DEIP slides for the GB \(2\).pdf \(1,367 KB\)](#)

[Executive Summary - Chancellor's Goals Academics Provost April 2023.docx \(1\).pdf \(457 KB\)](#)

[Chancellor's Goal Update-Academics Provost April 2023.pdf \(303 KB\)](#)

[Criterion 5 update April 2023.pdf \(1,161 KB\)](#)

[Criterion 5 Executive Summary for GB April 2023.pdf \(1,943 KB\)](#)

**Subject**                    **2.2 Reports by Representatives to the Board (25 min.)**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    2. REPORTS (60 min.)

Type                        Reports

The representatives to the Board will provide highlights of their group's activities during the preceding month(s) and issues and suggestions to be considered for administration follow-up or inclusion on a future Board meeting agenda.

- Student Report-Atheena "TT" Martinez
- Adjunct Faculty Report-Sean Mendoza
- Staff Report-Dorothy Netherlin
- Faculty Report-Denise Reilly
- Administrator Report-Jim Craig

File Attachments

[Rep Report-Student TMartinez.docx.pdf \(77 KB\)](#)

[Rep Report-Staff DNetherlin.pdf \(206 KB\)](#)

[Report-Adjunct-SMendoza 4 12 23.docx.pdf \(38 KB\)](#)

[Report-Faculty-DReilly April 2023.docx \(1\).pdf \(96 KB\)](#)

**Subject**                    **2.3 Chancellor's Report (15 min.)**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    2. REPORTS (60 min.)

Type                        Reports

Chancellor Lambert may report on current events at or involving the College, legislative and budget updates, and recent activities such as community meetings, presentations and conferences.

**3. INFORMATION ITEMS (5 min.)**

**Subject**                    **3.1 Financial Report: January 2022 Financial Statements**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                 3. INFORMATION ITEMS (5 min.)

Type                      Information

Goals

**Contact Person:**  
Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Information:**

Attached are the financial statements showing preliminary 2022/23 results through January 2023. The following analysis provides information on the College operations compared to the same period last year.

*Revenues:*

Compared to the same period last year, the College concluded January with total revenues higher than the previous fiscal year by \$8.2 million. Specifically:

- Tuition and fees revenue increased by \$2.2 million compared to the same time period in fiscal year 2022 due to increases in enrollment and tuition.
- Property tax revenue increased by \$4.0 million.
- Other revenue, which consists of surplus equipment sales, athletics revenue, room rentals and investment income increased by \$2.0 million. Specifically, Investment Income increased by \$1.2 million.
- Contract revenues increased by \$0.6 million compared to the same period last year due to increases in PSI EMS programs and prison programs.
- Other operating revenues increased by \$0.4 million compared to the same period last year due to an increase in refunds, reimbursements, and other recoveries, and passport services.

*Expenses:*

Compared to the same time period in fiscal year 2022, total expenditures have increased by about \$9.9 million. Specifically:

- Personal Services have increased by \$5.4 million. This increase is attributed to FY23 pay increase, partially offset by attrition and positions held vacant.
- Communications and Utilities have increased by \$0.8 million due to increased telecommunications, water and sewer, natural gas, and electricity costs.
- Travel has increased by \$0.2 million as travel restrictions have been lifted.
- Contractual Services have increased by \$2.7 million primarily due to an increase of \$1.5 million in software and licensing agreements, an increase of \$0.4 million in other professional services, and an increase of \$0.3 million in maintenance, cleaning and repair.
- Supplies and Materials increased \$0.8 million primarily due to increases in supplies for maintenance and operations, office supplies and non c/e computer purchases, offset by decreases in chargeback-just in time supplies.
- Current Fixed Charges increased \$0.2 million primarily due to increases in fees and permits, subscriptions, and sponsorships, offset by decreases in insurance liability and memberships and dues institutional.
- Capital Equipment has decreased by \$0.3 million primarily due to a decrease in other equipment purchases.

*Overall Summary:*

Compared with the same time period in fiscal year 2022 and excluding the bond proceeds, total cash and investments has decreased by \$3.6 million as shown in the Summary of Cash, Investments and Debt Balances. The College is monitoring the current economic conditions and will continue to be fiscally prudent.

File Attachments

[January 2023 Financial Statements.pdf \(1,011 KB\)](#)

Workflow

Workflow                 Mar 14, 2023 11:51 AM :: Submitted by Keri Hill. Routed to David Bea for approval.  
Apr 6, 2023 4:09 PM :: Approved by David Bea. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:11 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:25 PM :: Final approval by Andrea Gauna

**Subject**                    **3.2 Employment Information**

Meeting                    Apr 12, 2023 - Regular Governing Board Meeting

Category                    3. INFORMATION ITEMS (5 min.)

Type                        Information

**Contact:**  
Carleen McElroy Thompson  
Assistant Vice Chancellor, Human Resources  
(520) 206-4637

**Contributing Authors:**  
Rachel Araiza (520) 206-4622  
Leslie Weng (520) 206-4670

**Information:**

For your information and in accordance with BP 2.02 and Administrative Procedure 5.01.01, the Chancellor submits the following employment information:

**New Hires (Director & Above):**

**Lisa Schlager**  
Title: Director of Workforce Development  
Rate of Pay: \$93,121.60  
Start Date: 03/27/2023  
Degrees Earned: Master of Education, Counseling, Bachelor of Arts, Environmental Studies  
Years of Relevant Experience: Over 13 years of experience

**William West**  
Title: Director of Portfolio & Project Management  
Rate of Pay: \$95,160.00  
Start Date: 03/27/2023  
Degrees Earned: Master of Science, Systems Management, Bachelor of Science, Engineering, Bachelor of Science, Aeronautical Engineering  
Years of Relevant Experience: Over 14 years of experience

**Retirements:**

Bracamonte, Rosa I.  
Academic Advisor  
DC - Student Affairs Operations  
Start Date: 03/21/1994  
End Date: 03/17/2023

**Separations:**

**Brown, Weston C.**  
Program Manager International Admissions  
WC - International Student Programs & Services  
End Date: 03/10/2023

**Brownlee, Jonathan W.**  
Director  
DO - Records Management  
End Date: 03/03/2023

**Cahill, Shaun M.**  
Career Counselor  
DC - Student Affairs Operations  
End Date: 03/17/2023

**Jeffrey-Franco, Crispin M.**

Director Workforce Development

DO - Workforce Development &amp; Continued Education Division

End Date: **Revised** 04/01/2023 (original end date 03/24/2023)

## Workflow

Workflow Mar 15, 2023 11:50 AM :: Submitted by Deidra Gloss. Routed to Rachel Araiza for approval.  
 Mar 16, 2023 7:36 PM :: Approved by Rachel Araiza. Routed to Rosa Herrera for approval.  
 Mar 16, 2023 7:36 PM :: Approved by Rosa Herrera. Routed to Jeff Silvyn for approval.  
 Apr 7, 2023 5:11 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
 Apr 7, 2023 5:25 PM :: Final approval by Andrea Gauna

**Subject 3.3 Adjunct Faculty Hiring**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 3. INFORMATION ITEMS (5 min.)

Type Information

**Contact Person:**

Dr. Dolores Durán-Cerda  
 Provost and Executive Vice Chancellor  
 (520) 206-4999

**Contributing Authors:**

Kate Schmidt  
 Executive Director of Faculty Affairs and Development  
 (520) 206-4725  
 Faculty Certification Office  
 (520) 206-4417

**Information:**

These individuals have been qualified for inclusion in the pool of employees able to serve for current and future adjunct faculty assignments and as temporary non-credit instructors in areas for which they are qualified.

<b>Name:</b>	<b>Goshay, Monterris</b>
Discipline(s):	Culinary Arts (Occupational)
Start Date:	3/27/23
Highest Degree Earned:	Industry Certificate
Awarding Institution:	N/A
Years of Relevant Experience:	Over five years of experience in the culinary field.

## Workflow

Workflow Mar 14, 2023 6:38 PM :: Submitted by Kathleen Hernandez. Routed to Rosa Herrera for approval.  
 Mar 14, 2023 7:13 PM :: Approved by Rosa Herrera. Routed to Kate Schmidt for approval.  
 Mar 14, 2023 7:20 PM :: Approved by Kate Schmidt. Routed to Dolores Duran-Cerda for approval.  
 Apr 7, 2023 5:11 PM :: Forced Approval by Jeff Silvyn as the document publisher.

**Subject 3.4 Facilities Fee Schedule**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 3. INFORMATION ITEMS (5 min.)

Type Information

## Goals

**Contact Person:**  
Brandye D'Lena,  
Assistant Vice Chancellor  
for Facilities  
(520) 206-2610

**Contact Person:**  
Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

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**Information:**

The Chancellor informs the Governing Board of the intent to increase the rental/lease fees posted on the Facilities Fee Schedule for community spaces, meeting rooms, athletic facilities, parking lots, and equipment/technology.

Arizona Revised Statute (A.R.S. § 41-2753) instructs community college governing boards to adopt and implement rules or policies to regulate competition with private enterprises and ensure compliance with the statute.

The Facilities Fee Schedule was last reviewed in 2009. The College conducted a market analysis to ensure rents and lease rates remain compliant with the A.R.S. The analysis compared private businesses and public agencies' rents and leases of similar spaces.

The revised fee schedule will take effect July 1, 2023, providing an opportunity for ample communication to internal departments and the community. Notice will be posted on the College's website at the Community Events page and the What's Happening section of the main page. Additionally, announcements will be published in @PimaNews.

**Financial Considerations:**

Per the market analysis, the College will increase the hourly rate by approximately 30% for meeting rooms, community spaces, and the fixed equipment/technology fee. Athletic fields, courts, and gymnasiums were extremely low when compared to other institutions and require a 50% increase. The rates are shown in the table below:

Commercial Rates	Old Rate	New Rate (effective July 1, 2023)
Medium Rooms (capacity 50)	\$40/hr	\$55/hr
Athletic Fields/Gymnasium	\$50/hr	\$75/hr

Market analysis also determined that the College's long-term lease rate is appropriately set and requires no adjustments.

**Workflow**

Workflow Mar 16, 2023 3:34 PM :: Submitted by Keri Hill. Routed to Brandye D'Lena for approval.  
Mar 17, 2023 2:38 PM :: Approved by Brandye D'Lena. Routed to David Bea for approval.  
Apr 6, 2023 4:08 PM :: Approved by David Bea. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:11 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:26 PM :: Final approval by Andrea Gauna

**Subject 3.5 Spring Enrollment Summary**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 3. INFORMATION ITEMS (5 min.)

Type Information

**Contact:**  
Dr. Nic Richmond, Vice Chancellor for Strategy, Analytics, and Research  
(520) 206-4414

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**On September 14, 2022, a list of [Administrative Reports to the Governing Board for the 2022-2023 year](#) was presented. The following Spring Enrollment summary is being submitted based on the report:**



### March 2023 Enrollment Update

The February 2023 enrollment update reported that headcount in spring 2023 was up 4.15% compared to the equivalent day in spring 2022 and that enrollment was up 5.20%.

Per the daily registration data from March 27, 2023, headcount is now up 5.03% and enrollment is up 6.04% compared to the equivalent day in 2022, see table. The higher increase seen in March compared with February could be the result of retaining students in classes at a higher rate this year or higher enrollment in second eight-week classes in 2023.

### Last Five Spring Terms Summary - Current Snapshot

Data as of: 3/27/23

Filters:

Days from start of term : 67

	Spring 2019		Spring 2020		Spring 2021		Spring 2022		Spring 2023	
	Number	% Change	Number	% Change	Number	% Change	Number	% Change	Number	% Change
Headcount	19,140		18,733	-2.13%	15,496	-17.28%	14,884	-3.95%	15,633	5.03%
Enrollment	52,092		51,121	-1.86%	41,601	-18.62%	40,215	-3.33%	42,645	6.04%
Unofficial FTSE	5,324		5,228	-1.80%	4,269	-18.35%	4,091	-4.18%	4,335	5.98%
Enrolled Section (CRN) Count	3,066		3,012	-1.76%	2,503	-16.90%	2,546	1.72%	2,619	2.87%

Workflow

Workflow Apr 4, 2023 3:52 PM :: Submitted by Andrea Gauna. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:12 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:26 PM :: Final approval by Andrea Gauna

## 4. CONSENT AGENDA GROUPING (5 min.)

**Subject** 4.1 Minutes-March 8, 2023 Executive Open Meeting

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent), Minutes

Recommended Action The unapproved Minutes of the Special Meeting to go into Executive Session on March 8, 2023 are submitted for approval.

Minutes [View Minutes](#) for Mar 8, 2023 - Executive Session Meeting

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject** 4.2 Minutes-March 8, 2023 Regular Meeting

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent), Minutes

Recommended Action The unapproved minutes of the Regular Meeting of March 8, 2023, are submitted for approval.

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

<b>Subject</b>	<b>4.3 Intergovernmental Agreement (IGA) with Arizona Small Business Development Center Network (AZSBDC) on behalf of Maricopa County Community College District</b>
Meeting	Apr 12, 2023 - Regular Governing Board Meeting
Category	4. CONSENT AGENDA GROUPING (5 min.)
Type	Action (Consent)
Preferred Date	Apr 12, 2023
Absolute Date	Apr 12, 2023
Fiscal Impact	Yes
Dollar Amount	\$218,505.70
Budgeted	Yes
Budget Source	U.S. Small Business Administration
Recommended Action	The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an intergovernmental agreement with Maricopa County Community College District to host the Arizona Small Business Development Center at Pima Community College District (PCC).
Goals	<a href="#">2022-2023 Goals</a>

**Contact Person:**

Ian Roark  
Vice Chancellor for  
Workforce Development & Innovation  
(520) 206-4533

**Contact Person:**

Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

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**Justification:**

As a sub-recipient of a grant from the U.S. Small Business Administration to Maricopa Community Colleges outlined in the agreement, the College will support day-to-day operations of the Arizona Small Business Development Center (AZ SBDC) Network within the assigned service region, including:

- Operating a Service Center, Satellite Centers, and counseling sites;
- Organizing, planning, and delivering services while achieving goals and performance metrics specified for the institution; and
- Compiling and submitting all financial and MIS records to the Lead Center as required by federal and state rules and regulations.

The SBDC assists companies with ascertaining the viability of starting a business. This includes directing them through a business plan and ensuring they have capital and/or the means to access startup funds. Further, the SBDC helps companies with high-quality, one-on-one, confidential business counseling, seminars, classes, and workshops focused on improving small business management and operation.

The term of the agreement is from January 1, 2023, through December 31, 2024.

**Financial Considerations:**

Maricopa County Community College District will be invoiced monthly for expenses incurred as the outlined activities in the Memorandum of Agreement are performed. The total value of the agreement is not expected to exceed \$218,505.70.

File Attachments

[PimaCCCD MOA 1.1.2023-12.31.2024.docx \(63 KB\)](#)

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

Workflow

Workflow Mar 16, 2023 11:57 AM :: Submitted by Margie Cross. Routed to Julie Dall'Aglio for approval.  
Mar 16, 2023 1:44 PM :: Rejected by Keri Hill  
Mar 16, 2023 2:06 PM :: Submitted by Margie Cross. Routed to Julie Dall'Aglio for approval.  
Mar 16, 2023 2:31 PM :: Approved by Julie Dall'Aglio. Routed to David Bea for approval.  
Apr 6, 2023 4:09 PM :: Approved by David Bea. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:16 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:26 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

<b>Subject</b>	<b>4.4 Intergovernmental Agreement (IGA): Arizona Department of Education (ADE) for Child and Adult Care Food Programs</b>
Meeting	Apr 12, 2023 - Regular Governing Board Meeting
Category	4. CONSENT AGENDA GROUPING (5 min.)
Type	Action (Consent)
Budgeted	Yes
Recommended Action	The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an intergovernmental agreement with the Arizona Department of Education (ADE) for the Child and Adult Care Food Program.
Goals	

**Contact Person:**  
Dr. David Doré,  
President of Campuses and  
Executive Vice Chancellor  
(520) 206-7100

**Contact Person:**  
Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Justification:**

Pima Community College proposes to enter an intergovernmental agreement with the Arizona Department of Education for the Child and Adult Care Food Program (CACFP). The program will provide reimbursement of some food and administrative costs for meals and snacks served to children at the Desert Vista Early Learning Center. Most, if not all, children would qualify for the food program based on the parent's income level.

**Financial Considerations:**

The Child and Adult Care Food Program Permanent Agreement has been in place since October 1, 2011 and allows participating organizations such as the College the opportunity to enter into the agreement to become a sponsor and become eligible to receive reimbursements through the program. The Permanent Agreement is renewed every year on October 1, and each participating organization has the right to exit the Permanent Agreement with thirty days prior notice.

This agreement does not impose any financial obligations but rather specifies the services that the College and the CACFP will provide for the DV Early Learning Center. The Culinary program at DV will order the food, and the College will submit the receipts for reimbursement.

File Attachments

[ADE CACFP Agreement.pdf \(290 KB\)](#)

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

Workflow

Workflow Mar 16, 2023 3:45 PM :: Submitted by Keri Hill. Routed to David Dore for approval.  
Mar 16, 2023 4:05 PM :: Approved by David Dore. Routed to Paul Grijalva for approval.  
Mar 16, 2023 6:05 PM :: Approved by Paul Grijalva. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:17 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:26 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject 4.5 Intergovernmental Agreement (IGA): Mesa Unified School District #4 for Student Educational Placements**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent)

Fiscal Impact No

Budgeted Yes

Recommended Action The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an amendment to the intergovernmental agreement to allow students enrolled in the PCC Teacher Certification program to be placed in Mesa School District for their student teaching requirement. The term of the amended agreement is from July 1, 2023 to June 30, 2026.

Goals

**Contact Person:**  
Dr. David Doré,  
President of Campuses and  
Executive Vice Chancellor  
(520) 206-7100

**Contact Person:**

**Justification:**

In [2021](#), the College executed an intergovernmental agreement with Mesa Unified School District #4 (MUSD) to enable students enrolled in the Teacher Certification Program to complete their 12-week internships in MUSD. The agreement enables PCC students to complete their internship requirements in their own communities, and MUSD may hire these students as teachers once they have completed their programs. The term of the current agreement is from January 15, 2021, through June 30, 2023, and the College seeks to execute an amendment for three additional years.

**Financial Considerations:**

Mesa Unified School District teachers who mentor PCC students in their classrooms are provided small stipends which come from class fees. No compensation is being paid to participating PCC students by PCC or MUSD. The College has agreements with other Districts in support of the Teacher Certification Program.

File Attachments

[Mesa USD Amnt to Student Placement IGA PCC draft1 Mar.16,2023.pdf \(166 KB\)](#)

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

Workflow

Workflow Mar 16, 2023 3:25 PM :: Submitted by Keri Hill. Routed to David Dore for approval.  
Mar 16, 2023 3:39 PM :: Approved by David Dore. Routed to Paul Grijalva for approval.  
Mar 16, 2023 5:10 PM :: Approved by Paul Grijalva. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:19 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:29 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

<b>Subject</b>	<b>4.6 Intergovernmental Agreement (IGA): PCC &amp; Alta Vista High School 2022-2027</b>
Meeting	Apr 12, 2023 - Regular Governing Board Meeting
Category	4. CONSENT AGENDA GROUPING (5 min.)
Type	Action (Consent)
Preferred Date	Apr 12, 2023
Absolute Date	Apr 12, 2023
Fiscal Impact	Yes
Dollar Amount	\$1,437,685.00
Budgeted	Yes
Budget Source	United States Department of Education TRiO Funding
Recommended Action	The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an intergovernmental agreement with public charter school, Alta Vista High School, to provide services

for Upward Bound students by the College as outlined in the agreement. The performance period is from July 1, 2022, through June 30, 2027.

Goals [2022-2023 Priorities](#)

**Contact Person:**  
Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Justification:**

Pima Community College is an open-door two-year community college that serves more than 31,360 students per semester at five campuses throughout Tucson, Arizona. The Desert Vista Campus (PCC-DV) is located in southwest Tucson.

**Target Area to Be Served:**

The PCC-DV Upward Bound Math and Science (UBMS) program proposes to serve 60 low-income and potential first-generation high school students attending the public charter school, Alta Vista High School. Residents are predominately Hispanic (84%), and the target area also includes portions of the Tohono O'odham Nation and Yaqui Indian Reservation. More than 42% of families in the target area earn incomes less than 150% of the poverty level (citations for all statistics provided in the project narrative). Less than 10% of target high school graduates earn a college credential within six years of finishing high school.

**Services to be Provided and Activities to be Conducted:**

PCC-DV's Upward Bound program will deliver all required services and most permissible services. This includes an Academic Year component, a Summer component, and Summer Bridge for recent high school graduates. Program activities are focused on increasing student academic achievement and providing students with the knowledge, skills, and support they need to successfully persist to graduation and to enter and succeed in college.

**Institutional Support:**

PCC's Upward Bound Math and Science program has obtained the strong support of the Campus Vice President and other senior leadership because they are aware of how UBMS benefits high school students in our community. The Vice President and Director have secured substantial institutional commitments to support and supplement the grant and enhance project activities. PCC has committed the space, equipment, furniture, supplies, and the time and effort of personnel other than those employed by the project to ensure the project's success.

File Attachments

[AVHS UB IGA Final 1420.docx \(46 KB\)](#)

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

Workflow

Workflow

Mar 15, 2023 1:44 PM :: Submitted by Margie Cross. Routed to Paul Grijalva for approval.  
Mar 16, 2023 1:44 PM :: Forced Approval by Keri Hill as the document publisher.  
Mar 16, 2023 1:44 PM :: Rejected by Keri Hill  
Mar 16, 2023 2:05 PM :: Submitted by Margie Cross. Routed to Julie Dall'Aglio for approval.  
Mar 16, 2023 7:37 PM :: Approved by Julie Dall'Aglio. Routed to David Bea for approval.  
Apr 6, 2023 4:09 PM :: Approved by David Bea. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:21 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:30 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject**

#### 4.7 Intergovernmental Agreement (IGA) Renewal: Dual Enrollment Program for Tucson and Surrounding Area High Schools

Meeting	Apr 12, 2023 - Regular Governing Board Meeting
Category	4. CONSENT AGENDA GROUPING (5 min.)
Type	Action (Consent)
Recommended Action	The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an IGA with the partnered district schools listed in this report to offer dual enrollment courses to high school students for college credit. This five-year agreement is a continuation of an expiring one. The term will be from July 1, 2023, through June 30, 2028.
Goals	<a href="#">Chancellor's Goals 2022-2023</a>

**Contact Person:**  
Dr. Morgan Phillips  
Vice Chancellor for Academic Excellence  
(520) 206-2111

**Contributing Author:**  
James Palacios (520) 206-6076

#### Justification:

The Intergovernmental Agreements between Pima Community College and the attached list of district school partners (Item #3) are set to terminate on June 30, 2023. This IGA is a five-year renewal of the existing one and will be effective July 1, 2023, through June 30, 2028. A master list of Dual Enrollment courses that may be offered for each school location is attached (item #2) to this report.

Arizona permits dual enrollment so that high school students may earn college credit while completing secondary school requirements toward graduation at their regular school. A.R.S. § 15-342(13), § 15-701.01(G), § 15-1444(B)(4), and § 15-1821.01. Each year the Arizona community colleges confer to develop a form of agreement with a standard format used state-wide with minor modifications allowed to accommodate the specifics of the arrangement between a community college district and a school, school district, or joint technical education district (JTED). A.R.S. § 15-1821.01(1). The forms of agreement, which vary slightly by school type, are attached.

#### File Attachments

[DE Agreement SFA, Charter Schools rev.Mar.15,2023.pdf \(233 KB\)](#)

[DE Agreement SFA, Private Schools rev.Mar.15,2023.pdf \(233 KB\)](#)

[DE IGA SFA, Public School Districts rev.Mar.15,2023.pdf \(235 KB\)](#)

[Item #2 PCC Dual Enrollment Master Course List - Academic CTE - Courses Approved Through 6 30 28.pdf \(1\).pdf \(83 KB\)](#)

[Item #3 Pima County Community College District Dual Enrollment District School Partners.pdf \(51 KB\)](#)

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#### Workflow

Workflow  
Mar 15, 2023 8:33 PM :: Submitted by Kathleen Kent. Routed to Morgan Phillips for approval.  
Mar 16, 2023 1:32 PM :: Approved by Morgan Phillips. Routed to Paul Grijalva for approval.  
Mar 16, 2023 1:53 PM :: Approved by Paul Grijalva. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:22 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 5:30 PM :: Final approval by Andrea Gauna

#### Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject**                      **4.8 Intergovernmental Agreement (IGA) Dual Enrollment: PCC & Sunnyside USD-Desert View High School**



Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent)

Recommended Action The Chancellor recommends that the Governing Board authorize the Chancellor or designee to execute an amendment to the intergovernmental agreement for dual enrollment between Pima County Community College District and Sunnyside Unified School District. The amendment will authorize and update course offerings at Desert View High School.

Goals [Chancellor's Goals 2022-2023](#)

**Contact Person:**  
Dr. Morgan Phillips  
Vice Chancellor for Academic Excellence  
(520) 206-2111

**Contributing Author:**  
James Palacios (520) 206-6076

**Justification:**

Arizona permits dual enrollment so that high school students may earn college credit while completing secondary school requirements towards graduation at their regular school. A.R.S. § 15-342(13), § 15-701.01(G), § 15-1444(B)(4), and § 15-1821.01. Each year the Arizona community colleges confer to develop a form of agreement with a standard format that is used state-wide with minor modifications allowed to accommodate the specifics of the arrangement between a community college district and a school, school district, or joint technical education district (JTED). A.R.S. § 15-1821.01(1). The form of agreement, which varies slightly by school type, is attached along with a list of specific courses that may be offered for each school location. The terms for the dual enrollment agreements are good through June 30, 2023.

File Attachments

[Sunnyside USD Amnt 10 to DE IGA PCC draft1 Mar.14,2023 \(1\).pdf \(185 KB\)](#)

[Sunnyside USD PCC IGA + Amendments 1-9 \(Good thru 6-30-23\) \(4\).pdf \(3,143 KB\)](#)

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Workflow

Workflow Mar 15, 2023 8:32 PM :: Submitted by Kathleen Kent. Routed to Morgan Phillips for approval.  
Mar 16, 2023 1:32 PM :: Approved by Morgan Phillips. Routed to Paul Grijalva for approval.  
Mar 16, 2023 1:54 PM :: Approved by Paul Grijalva. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:23 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 7:41 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject 4.9 Intergovernmental Agreement (IGA) amendment with the Arizona Department of Economic Security**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent)



**Recommended Action** The Chancellor recommends that the Governing Board authorize the Chancellor or designee to execute on behalf of the College an amendment to extend by 5 years the IGA with the Arizona Department of Economic Security for the purpose of improving access to Vocational Rehabilitation ("VR") services for PCC students with disabilities who are registered with the College's Access and Disability Resources ("ADR").

**Justification:**

At the November 14, 2018 regular meeting, the Board approved an IGA with the Arizona Department of Economic Security (ADES) Vocational Rehabilitation ("VR") services to improve eligible PCC students' access to VR services by facilitating referrals between PCC's Accessibility and Disability Resources Office (ADR) and ADES. The IGA also enhanced coordination of support services to ADR students already receiving VR through ADES by facilitating communication and programmatic information-sharing.

The current IGA expires June 30, 2023. The amendment will extend the IGA for 5 years, through June 30, 2028, with no change to other provisions. The current IGA and proposed amendment accompany this report.

**Financial Considerations:**

No monies will be exchanged between PCC and ADES pursuant to this IGA. PCC will provide occasional use of college office space and Wi-Fi connectivity to designated ADES staff conducting scheduled IGA-related activities at PCC campuses.

File Attachments

[DI19-002227 Contract Amendment 1 OP 3.30.23.docx \(81 KB\)](#)  
[VR Services Collaboration IGA Nov.2018 - Signed.pdf \(936 KB\)](#)

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Workflow

Workflow Mar 30, 2023 6:01 PM :: Submitted by Andrea Gauna. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:23 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 7:41 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject 4.10 Contract Amendment: Packback for Artificial Intelligence Discussion Tool, 2021-2026**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent)

Fiscal Impact Yes

Dollar Amount \$150,000.00

Budgeted Yes

Budget Source Information Technology Operating Budget

**Recommended Action** The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an amendment to the agreement with Packback for Artificial Intelligence-supported discussion platform services. Total costs for the two-year contract extension are not expected to exceed \$150,000, and the total value of the five-year contract, from January 14, 2021, through January 13, 2026, is not expected to exceed \$300,000.

Goals

**Contact Person:**

Dr. Dolores Durán-Cerda,  
Provost and Executive Vice Chancellor  
for Academic Affairs  
(520) 206-4999

**Contact Person:**

Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Contributing Authors:**

Michael Amick, Vice President  
Linda Cordier, Director  
Kevin Startt, Procurement Manager  
Keri Hill, Executive Assistant

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**Justification:**

With more than half of the College's courses delivered online, Artificial Intelligence (A.I.) technology is necessary to remain a leader in providing education into the future. In 2021, the College executed an agreement with Packback for an online supported discussion platform that delivers a unique, easy-to-use technology for scaling feedback through algorithmic coaching or A.I.

Packback's algorithms automate the moderation of online posts, empowering instructors to provide higher-level feedback and an engaging student learning experience. The A.I. instant feedback and moderation ensure that the discussion stays on track, helping educators spend less time managing the discussion and engaging more with students.

Packback's products coach students to become great writers, using a pedagogical approach that allows students to discover their unique voices. The platform provides in-classroom learning tools that integrate into a course curriculum and directly support institutional goals of student retention and motivation, critical thinking, and writing skills.

PimaOnline has operated a controlled pilot to understand the strengths and weaknesses of the Packback A.I. platform. The number of courses piloting the tool has been expanded from 10 to 27 for the Spring 2023 semester. The currently available pilot data indicates high levels of faculty and student satisfaction across various modalities and disciplines. In addition, 80% of students report improved student success with Packback across all pilot courses. Due to these positive findings, PimaOnline seeks to move beyond the pilot stage and implement Packback across the College.

Packback is the only commercially available provider of A.I.-automated student feedback delivery. Packback provides critical thinking skills through writing and grading assistance using customizable rubrics created by the teacher. Packback's artificial intelligence technology is proprietary, developed in-house, and utilizes Natural Language Processing to evaluate students' critical thinking skills in writing. Packback works seamlessly with D2L, the College's Learning Management System.

**Vendor Selection:**

The College has adhered to current purchasing policy procedures in compliance with Uniform Guidance Procurement Standards codified at 2 CFR Part 200, allowing to amend the College's current contract with Packback, Inc. Additionally, PCC purchasing policy and procedure allows for "exception to the requirement to solicit competitive offers" under the following circumstances:

- (#8) Information technology resources are defined as all forms of technology used to create, process, store, transmit, exchange, and use information in various forms of voice, video, and data and shall also include the personnel costs and contracts that provide direct information technology support consistent with the College's information technology plan.
- (#9) Single source procurements for the purpose of economy or efficiency in standardization of material or equipment.

The Procurement Department has ensured that the College received fair and reasonable (Best-Value) contract pricing. Upon Governing Board approval, the College will issue a purchase order conforming with the requisition and through reference incorporate the terms and conditions of the agreement.

**Financial Considerations:**

The total value of the two-year amendment is \$150,000, and the total value of the five-year agreement is not expected to exceed \$300,000. Although Packback's financial model has changed significantly since entering the initial agreement, an extension of the current contract allows for guaranteed pricing at \$75,000 per year, for years 4 and 5, with an overall savings of \$345,000.

Additionally, years 4 and 5 will scale up to a Service Level III, an Inclusive Packback Complete Writing Suite including Packback Questions, Instruct, and Deep Dives. The table below describes the total costs for the five-year agreement:

	<b>Year 1 Jan 14, 2021 - Jan 13, 2022</b>	<b>Year 2 Jan 14, 2022 - Jan 13, 2023</b>	<b>Year 3 Jan 14, 2023 - Jan 13, 2024</b>	<b>Year 4 Jan 14, 2024 - Jan 13, 2025</b>	<b>Year 5 Jan 14, 2025 - Jan 13, 2026</b>	<b>Contract Total</b>
Packback Services	\$25,000	\$50,000	\$75,000	\$240,000	\$240,000	\$630,000
Service Level III Upgrade				\$7,500	\$7,500	\$15,000
Annual Savings				(\$172,500)	(\$172,500)	(\$345,000)
<b>Total Cost</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$300,000</b>

File Attachments

[Pima County Community College District - Control#515 Service Level Agreement Feb.2021 - Signed v11 \(2\).pdf \(340 KB\)](#)  
[Partnering with Packback - Pima - 3.6.23.pdf \(1,309 KB\)](#)  
[Addendum to Packback Inc SLA.pdf \(319 KB\)](#)

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Workflow

Workflow Mar 14, 2023 12:11 PM :: Submitted by Keri Hill. Routed to Terry Robinson for approval.  
Apr 6, 2023 3:49 PM :: Approved by Terry Robinson. Routed to David Bea for approval.  
Apr 6, 2023 4:08 PM :: Approved by David Bea. Routed to Jeff Silvyn for approval.  
Apr 7, 2023 5:25 PM :: Approved by Jeff Silvyn. Routed to Andrea Gauna for approval.  
Apr 7, 2023 7:41 PM :: Final approval by Andrea Gauna

Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

**Subject 4.11 Approval of items on Consent Agenda**

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 4. CONSENT AGENDA GROUPING (5 min.)

Type Action (Consent)

Recommended Action The Board is asked to approve items on Consent Agenda.

**Approval of the following items on Consent Agenda:**

- 4.1 Minutes-March 8, 2023 Executive Open Meeting
- 4.2 Minutes-March 8, 2023 Regular Meeting
- 4.3 IGA with Arizona Small Business Development Center Network (AZSBDC) on behalf of Maricopa County Community College District
- 4.4 Intergovernmental Agreement (IGA): Arizona Department of Education (ADE) for Child and Adult Care Food Programs
- 4.5 Intergovernmental Agreement (IGA): Mesa Unified School District #4 for Student Educational Placements
- 4.6 Intergovernmental Agreement (IGA): PCC & Alta Vista High School 2022-2027
- 4.7 Intergovernmental Agreement (IGA) Renewal: Dual Enrollment Program for Tucson and Surrounding Area High Schools
- 4.8 Intergovernmental Agreement (IGA) Dual Enrollment: PCC & Sunnyside USD-Desert View High School
- 4.9 Intergovernmental Agreement (IGA) amendment with the Arizona Department of Economic Security

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#### Motion & Voting

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

## 5. ACTION ITEMS (10 min.)

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**Subject** 5.1 Discussion on proposed changes to BP 1.25-Personnel Governance and Policy for College Employees (10 min.)

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 5. ACTION ITEMS (10 min.)

Type Discussion

Certain Board Policies are due for review. Per Board member request, the Governing Board will review BP 1.25-Personnel Governance and Policy for College Employees and discuss possible revisions. Attached for discussion purposes is a version with possible revisions suggested by a Board member.

#### File Attachments

[BP-1-25 draft 4-4-23 \(4-12-2023\).pdf \(208 KB\)](#)

## 6. REQUEST FOR FUTURE AGENDA ITEMS (5 min.)

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## 7. ADJOURNMENT

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## 8. ANNOUNCEMENTS

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**Subject** 8.1 The next regular meeting of the Governing Board will be held on May 10, 2023. Executive Session will begin at 3:30 p.m., Regular Meeting at 5:30 p.m.

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 8. ANNOUNCEMENTS

Type Procedural

**Subject** 8.2 Option to recess into legal advice executive session - Pursuant to A.R.S. 38-431.03(A) (3) the Governing Board may vote to go into executive session for the purpose of obtaining legal advice from its legal counsel with respect to any item listed on this agenda or any addendum thereto; A.R.S. 38-431.03(A)(2) to discuss or consider records exempt by law from public inspection. The Governing Board reserves the right to take action on any agenda item. Please note that all individuals wishing to attend the Board meeting are subject to a search for security reasons. To request a reasonable accommodation for individuals with disabilities, a minimum of 5 business days before the event is requested. Contact Phone: (520) 206-4539; Fax: (520) 206-4567. Members of the Governing Board may participate by telephone, video or internet conferencing. Meeting presentations will be posted within a reasonable time following the meeting.

Meeting Apr 12, 2023 - Regular Governing Board Meeting

Category 8. ANNOUNCEMENTS

Type Information



**PimaCountyCommunityCollegeDistrict**

**District Office**

Governing Board

4905C East Broadway Boulevard

Tucson, Arizona 85709-1005

Telephone (520) 206-4791

Fax (520) 206-4990

[www.pima.edu](http://www.pima.edu)

I acknowledge that I have received the Board agenda with supporting materials and will review the information prior to the Board meeting on June 14, 2023. I also understand that I may submit questions regarding any agenda item prior to the meeting.

A handwritten signature in black ink that reads "Theresa M. Riel".

Theresa M. Riel (Jun 14, 2023 07:38 PDT)

# Appendix E4

Date of question	Board Member	Regarding	Link to email	Date responded	Who responded	Time it took to respond	Link to response email	Comments
12/19/23	TRiel	Jan 2023 GB Packet	<a href="https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link">https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link</a>	12/22/23	JSivym	3 days	<a href="https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link">https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link</a>	
12/20/23	TRiel	Jan 2023 GB Packet Addtl question	<a href="https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link">https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link</a>	12/22/23	JSivym	2 days	<a href="https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link">https://drive.google.com/file/d/1N69USN0DewvzqCGGq9g0CBoIoTmzUJe5/view?usp=drive_link</a>	answer to this question included in 12/22/23 response
1/6/23	TRiel	Jan 2023 GB Packet Addtl question	<a href="https://drive.google.com/file/d/12a51ln7e0D0Nheq388w777mD6f2c0U/view?usp=drive_link">https://drive.google.com/file/d/12a51ln7e0D0Nheq388w777mD6f2c0U/view?usp=drive_link</a>	1/6/23	JSivym	2 days	<a href="https://drive.google.com/file/d/12a51ln7e0D0Nheq388w777mD6f2c0U/view?usp=drive_link">https://drive.google.com/file/d/12a51ln7e0D0Nheq388w777mD6f2c0U/view?usp=drive_link</a>	This was a follow-up response to 12/20/23 question
1/26/23	MGarcia	Feb 2023 GB Packet	<a href="https://drive.google.com/file/d/1S9vss35ivL0NKYHRTfM1oCGDqBod/view?usp=drive_link">https://drive.google.com/file/d/1S9vss35ivL0NKYHRTfM1oCGDqBod/view?usp=drive_link</a>	1/30/23	LLambert	4 days	<a href="https://drive.google.com/file/d/1S9vss35ivL0NKYHRTfM1oCGDqBod/view?usp=drive_link">https://drive.google.com/file/d/1S9vss35ivL0NKYHRTfM1oCGDqBod/view?usp=drive_link</a>	
1/27/23	TRiel	Feb 2023 GB Packet	<a href="https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link">https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link</a>	2/23/23	LLambert	27 days	<a href="https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link">https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link</a>	The Chancellor missed answering this question on his original response
2/23/23	GTaylor	Mar 2023 GB Packet	<a href="https://drive.google.com/file/d/1MuzA9wqFfIKuMRPw66k6N77TKann/view?usp=drive_link">https://drive.google.com/file/d/1MuzA9wqFfIKuMRPw66k6N77TKann/view?usp=drive_link</a>	2/27/23	LLambert	4 days	<a href="https://drive.google.com/file/d/1MuzA9wqFfIKuMRPw66k6N77TKann/view?usp=drive_link">https://drive.google.com/file/d/1MuzA9wqFfIKuMRPw66k6N77TKann/view?usp=drive_link</a>	
2/23/23	TRiel	Mar 2023 GB Packet	<a href="https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link">https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link</a>	2/27/23	LLambert	unknown	<a href="https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link">https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link</a>	I was not given the final answers to forward to Theresa. They may have been sent to her directly from Dolores or someone in the Provost's Office.
2/23/23	TRiel	Mar 2023 GB Packet Addtl question	<a href="https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link">https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link</a>	2/23/23	LLambert	1 day	<a href="https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link">https://drive.google.com/file/d/1MfhrBqjKLnWkKXYYWJfEEmh5arVnOda/view?usp=drive_link</a>	
4/4/23	MGarcia	April 2023 GB Packet	<a href="https://drive.google.com/file/d/1mgp24JhRtRtGZw9vAT1FVh-CyG6Z/view?usp=drive_link">https://drive.google.com/file/d/1mgp24JhRtRtGZw9vAT1FVh-CyG6Z/view?usp=drive_link</a>	4/5/23	LLambert	1 day	<a href="https://drive.google.com/file/d/1mgp24JhRtRtGZw9vAT1FVh-CyG6Z/view?usp=drive_link">https://drive.google.com/file/d/1mgp24JhRtRtGZw9vAT1FVh-CyG6Z/view?usp=drive_link</a>	
5/6/23	GTaylor	May 2023 GB Packet	<a href="https://drive.google.com/file/d/18auS86Cqub7S3YhAnuR2amQYQ1U/view?usp=drive_link">https://drive.google.com/file/d/18auS86Cqub7S3YhAnuR2amQYQ1U/view?usp=drive_link</a>	5/9/23	LLambert	2 days	<a href="https://drive.google.com/file/d/18auS86Cqub7S3YhAnuR2amQYQ1U/view?usp=drive_link">https://drive.google.com/file/d/18auS86Cqub7S3YhAnuR2amQYQ1U/view?usp=drive_link</a>	
<b>Questions from Board not related to meeting packets</b>								
Date of question	Board Member	Regarding	Link to email	Date responded	Who responded	Time it took to respond	Link to response	Comments
1/2/23	TRiel	Enrollment Advisory Committee	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	1/4/23	Phil Burdick	2 days	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	
1/3/23	TRiel	Board Bylaws	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	1/3/23	JSivym	1 day	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	
Unknown	MGarcia	In-person Board meetings	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	1/4/23	LLambert		<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	don't have original email w/ question
1/27/23	TRiel	Doc request for 21 Exec Session-employee	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	1/27/23	JSivym	1 day	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	orig email and response included
3/4/23	TRiel	Request for info on hotel properties	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	3/7/23	LLambert	3 days	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	
3/21/23	MGarcia	Question regarding NC3 signing day event	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	3/21/23	LLambert	1 day	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	
3/21/23	MGarcia	Addtl questions regarding NC3	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	3/28/23	LLambert	7 days	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	I made attempts to schedule a meeting w/ Board member Garcia and the Chancellor to discuss with no luck. The Chancellor decided to reach out to Ms. Garcia through an email.
3/23/23	TRiel	Question regarding cancellation of summer	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	3/30/23	LLambert	7 days	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	This question was brought up at a meeting with the Chancellor and Dave Bea on 5/23/23
5/19/23	GTaylor	Requested details of a cost breakdown for	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	5/19/23	LLambert	1 day	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	
6/4/23	GTaylor	Comment on Jun 2023 GB Packet	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>				<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	
6/14/23	TRiel	Question about item on Jun 2023 Packet	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	6/14/23	DBea	1 day	<a href="https://drive.google.com/file/d/14723">https://drive.google.com/file/d/14723</a>	

## Appendix E5



Gauna, Andrea &lt;agauna@pima.edu&gt;

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**Re: My Questions regarding the January 2023 Governing Board Draft Packet-Pls review and send any questions to the Chancellor, Jeff Silvyn, or Chairperson Clinco**

1 message

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**Silvyn, Jeff** <jsilvyn@pima.edu>

Thu, Dec 22, 2022 at 4:47 PM

To: Theresa Riel &lt;triel@pima.edu&gt;

Cc: Andrea Gauna &lt;agauna@pima.edu&gt;, Demion Clinco &lt;district2@pima.edu&gt;, Lee Lambert &lt;llambert@pima.edu&gt;

Here is some of the information requested.

Executive session

Page 1

Section 2.3 Board Direction to Legal Council – When will we be briefed on the particulars of these issues? Well before the 11<sup>th</sup>, I presume, so we can understand what we are directing.

Andrea is trying to schedule a briefing for new members prior to the Board meeting. In this instance, there is not likely to be any matter requiring Board direction. The items are referenced under the categories for legal advice and direction to be comprehensive and provide some flexibility. A challenge with Board meeting requirements is that I don't always know whether there is some development that needs Board direction when we plan and post the agenda. So, items are included to allow for that possibility.

Annual and Regular GBM

Page 3 & 6

Why is this a virtual meeting? I thought it was going to be open so family, friends and supporters can watch the swearing in and the first meeting. I've heard that others are OK with having open meetings.

The Board has been conducting meetings in a hybrid format and no change was decided at the November Board meeting which is why the topic is on this agenda. My understanding is that Andrea is asking or has asked individual Board members to see about the preference for this meeting. There is sufficient time to change the format.

Page 9

Section 5.1 Administrative reports – It states they are attached but I do not see the link anywhere.

I'm not sure what happened with links. The presentation/report materials are attached to this email.

Page 19

6.7 Academic Calendar is listed as 2022-2023. Are we supposed to be looking at the current academic year or next academic year?

The academic calendar item no longer appears in the draft packet online so I will find out what happened with that, and likely, you are correct that it should be for 2023-24.

Page 19 & 20

Consent agenda

7.1 & 7.2 Are these meeting minutes on BoardDoc?

The minutes can be accessed on the webpage for the Board meetings:

<https://www.pima.edu/about-pima/leadership-policies/governing-board/board-meetings/documents-2022.html>

7.2 – 7.8 How familiar are we supposed to be with the contracts and IGAs?

It is helpful for Board members to have a basic idea about agreements. Understanding every detail is not necessary. Agreements on the consent agenda are usually routine items with unusual or large dollar agreements placed on the action item section of the agenda. We can certainly provide additional information about any agreement until you become more familiar. That could be the subject of a separate meeting to review them.

7.9 Is this replacing what we used to have as the AZ State Articulation Transfer Committee?

No, this is a specific project to improve the ease of transfer for students, rather than a standing committee.

7.10 Is EC-3 building the same as the E-1 building at the EC? I thought E-1 was the building having the AC problems this past year. Why do we have the 448 page RFQ? It is their BLANK document. Are we expected to read it?

I will have to check on the specific building information.

The amount of contract-related documentation provided to the Board has varied over time, based on the changing preferences of the Board. The purpose of the packet and the meeting is for Board members to have sufficient information for them to feel comfortable they are making informed decisions and have a sense that the College is making reasonable, informed choices. How much information each particular Board member would like for that involves some personal preference. If the additional information is not helpful for you, there is no requirement that you read all of it. Revisiting the amount of information and level of detail would certainly be an appropriate discussion topic for a Board meeting.

7.11 Pertaining to the contract for TeamDynamix, 2018 – 2028: Do these monies on this contract include monies already paid since 2018? The second File attachment doesn't open. In the second to the last attachment – what are the 10 additional non TDX flowpacks for \$10,000+ each year 7 - 10?

No, the projected maximum of \$530,913 is for the period July 1, 2023-June 30, 2028. Since the original contract was issued in 2018, the initial 5 years has a cost of about \$237,304.

The \$10,000 per year charge is for additional software licenses. I will get some further detail on the function of this particular software tool.

**Jeff Silvyn**

General Counsel  
Vice Chancellor for Legal Affairs  
Pima Community College  
4905C E. Broadway Blvd.  
Tucson, AZ 85709  
Ph: 520-206-4678  
Fax: 520-206-4990

**Confidentiality Notice:** This email may contain confidential attorney-client information and, if so, should not be disclosed or shared unless necessary. If you are not the intended recipient, please notify the sender and delete the email. **Note to PCC staff:** Forwarding this email may waive the attorney-client privilege.

On Tue, Dec 20, 2022 at 7:11 AM Theresa Riel <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

I just realized that it is the O-1 building at EC that has AC problems. Is EC-3 the same as O-1 in item 7.10 on the agenda?

Theresa

Sent from my iPhone



On Dec 19, 2022, at 2:19 PM, Riel, Theresa <[triel@pima.edu](mailto:triel@pima.edu)> wrote:

Questions

Executive session

Page 1

Section 2.3 Board Direction to Legal Council – When will we be briefed on the particulars of these issues? Well before the 11<sup>th</sup>, I presume, so we can understand what we are directing.

Annual and Regular GBM

Page 3 & 6

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Consent agenda

7.1 & 7.2 Are these meeting minutes on BoardDoc?

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7.11 Pertaining to the contract for TeamDynamix, 2018 – 2028: Do these monies on this contract include monies already paid since 2018? The second File attachment doesn't open. In the second to the last attachment – what are the 10 additional non TDX flowpacks for \$10,000+ each year 7 - 10?

On Fri, Dec 16, 2022 at 5:27 PM Andrea Gauna <[agauna@pima.edu](mailto:agauna@pima.edu)> wrote:

Greetings Board Members,

Attached is the January 2023 Draft Packet. The draft packet will be reviewed on Monday afternoon (12/19). Please email the Chancellor, Jeff Silvyn, or Chairperson Clinco with any questions.

Thank you,

*To ensure compliance with the Open Meeting Law, recipients of this message should not forward it to other members of the public body. Members of the public body may reply to the sender of the message, but they should not send a copy of the reply to other members.*

***Andrea Gauna***

Coordinator, Governing Board

Office of the Chancellor/Governing Board

4905 E. Broadway / Tucson, AZ 85709 / P: 520-206-4747


[agauna@pima.edu](mailto:agauna@pima.edu)


<image001.png>

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**3 attachments**

 **01.11.2023 Executive Summary - Chancellor's Goal Update - Operations.pdf**  
102K

 **01.11.2023 Board Meeting - Chancellor's Goal Update - Operations.pdf**  
199K

 **Governing Board Meeting - Fiscal Year 2022 Annual Comprehensive Financial Report Presentation**  
**01.11.2023.pdf**  
174K

## Appendix E6

Board Chair and Vice Chair 2:1

February 1, 2023

- Expenditure Limitation (Dave Bea)
- Dual Enrollment Report (Dolores Durán-Cerda)
- Off-Site Multi-locations/HLC (Dolores Durán-Cerda 7 David Doré)
- BofA Jobs Initiative
- IBEST
- Impact of Developmental Redesign
- Southern Arizona Workforce Leadership Academy
- Pima for Youth (P4Y) update
- Board Priorities: Ranked voting or discussion on this topic
- March 9 Regular Meeting - Sandy Veltri
- \* Modified HLC Criterion 2 Evidence Plan
- Exploring New Models for New Majority Learners: Baccalaureate Degrees

\*Revised: 1/31/23/4:31pm/ge

\*\*Handouts

Board Chair and Vice Chair 2:1

March 8, 2023

- Faculty 50:1 Ratio (D. Bea)
- Mandatory Advising (D. Durán-Cerda, D. Doré, I. Robles-López)
- Textbook cost (D. Durán-Cerda, D. Doré & I. Robles-López)
- Sector Hubs (I. Roark)
- Legislative Up-date (L. Howell)
- Private Issue (J. Silvyn)

\*Revised: 3/7/23/4:36pm/ge

Board Chair and Vice Chair 2:1

April 12, 2023

- Transit Letter from Mayor Romero (Dave Bea)
- Hotel Properties (Dave Bea)
- BP 1.25 (Jeff Silvyn)
- Accreditation Review (Jeff Silvyn)
- Title IV Requirements: Administrative Capacity and Financial Responsibility (Jeff Silvyn)

\*Revised: 4/12/23/8:12am/ge

Board Chair and Vice Chair 2:1

May 10, 2023

- HLC Multi-location visit (Dolores Durán-Cerda)
- Program/course Outcomes & Plan (Dolores Durán-Cerda)
- Capital Projects (Dave Bea)
- Hotel Properties (Jeff Silvyn & Tom Davis)
- DEI Update (Nic Richmond & Brian Stewart)
- FAFSA Simplification (David Donderewicz)
- Ed/Fed Student Aid/Institutional Eligibility (David Donderewicz)

\*Revised: 5/9/23/10:13am/ge

# Appendix F

## The Board and Executive Leadership Inform and Engage the Community about Decisions in Multiple Ways

First page of Appendix labeled in upper left-hand corner. Example: [Appendix F1](#)

Parts of appendices **highlighted** when appropriate.

- [F1] Governing Board goals.
- [F2] Governing Board roles.
- [F3] Governing Board calendars, agendas, packets, videos and minutes.
- [F4] Governing Board's Finance and Audit Committee Charter.
- [F5] Finance and Audit Committee recommendation regarding pension policy.
- [F6] Governing Board approval of pension policy as recommended.
- [F7] Enrollment and External Relations Committee Charter.
- [F8] Enrollment and External Relations Committee recommendation on vendor.
- [F9] Governing Board approval of recommended vendor.
- [F10] Governing Board's Human Resources Advisory Committee Charter.
  
- [F11] Agenda of Human Resources Advisory Committee April 23, 2023 meeting.
- [F12] Governing Board Public Comment announcement.
- [F13] Number of Public Comment Speakers registered.
- [F14] Governing Board Organizational Memberships/Professional Affiliations.
- [F15] Executive Leadership Team (ELT) webpage.
- [F16] Executive Leadership Decision Tracking form.
- [F17] Executive Leadership Team Memberships/Professional Affiliations.
- [F18] Informal communication with Northern Arizona University, Fall 2022.
- [F19] Agenda, NAU-PCC Educational Attainment Collaborative kickoff meeting, January 2023.'



# PimaCommunityCollege

## Governing Board

### Board 2022-2023 Goals

(Approved on October 12, 2022)

The board used the 2021 - 2022 evaluation to draft the 2022-2023 Board goals and discuss strategies and plans for improvement.

1. **Governance.** Develop and implement a robust Governing Board Professional Development Plan. Incorporate and implement a thorough orientation checklist.
2. **Accreditation.** Prepare for the upcoming Accreditation Self Study and Team visit by fully understanding and implementing best practices for board governance through personal professional development as well as targeted study group sessions and strive to adhere to HLC Criterion 2 components.
3. **Practice Board Professionalism.** Demonstrate civility, respect, and professionalism in all interactions with each other, the Chancellor, and Pima Community College staff. Continue to practice transparency and professional decorum at all times. Ensure that the Board presents itself as an entity and not as individuals when representing the College.
4. **Monitoring and Oversight.** Continue to oversee the progress toward the accomplishment of the College's long-term Strategic Plan, specifically in the areas of enrollment, faculty diversity, community outreach, and workforce development.
5. **Community Engagement.** Strive to enhance the Governing Board's reputation with the greater community served by the College.



## About Pima

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# Board Roles & Processes

## Duties of the Governing Board

In accordance with the [Board Bylaws](#), the PCC Governing Board selects and evaluates the Chancellor, determines the College mission, establishes a governance model, and adopts policies, priorities, and strategic plans to direct the College. The Board does not make specific operational decisions or approve operational rules; these procedural decisions are made by the Chancellor and those to whom he or she delegates authority. Specific complaints or grievances are handled by such procedures established by the College, not by the Board.

## Role of the PCC Board

The Governing Board represents the residents of Pima County. Board members are elected by the voters of each Pima County Supervisorial District. Board members serve six year terms.

The responsibilities of the Governing Board include:

- ensuring that the College fulfills its mission;
- addressing student and community needs;
- meeting the College's legal and procedural requirements;
- providing appropriate guidance and leadership for the College.

Specifically, Board Policies guide the College's mission and vision, long term goals and priorities; these concentrate on giving the administration essential mandates and limitations, not detailed procedural instruction. The Board also reviews and adopts the College's annual budget and Strategic Plan.

The Board does not manage the College. Specific procedural decisions used for the daily operation of the College are made by the Chancellor and the administration with input from faculty, staff, and students. There are a limited number of operational decisions which require Board approval; among these are high dollar contracts, major changes in instructional programs, compensation and benefits.

The Board hires the Chancellor, who in turn selects the administration and directs the operation of the College. The Chancellor serves as the primary link between the Board and the College's day-to-day operations. The Chancellor provides information to the Board that is timely, accurate and clear about key issues that impact the College so that the Board may carry out its legal and oversight duties.

# Processes used by the PCC Board

The Board employs procedures to ensure that employees, students and community members have the opportunity to participate, as appropriate, in decision-making. There are six representatives to the Board, who serve in an advisory role: one each from the faculty, adjunct faculty, regular staff, temporary staff, student and administrative groups. Additionally, to achieve effective governance through contribution, cooperation, collaboration, civility, transparency and respect, the Board has established a Governance Council to provide input as requested by the Board and the Chancellor.

The Board acts only by majority vote in public meetings of the entire Board, as reflected in the written minutes and policies it approves. The Board meets once a month; special meetings and study sessions are scheduled as needed. [Agendas](#) are posted on the College website prior to all meetings. All Board approved policies are likewise posted in the [College Policies](#) section of this website. Currently, the Board has two advisory committees, one for Finance and Audit and a second for Human Resources.

The Board seeks external perspectives. Time is set aside at regular Board meetings for communication from the public, College employees, students, and the Chancellor.

## Roles of Officers

The Governing Board elects two officers, a Board Chair and a Vice Chair/Secretary. These officers are elected on a rotating basis each January (or when a vacancy exists), and they serve a two-year term. Decisions are always the responsibility of the Board as a whole.

**Roles of the Board Chair.** When required by law or when assigned to by the Board, the Board Chair acts on behalf of the Board; the Board Chair also serves as its official spokesperson. Additionally, the Board Chair is responsible for setting Board agendas, presiding at all meetings of the Board and ensuring that the Board completes a yearly self-evaluation and an annual evaluation of the Chancellor. As with all Board members, the Board Chair does not have authority over or responsibility for specific operational decisions of the College.

**Roles of the Board Vice Chair/Secretary.** The Board Vice Chair/Secretary is responsible for overseeing the records of the Board. The Secretary presides at Board meetings in the absence of the Chair.

You can send email to all PCC Board members by directing your email to [boardofgovernors@pima.edu](mailto:boardofgovernors@pima.edu).

## About Pima

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# Meeting Agendas 2023

## View recent Board Meeting material

Please refer to the [Public Meeting Notices](#) homepage for information on when various documents will be posted to the website.

The [BoardDocs](#) version of the agenda provides links to available supplementary documents.

Governing Board meetings that are open to the public will be held virtually. Access information is posted in each meeting agenda.

» **Go to:** [2023](#) | [2022](#) | [2021](#) | [2020](#) | [2019](#) | [2018](#) | [2017](#)

### 2023

<b>December</b>	<b>NO BOARD MEETING</b>
<b>November</b>	
Nov. 20, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) Agenda
Nov. 8, 2023	<b>Regular Meeting</b> (Hybrid Meeting): Agenda and Board Packet; Video; Transcript
Nov. 8, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) Agenda
<b>October</b>	
Oct. 23, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) Agenda
Oct. 4, 2023	<b>Regular Meeting</b> (Hybrid Meeting): Agenda and Board Packet; Video; Transcript
Oct. 4, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) Agenda
<b>September</b>	
Sept. 18, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) Agenda

Sept. 13, 2023	<b>Regular Meeting</b> (Hybrid Meeting): Agenda and Board Packet; Video; Transcript
Sept. 13, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) Agenda
<b>August</b>	<b>NO BOARD MEETING</b>
<b>July</b>	<b>NO BOARD MEETING</b>
<b>June</b>	
June 23, 2023	<b>Special Meeting (Executive Session) and Special:</b> <a href="#">Agenda</a> ; <a href="#">Video</a>
June 14, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; Transcript
June 14, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
June 2, 2023	<b>Special Meeting (Board Retreat):</b> <a href="#">Agenda</a>
June 1, 2023	<b>Special Meeting (Board Retreat):</b> <a href="#">Agenda</a>
<b>May</b>	
May 22, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) <a href="#">Agenda</a> ; <a href="#">Video</a> ; <a href="#">Transcript</a>
May 10, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; Transcript
May 10, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
<b>April</b>	
April 24, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
April 17, 2023	<b>Special Meeting</b> (Hybrid Meeting): <a href="#">Agenda</a>
April 12, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; Transcript
April 12, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
<b>March</b>	
Mar. 22, 2023	<b>Special Meeting (Study Session):</b> (Virtual) <a href="#">Agenda</a> ; <a href="#">Video</a> ; <a href="#">Transcript</a>
Mar. 8, 2023	<b>Regular Meeting</b> (Hybrid Meeting): <a href="#">Agenda and Board Packet</a> ; <a href="#">Video</a> ; <a href="#">Transcript</a>
Mar. 8, 2023	<b>Special Meeting (Executive Session):</b> (Hybrid Meeting) <a href="#">Agenda</a>
<b>February</b>	
Feb. 20, 2023	<b>Special Meeting (Study Session):</b> (Hybrid Meeting) <a href="#">Agenda</a> ; <a href="#">Transcript</a>
Feb. 13, 2023	<b>Special Meeting</b> (Hybrid Meeting): <a href="#">Agenda</a> ; <a href="#">Transcript</a>
Feb. 2, 2023	<b>Special Meeting</b> (Hybrid Meeting): <a href="#">Agenda</a>



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Feb. 1, 2023 **Regular Meeting** (Hybrid Meeting): [Agenda and Board Packet](#); [Video](#); [Transcript](#)

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Feb. 1, 2023 **Special Meeting (Executive Session)**: (Hybrid Meeting) [Agenda](#)

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**January**

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Jan. 30, 2023 **Special Meeting (Study Session)**: (Hybrid Meeting) [Agenda](#); [Video](#); [Transcript](#)

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Jan. 30, 2023 **Special Meeting** (Hybrid Meeting): [Agenda](#); [Video](#); [Transcript 1](#); [Transcript 2](#)

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Jan. 17, 2023 **Special Meeting (Board Retreat)**: [Agenda](#)

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Jan. 11, 2023 **Regular Meeting** (Hybrid Meeting): [Agenda and Board Packet](#); [Video](#); [Transcript](#)

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Jan. 11, 2023 **Special Meeting (Executive Session)**: (Hybrid Meeting) [Agenda](#)

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## Governing Board's Finance and Audit Committee Charter

### Purpose

The purpose of the Finance and Audit Committee ("the Committee") is to assist the Pima County Community College District (PCCCD) Governing Board's oversight and monitoring responsibilities of financial, audit, and investment related performance, policies, and procedures, including:

- The College's financial condition, annual budget performance; and capital investment;
- The reliability, integrity, and transparency of financial information reporting and disclosure;
- The ongoing monitoring of processes to ensure the adequacy of the system of internal controls and their functioning;
- The independence and performance of internal and external auditors;
- The compliance program and internal audit program;
- The investment function and its policies, procedures, and performance; and
- Identification and control of key risks and related policies, processes, and ongoing monitoring efforts.

### Composition

The Committee will consist of no fewer than seven but no greater than ten members, independent of the staff of the College and free of any relationships that would interfere with their abilities to exercise independent judgment as Committee members. The chief financial officer of the College will serve on the committee *ex officio* and will be responsible for providing staff support to the Committee.

The composition of Committee members shall be as follows:

- PCCCD Governing Board Members (2)
- Community Representatives (5-8)
- Chief financial officer (*ex officio*, non-voting)

The two PCCCD Governing Board Members shall be appointed by a vote by the Governing Board.

The community representatives shall be professionally knowledgeable about finance, accounting, auditing, and/or investments and will be recommended by the Committee and appointed by the PCCCD Governing Board.

All members of the Committee shall be familiar with the basics of PCCCD finance and accounting practices, understand PCCCD's business, and generally understand internal control and risk management frameworks. To obtain this familiarity and understanding, Committee members will be provided training conducted by PCCCD.

The Committee shall elect a chair and chair-elect, which will be community representatives. One of the College's Governing Board members will serve on the Committee as the co-chair. To the extent possible, the co-chair will be a member of the Board who has previously served on the Committee. Length of service will be expected to be at least one full fiscal year and will be a maximum of two three-year terms, with each year being a fiscal year. In the event a committee member begins service part way through a fiscal year, the remaining portion of that fiscal year shall not count towards the term limit, but rather the first complete fiscal year served will count towards the term limit. Due to

the nature of some of the information that Committee members will work with, Committee members will be required to sign a confidentiality statement.

## Meetings

The Committee will meet no fewer than four times per year and more often as needed. All Committee members are expected to attend each meeting, in person or via tele- or video-conference. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared and approved at a subsequent Committee meeting.

The Committee may hold executive sessions when deemed necessary (e.g. to discuss matters with external auditors, internal auditors, and/or general counsel). Executive sessions allow for the discussion of any matters believed better discussed without members of management present. Such matters might include complaints, ethics violations, fraud, or legal and regulatory inquires.

State of Arizona open meeting statutes A.R.S. §§ 38-431 to 431.09 will be applicable.

## Responsibilities

The College's chief financial officer, the director for internal audit, the Chancellor, and other College employees are responsible for, among other things: determining that the College's financial statements are complete, accurate, and prepared in accordance with generally accepted accounting principles; planning or conducting audits; developing budgets; and managing the financial operations of the College. These employees are also responsible for the preparation, presentation, and integrity of the College's financial statements and for the appropriateness of the accounting principles and reporting policies used by the College. Independent external auditors are responsible for auditing the College's financial statements and other aspects of the College's business.

The responsibilities of the Finance and Audit Committee are to assist the Governing Board and College administration by monitoring:

### I. Financial Reporting

1. Review with College staff, the external auditors, and the director of internal audit, financial statements, reports, and other financial information related to College business.
2. Review with College staff, the external auditor, and the director of internal audit, recent or proposed professional and regulatory pronouncements, including, when applicable, those having a material impact on the financial statements.
3. Annually, review with College staff, the external auditors, and the director of internal audit, the external auditor's proposed audit scope and approach for the upcoming annual audits, including coordination of efforts with internal audit.
4. Annually, review with College staff, the external auditor, and the director of internal audit, the annual audited financial statements, and related documents.
5. Annually, review with finance personnel, College staff, the external auditor, and the director of internal audit, the external auditors' report on Internal Control over Financial Reporting and Compliance, and the results of tests of compliance with certain provisions of laws, regulations, contracts, and grants.

### II. Investments

1. Review investment policies including investment goals, asset allocation, distribution policies, and performance benchmarks, adjusting as market changes dictate.
2. Review investment costs, including cost of internal management, fees to outside managers, and custodial, reporting, and brokerage fees.

3. Review performance of investments compared to relevant benchmarks or indices.
4. Provide recommendations for improvements as determined.

### **III. Risk, Internal Control, and Governance**

1. At least annually, review with College staff, the external auditor, the director of internal audit, and other involved parties, major risks and exposures, including physical and information technology security, and the steps taken to monitor and control such risk and exposures.

### **IV. Internal Audit Function**

1. Review with College staff and the director of internal audit completed internal audits and audits in progress.
2. Review with College staff and the director of internal audit the status of any outstanding internal audit recommendations and action plans, including any follow-up activity that was performed.
3. Annually, with College staff and the director of internal audit, review internal audit's risk-based annual audit plan and provide recommendations to the Governing Board.
4. Annually, review with College staff and the director of internal audit the adequacy of the internal audit charter, objectives, budget, and staffing, including the adequacy of its organizational reporting structure, to ensure it supports an independent internal audit function.
5. Annually, review with College staff and the director of internal audit the compliance of internal audit with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*.

### **V. Audit Committee Management, Reporting, and Other Responsibilities**

1. Provide an open avenue of communication between the Finance and Audit Committee and external auditors, the director of internal audit, finance personnel, College staff, and the Governing Board.
2. Review any substantive issues that arise with respect to the quality or integrity of the financial statements and information, risk management processes, systems of internal control, governance processes, compliance with legal or regulatory requirements, and the performance and independence of external auditors or internal auditors.
3. Review related findings and recommendations of the external and internal auditors together with management responses.
4. The Committee may request the Governing Board investigate matters brought to its attention.
5. Periodically review and update this Charter.
6. Annually provide a report to the Governing Board describing the Committee's composition, meeting minutes, responsibilities, and how they were discharged.
7. Review such other financial-related matters as may be requested by the Governing Board from time to time.





Governing Board's Finance and Audit Committee

Friday, October 23, 2020

9:00am

Virtual Meeting - Zoom Webinar

### Meeting Minutes

#### In Attendance:

Tracy Nuckolls (Chair), David Bea (Ex-Officio), Demion Clinco, Ken Marcus, Ben Tuchi, Daniel Soza (Ex-Officio), Agnes Maina (Ex-Officio), Maria Garcia

#### Unable to Attend:

Jesus Manzanedo, Scott Odom, Clarence Vatne

#### Guests:

Police Commander Michelle Nieuwenhuis; Vice Chancellor Bruce Moses; Vice President Ian Roark

#### General Matters

##### 1. Call to Order

Chair Tracy Nuckolls called the meeting to order at 9:10am, noting a quorum was met.

#### Action Items

##### 2. Approval of Minutes from August 21, 2020

Chair Nuckolls asked if the Committee had any changes to the minutes. With no changes, a motion was made to approve the minutes.

##### *Motion No. 202010-01: Approve Minutes from August 21, 2020*

First: Ken Marcus

Second: Ben Tuchi

Vote: Motion passed unanimously (Nuckolls, Clinco, Marcus, Tuchi, Garcia voting in favor)

Motion Carried.

##### 3. Public Safety Personnel Retirement System Funding Policy (David Bea, Michelle Nieuwenhuis)

College Police employees participate in the Public Safety Personnel Retirement System (PSPRS), which serves as their pension plan. PSPRS has changed requirements for participating entities, requiring an acknowledgement of any unfunded pension liability and publication to the entity's website of the strategy to fund the liability.

Employee benefits are a component of the annual budget development cycle, and a group of College staff will annually meet to discuss the PSPRS funding strategy in preparation for presentation to the Governing Board. This group, consisting of the CFO and employees from College

Police, Finance and Business Services, Human Resources, and the Employee Service Center, met and developed a recommendation. Dr. Bea had a second meeting on the topic with Chair Nuckolls and Mr. Ben Tuchi, who concurred with a funding level of 75% by fiscal year 2026 as the recommended course of action. This recommendation will require an annual allocation of about \$1.3M to the College's liability for PSPRS. The 75% target is on par with funding levels for the Arizona State Retirement System.

This is an achievable strategy should Proposition 481 pass or fail. If Prop 481 passes, the College can operationalize the allocation and fold it into the budget starting in fiscal year 2022; If Prop 481 fails, the College can issue debt to fund the liability and move the expense off the expenditure limitation.

Ms. Maria Garcia inquired about the distribution of funds after retirement, and the amount paid into the system prior to retirement. Police Commander Michelle Nieuwenhuis described the different tiers. Mr. Tuchi spoke to the national trends for retirement systems, noting the liability of local municipalities; he commended the College on its action towards addressing this issue. Mr. Ken Marcus asked about the debt approach since this will be exchanging one liability for another. Dr. Bea described the challenge of Expenditure Limitation - the College has the taxpayer-based revenues but is restricted in their expenditure, and pension liabilities are counted towards the expenditure limit. Any discussion of issuance of debt would come back through this Committee for review.

Chair Nuckolls asked if there was a recommendation to approve the funding strategy, and a motion was made:

*Motion No. 202010-02: PSPRS Pension Funding Strategy*

First: Ben Tuchi

Second: Maria Garcia

Vote: Motion passed unanimously (Nuckolls, Clinco, Marcus, Tuchi, Garcia voting in favor)

Motion Carried.

## Reports and Feedback

### 4. Updated from Educational Services and Institutional Integrity (Bruce Moses)

Dr. Bruce Moses described the structure of the Educational Services and Institutional Integrity department, which includes the new Enterprise Risk Management and Compliance function. He continued with a description of the active recruitment for the Director of Enterprise Risk Management (ERM) and the vetting process that will be utilized to ensure candidates fit with the College and the philosophy of the ERM unit.

Chair Nuckolls inquired about the staffing allocated to the department, as the scope is large. Dr. Moses stated that three additional positions have been allocated at this time, and Dr. Bea anticipates that resources will be evaluated as the structure formalizes and matures. Ms. Garcia

inquired about the backgrounds of the candidates, and Chair Nuckolls asked Dr. Moses to return to the Committee once a candidate is hired.

#### **5. Workforce Update (Ian Roark)**

Dr. Ian Roark joined to discuss the work of his department in facilitating public/private partnerships and prior learning assessment. Workforce supports the mission and vision of the College and the relevance of the institution through grants, donations, contracts, and entrepreneurial and commercial activities. Partnerships have modernized and streamlined curriculum in alignment with industry standards, and Dr. Roark discussed the benefits to the economy and the workforce. He continued with an overview of Prior Learning Assessment (PLA), describing the percentage of College curriculum that is eligible and the benefit to the workforce.

Mr. Demion Clinco asked about the trends for community colleges moving forward, and if the pandemic has accelerated the need for partnerships. Dr. Roark described apprenticeships, which have ramped up recently, and how public policy will drive the market. Mr. Clinco also asked Dr. Roark to describe the challenges with public/private partnerships. Dr. Roark described the internal checks and balances through Contract Services, General Counsel, and annual audit activities. The College is recognized on a statewide and a national scale for its partnerships. Working with local chambers aggregates the needs of small businesses and allows the College to efficiently develop programming.

Mr. Tuchi asked if active employer partnerships are tied to enrollment or employment. In the future, employer engagement and outcomes will be tracked through Salesforce, a software platform that will allow the College to develop retention, persistence, and completion data. Dr. Roark noted that the State of Arizona's tracking of unemployment is different from many other states, and the College is looking to bridge the gap. Dr. Roark will bring data back to this Committee once available.

Chair Nuckolls thanked Dr. Roark for the comprehensive report. If the College does not provide these services, the for-profit world will figure out a method. As a follow-up to Mr. Tuchi's question, Chair Nuckolls asked how the data will be measured because the education period is not on a traditional semester or annual term. Dr. Roark spoke to the improvement of the Advisory Committees model, and there is now continuous communication between these committees and the Deans and program staff and faculty. As the scale increases, Workforce will grow the departments and shift the innovation to the academic department. The partnerships will be measured through these committees, collecting data on employers and wages as students are hired. This is a placeholder mechanism until the statewide data is available.

#### **6. CFO Update (David Bea)**

Dr. Bea began with an update on the revenue bonds projects, as well as the Aviation Technology Center Expansion project.

He continued with the Fall 2020 Budget Update, which was presented to the Governing Board earlier this month. There is still great uncertainty, and the College's Fall full time student

equivalents are close to the projected 15% decline. Dr. Bea provided an update on the Fall tuition rebate and free Student Success Course programs, previously discussed with this Committee. Expenditures have increased due to the costs related to COVID-19, including additional insurance coverage and test proctoring services. Sales tax has not dropped at the rates previously predicted, and the State has not initiated any special sessions to reduce the budget.

Mr. Clinco asked about the challenges with Expenditure Limitation (EL) and the potential effect on position reductions. Prop 207, if passed, will also generate revenue to the College that would be outside of Expenditure Limitation. Dr. Bea stated that vacancies are being used as a contingency, a strategy used in the past by the College to reduce expenditures. Program viability will also be important.

Mr. Clinco pointed out that Prop 481 is a function of the higher costs for offering Career & Technical Education programs, which require more funds to offer than other types of courses. Dr. Bea noted that the College is still working with the legislature to look for immediate EL relief and to increase the weighting for CTE courses in the FTSE calculation utilized for calculating the Expenditure Limit.

The budget development calendar and the final report on the use of FY20 Enrollment Revitalization Funds were provided as information items.

**Next Meeting:**

December 11, 2020 Virtual

Meeting - Zoom Webinar

Finance and Audit Committee

Minutes

October 23, 2020



## Agenda Item Details

Meeting	Mar 08, 2023 - Regular Governing Board Meeting***REVISED 3/8/2023***
Category	4. CONSENT AGENDA GROUPING (5 min.)
Subject	4.9 Fiscal Year 2023-2024 Public Safety Personnel Retirement System Funding Policy
Access	Public
Type	Action (Consent)
Fiscal Impact	Yes
Dollar Amount	1,300,000.00
Budgeted	Yes
Budget Source	Operational Budget
Recommended Action	The Chancellor recommends the Governing Board adopt the Pima Community College Public Safety Personnel Retirement System Pension Funding Policy. The funding ratio goal is 100% (fully funded) by June 30, 2036, at an annual cost of \$1,300,000 for the next three years, and the remaining liabilities amortized over the remaining eight years.
Goals	<a href="#">Accreditation-Criterion 5: Resources, Planning, and Institutional Effectiveness</a> <a href="#">Accreditation-Criterion 2: Integrity: Ethical and Responsible Conduct</a>

## Public Content

**Contact Person:**  
Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Contributing Author:**  
Keri Hill, Executive Assistant

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### Justification:

College Police employees participate in the Public Safety Personnel Retirement System (PSPRS), which serves as their pension plan. PSPRS has changed requirements for participating entities, requiring an acknowledgment of any unfunded pension liability and publication to the entity's website of the strategy (or "Pension Funding Policy") to fund the liability.

In 2020, College Administration worked with the Finance and Audit Committee to develop a funding strategy. A recommendation was made to reach a funding level of 75% by fiscal year 2026, requiring an annual allocation of about \$1.3M to the College's liability for PSPRS. The 75% target is on par with funding levels for the Arizona State Retirement System, and PSPRS would be fully funded by June 30, 2036. The Governing Board adopted the funding policy on [March 10, 2021](#).

The June 30, 2022, actuarial valuation indicates the College has a funded ratio of 65.4%, with \$5,298,098 unfunded. The funding level improvement is mainly attributed to the College's additional contributions made in fiscal year 2022 and in market conditions. The additional contributions made in fiscal year 2023 will be reflected in the next actuarial assumptions and funding level calculations in January 2024.

Employee benefits are a significant component of the College's budget development cycle, and annually the College and the Finance and Audit Committee will review the PSPRS funding strategy in preparation for presentation to the Governing Board.

**Financial Considerations:**

For Fiscal Year 2024, the College will allocate an additional \$1.3M to fund the liability for PSPRS. The passage of Proposition 481 and Proposition 207 provides the College with the budget capacity to fund the liability at this rate.

[FY 2024 PSPRS Funding Policy.pdf \(141 KB\)](#)

**Administrative Content****Executive Content**

*Our adopted rules of Parliamentary Procedure, Robert's Rules, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.*

**Motion & Voting**

The Board is asked to approve items on Consent Agenda.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Theresa Riel, Greg Taylor, Wade McLean

Abstain: Maria D Garcia



## Governing Board's Enrollment and External Relations Committee Charter

### Purpose

The purpose of the External Relations Committee ("the Committee") is to assist the Pima County Community College District (PCCCD) Governing Board with oversight and monitoring of external outreach, including:

- Marketing the College to prospective students;
- Overall brand awareness of the College and its programs;
- Outreach to new and traditional media;
- Community engagement;
- Outreach to federal, state and locally elected officials on behalf of the College;
- Organizing internal and external special events on behalf of the College.

### Composition

The Committee will consist of no fewer than seven but no greater than ten members, independent of the staff of the College and free of any relationships that would interfere with their abilities to exercise independent judgment as Committee members. The Vice Chancellor for External Relations of the College will serve on the Committee as an *ex officio*, non-voting member and will be responsible for providing staff support to the Committee.

The composition of Committee shall be as follows:

- PCCCD Governing Board Members (2)
- Community Representatives (5-8)
- Vice Chancellor for External Relations (*ex officio*, non-voting)

The two PCCCD Governing Board Members shall be appointed by a vote by the Governing Board.

The community representatives shall be professionally knowledgeable about marketing, public relations, media relations, community engagement, government relations and/or stakeholder engagement and will be recommended by the Committee and appointed by the PCCCD Governing Board.

The Committee shall elect a chair and chair-elect, which will be community representatives. One of the College's Governing Board members will serve on the Committee as the co-chair. Length of service will be expected to be at least one full fiscal year and will be a maximum of two three-year terms, with each year being a fiscal year. In the event a Committee member begins service part way through a fiscal year, the remaining portion of that fiscal year shall not count towards the term limit, but rather the first complete fiscal year served will count towards the term limit.

## Meetings

The Committee will meet no fewer than four times per year and more often as needed. All Committee members are expected to attend each meeting, in-person or via tele- or video-conference. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared and approved at a subsequent Committee meeting.

The Committee may hold executive sessions when deemed necessary, such as to seek legal advice. State of Arizona open meeting statutes A.R.S. §§ 38-431 to 431.09 will be applicable.

## Responsibilities

The College's Vice Chancellor for External Relations and other College employees are responsible for, among other things: marketing, communications, community relations, government relations, internal communications and special events. The responsibility of the External Relations Committee is to assist the Governing Board and College administration by monitoring and making recommendations concerning:

### I. Marketing and student recruitment

1. Review with College strategy, plans and budgets for outreach to traditional and non-traditional students and learners
2. Review business processes for student recruitment and customer service for new and prospective students.
3. Provide oversight for the College's overall strategy and execution of brand awareness with prospective students, partners and stakeholders to advance the College's academic mission and drive broader awareness of PCC programs and services

### II. Media outreach

1. Review College outreach to both new and traditional media highlighting positive stories and mitigating negative coverage
2. Provide oversight for the College in the management of policy and guidelines for public information
3. Review metrics for earned media compared to industry benchmarks

### III. Government Relations

1. Provide oversight for local, state and federal government outreach objectives and goals
2. Ensure government relations activities are in keeping with philosophical and operational initiatives of the College

### IV. Stakeholder engagement

1. Review efforts to increase overall engagement with community groups, educational partners, businesses and other stakeholders.
2. Review metrics for community outreach and engagement
3. In partnership with Pima Foundation, collaborate on opportunities and initiatives for alumni engagement and donor cultivation



## Appendix F8

### **Regular Committee Meeting (Tuesday, March 7, 2023)**

*Generated by Francine Tupiken-Ruelas on Tuesday, March 21, 2023*

#### **Meeting called to order at 12:02 PM- Mark Hanna called the meeting to order**

##### 1. General Matters

Procedural: 1.01 Call to Order and Welcome- Attendees Chair Mark Hanna, Sabrina Lobato-Gonzales, Julie Katsel, Jan Gordley (Gordley Group), Dawn Hosack (Gordley Group), Laura Shaw, Greg Taylor, Phil Burdick, and Francine Tupiken Ruelas. Not in attendance - Linda Arzoumanian, Marla Franco, Rosie P. Garcia, Magdalena Verdugo and Luis Gonzales.

Procedural: 1.02 Approval of Minutes- Mark Hanna motioned approval of minutes. All members present approved the January 19, 2023, minutes.

##### 2. Reports and Presentations

###### Reports and Discussion: 2.01 PCC Marketing Contract 2023-2026 – Gordley Group

Mark Hanna gave background on the Governing Board's role and procedures in examining and voting on large College contracts. The Governing Board will be voting on a three-year contract renewal for Gordley Group to handle the College's credit enrollment and marketing efforts. Phil Burdick and Gordley Group's Dawn Hosack and Jan Gordley gave a presentation on marketing and enrollment initiatives over the past year and the coming year. This will be the same presentation that will be given to the Governing Board during their March 2023 meeting.

Fall enrollment increased 9%, Hispanic enrollment was up 10%, and enrollment for the College's key demographic group, 18–24, year-olds was up 10%. Spring enrollment was up 6.5%. This is counter to community college enrollment nationwide, which was down 0.4%. Gordley Group and the College targeted these two specific demographic groups during last year's marketing campaign.

Jan Gordley went over the College's marketing budgets over the last five years. Gordley Group takes their responsibility for wisely spending public funds seriously, and for each campaign, Gordley sends out RFPs to media buyers and advertising channels to ensure the College is getting the best value for every marketing dollar spent. Once proposals are received, Gordley goes back to prospective vendors to further negotiate on ad buys, including price reductions, value-added extras and bonus commercials and ads. Because Gordley Group buys advertising for other clients, Gordley is able to extract bulk buying volume discounts and more favorable ad schedules from media buyers and advertising channels.

70 to 80 percent of PCC's marketing dollars go directly to ad spending. Gordley Group's services account for 17 to 24 percent of marketing costs for marketing strategy, placing ads, researching appropriate advertising channels, tracking ad placements, confirming ads running in their assigned times and spaces, putting together metrics and creative services for developing copy and design for traditional and digital ads.

Dawn Hosack went over digital marketing metrics from the last Fiscal Year and this Fiscal Year. The goal is to cut through the clutter of ads that we are exposed to daily and communicate PCC's value and innovative programs. Frequency is a critical metric because College is not an impulse purchase and it's important to keep PCC top of mind as prospective students consider their journey and educational choices. Research shows consumers often need dozens of touch points between awareness and consideration before they decide to finally take action, such as filling out a form, making a phone call or talking to someone about applying.

Campaign tracking is provided by digital campaign analytics. Display banner ads include impressions, clicks, and the click through rate (ctr). Social media and search ads are measured by impressions and clicks. Most of PCC's digital campaigns meet or exceed industry benchmarks for click through rates (ctr.)

**Agenda Item Details**

Meeting	Mar 08, 2023 - Regular Governing Board Meeting***REVISED 3/8/2023***
Category	5. ACTION ITEMS (30 min.)
Subject	5.3 Contract: Gordley Group, 2023-2026 (10 min.)
Type	Action
Fiscal Impact	Yes
Dollar Amount	4,500,000.00
Budgeted	Yes
Budget Source	External Relations Budget
Recommended Action	The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an agreement with Gordley Group for the provision of marketing and advertising services. Total costs for the three-year contract, from May 1, 2023 to June 30, 2026, are not expected to exceed \$4,500,000, excluding any applicable tax.
Goals	<a href="#">2022-2023 Goals</a>

**Contact Person:**

Phil Burdick  
Vice Chancellor for  
External Relations  
(520) 206-4850

**Contact Person:**

Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Contributing Author:**

Terry Robinson, Director

**Justification:**

Gordley Group assists the College with multiple marketing projects including general credit enrollment campaigns during the spring, summer, and fall. These campaigns are increasingly complex, as campaigns must target specific demographics with college-going intent and be carefully calibrated across multiple advertising channels, both traditional (TV, radio, outdoor and direct mail) and digital (web ads, web search, social media, streaming TV and radio, phone geofencing and gaming platforms.) Gordley Group helps the College realize its vision to market across multiple demographic groups and communication and media channels, including:

- Web search placement and ads
- Local direct mail
- Social media
- Digital channels
  - Display ads
  - Video: YouTube preroll
  - Geofencing: high schools including graduations, high-attendance public events
  - Gaming consoles
  - Audio: podcasts, streaming services
- Local outdoor: Billboards, bus ads, bus kiosk ads, including Spanish-language outdoor
- Local TV, Cable, and streaming TV services
- Local Radio, including Spanish-language radio

Additionally, Gordley Group assists the College with targeted enrollment campaigns:

- Adult Basic Education for College and Career, including Citizenship Preparation
- Program-specific efforts, such as Accounting, Archaeology, and Health Information Technology
- Non-traditional students specified in federally funded Perkins grants, such as females in the trades or IT

Each campaign has specific sets of metrics and is tied to performance by way of program enrollment as well as marketing industry benchmarks. In addition, the College will have access to more specific marketing metrics after the implementation of a Customer Relationship Management System (CRM), which will be completed later this spring.

Thanks, in part, to an aggressive outreach campaign led by Gordley Group last year, Fall first-day enrollment increased by nearly 9%, and Spring first-day enrollment increased by 6%. These increases occurred despite fierce competition from public, private, for-profit, and online colleges and universities, free or nearly free MOOCs (Massive Open Online Courses) such as Coursera, EdX, Google, and YouTube, and an overall decrease in the number of college-going high school seniors in Pima county.

Advertising and marketing for the Fall class of 2023 are already underway, with direct mail pieces being sent to students and parents of high school seniors, renewal of outdoor advertising, negotiated ad contracts with TV and radio stations and bidding for placement on digital platforms such as Google, social media channels, streaming TV services, gaming platforms, and podcasts.

Given the success of last year's enrollment campaign and with the Fall 2023 enrollment campaign underway, the College wishes to continue its relationship with Gordley Group to ensure consistent messaging and branding, as well as nimbleness to respond as new opportunities and markets arise, giving Pima a competitive advantage in a dynamic and crowded marketplace.

Currently, the City of Tucson has a competitively awarded contract with Gordley Group for these services, which is available for the College's cooperative purchasing use.

#### **Vendor Selection:**

Background: In June 2013, the Governing Board awarded the Marketing and Advertising Services Contract to Gordley Group for Fiscal year 2013-2014, with the option to renew for four additional one-year terms. In January of 2018, the College completed a formal competitive Request for Proposal (RFP) process seeking qualified vendors to continue providing these necessary services. The District received 14 proposals, whereby a selection committee properly evaluated responses. The committee shortlisted five vendors for final interviews. The Gordley Group ("Gordley") was the successful proposer and awarded the contract (P18/9983L) for these services; the current contract is due to expire on June 30, 2023.

The College will adhere to current purchasing policies and procedures in compliance with Uniform Guidance Procurement Standards codified at 2 CFR Part 200, allowing the College to utilize cooperative purchasing agreements through the City Of Tucson (Cooperative Contract #212822-04). This action ensures that competitive sourcing has occurred and that fair and reasonable pricing is maintained. This procurement action also ensures that the terms of the purchasing agreement conform with state purchasing cooperative requirements. Upon Governing Board approval, the College will issue a purchase order conforming with the requisition and through reference incorporate the terms and conditions of the cooperative agreement.

#### **Financial Considerations:**

80% of the College's marketing spending goes to ad buys, with the remaining 20% going to services such as ad design, research, copywriting, video and photography, and ad placement fees. The College expects to use additional funding authorization to continue to aggressively recruit students in a highly competitive marketplace as well as do the following:

- increase credit and workforce marketing to 19-24 year-olds who are not going to college;
- Fund additional marketing efforts for programs in the new Advanced Manufacturing Building and the Center of Excellence in Hospitality Leadership, which will both open this year;
- Fund a marketing campaign targeting Latino males through NBC/Univision, Spanish radio outdoor advertising, and digital media targeting Latinos;
- Increase the share of dual enrollment students who attend PCC.
- Increase outreach to parents of high school students throughout Pima County

The College expects to have sufficient funding to cover the provision of services, subject to annual budget appropriations, for the contract term through:

- Funds provided by the College for the purpose of marketing;

- Marketing dollars available through Perkins Grant-funded programs; and
- Funds from individual programs or departments for the purpose of marketing those programs.

[Contract\\_212822-04\\_Executed\\_Contract \(4\).pdf \(4,102 KB\)](#)

[PCC Gordley CoOp Draft Agreement 2022-2026 - BOG.pdf \(460 KB\)](#)

### **Motion & Voting**

The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an agreement with Gordley Group for the provision of marketing and advertising services. Total costs for the three-year contract, from May 1, 2023 to June 30, 2026, are not expected to exceed \$4,500,000, excluding any applicable tax.

Motion by Wade McLean, second by Greg Taylor.

Final Resolution: Motion Carries

Yea: Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

Nay: Luis L Gonzales



## Governing Board's Human Resources Advisory Committee Charter

### **Purpose:**

The purpose of the Human Resources Board Advisory Committee (*the Committee*) is to assist the Pima Community College District Governing Board's oversight and monitoring responsibilities of personnel-related policies and support of Human Resources/College goals.

The committee may work in the areas of employment, recruiting, compensation, training and development, compliance with Federal, State, and local regulation, accreditation, and best practice standards and requirements as related to Human Resources including:

- The College's Strategic Plan as related to Human Resources
- The Chancellor's annual goals related to Human Resources and Organizational Development and Effectiveness.
- The Board's Annual Goals as related to Human Resources
- Review of Human Resources Key Performance Indicators

At the request of the Board, or on its own initiative, the Committee may make recommendations to the Board on human resources matters of College-wide significance.

### **Composition:**

The composition of the Human Resources Board Advisory Committee will be as follows:

- PCC Governing Board Members (2)
- Community representatives (*at least 3 and no more than 5*)
- PCC Chief Human Resources Officer
- PCC General Counsel (*Ex-Officio and non-voting*)

External human resource executives will be appointed by the PCC Chief Human Resources Officer.

The community representatives shall be professionally knowledgeable about Human Resources' functions and standards, such as best practices, human capital management, human resource process, performance evaluation, discipline and grievance procedures, organizational effectiveness of human resources, human resources as an agent of change, and human resources as a business partner.

The length of service of community members is expected to be at least one year and no more than three years. The chair position will be for a one-year term and be rotated among voting committee members.

**Meetings:**

The Committee will meet no fewer than four times per year and more often as needed. All Committee members are expected to attend each meeting, either in person, via teleconference, or via video conference.

Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared and approved at a subsequent Committee meeting.

State of Arizona open meeting statutes A.R.S. §§ 38-431 to 431.09 will be applicable. The Committee may hold executive sessions when deemed necessary (e.g. to discuss matters with College legal counsel).

**Responsibilities:**

The College's Chief Human Resources Officer is responsible for:

1. Calendaring committee meetings
2. Providing written agendas in advance
3. Providing any needed supporting documentation
4. Preparation of meeting minutes
5. Posting meeting notification and support materials
6. Following up on any committee recommended action

The responsibilities of the Human Resources Board Advisory Committee include:

1. Monitor Human Resources Key Performance Indicators and report annually to the full Board at the June Board meeting.
2. Provide specific recommendations to the Governing Board regarding:
  - a. The Chancellor's and the Board's annual goals related to Human Resources and Organizational Development and Effectiveness
  - b. Any proposed actions on changes to Board Policies relating to personnel
  - c. Major Human Resources Department initiatives
3. The HR Advisory Committee will not discuss or make recommendations on individual personnel matters.



## Human Resources Advisory Committee

April 24, 2023

10:00 am

<https://pima.zoom.us/j/96760363366>

*Meeting ID: 967 6036 3366*

*Passcode: 685475*

*Dial-in: (669) 900 6833*

### Meeting Notice and Agenda

#### General Matters

Call to Order

Introductions

#### Action Items

3-3-2022 HR Advisory Committee Meeting Minutes

#### Reports and Feedback

HR Department Overview, Carleen Thompson, CHRO/AVC for Human Resources

Effective and Flexible Work Initiatives/Programs Committee, Carleen Thompson,  
CHRO/AVC for Human Resources

New Compensation Structure, Aida Vasquez, Director, Compensation, Affirmative  
Action and EEO Planning

Organizational Effectiveness & Development (OED), Tina Neil, Director,  
Organizational Effectiveness and Development

**Agenda Item Details**

Meeting	May 10, 2023 - Regular Governing Board Meeting***REVISED 5/9/23***
Category	1. REGULAR MEETING
Subject	1.5 Public Comment-Call to Audience
Type	Procedural

The Pima Community College Governing Board welcomes public comment on issues within the jurisdiction of the College. Generally, the total time for public comment will be limited to 45 minutes and comments will be limited to three minutes per individual. These time limits may be modified by the Board Chair or Board. Individuals sharing comments are expected to communicate with decorum and respect. Individuals who engage in disorderly conduct or who use derisive or insulting language may have their time reduced or concluded by the Board Chair. At the conclusion of public comment, individual Board members may respond to criticism made by those who addressed the Board, may ask staff to review a matter, or may ask that a matter be put on a future agenda. Members of the Board, however, may not discuss or take legal action on matters raised during public comment unless the matters are properly noticed for discussion and legal action. Finally, be advised that internal College processes are available to students and employees for communication.



## Appendix F13, Public comment, PCC Governing Board meetings

### 2020

Month	Speakers
April	0
May	1
June	8
July	No meeting
August	No meeting
September	14
October	4
November	0
December	No meeting
<b>Total</b>	<b>27</b>

### 2021

Month	Speakers
January	1
February	1
March	15
April	9
May	6
June	14
July	No meeting
August	No meeting
September	3
October	5
November	7
December	No meeting
<b>Total</b>	<b>61</b>

### 2022

Month	Speakers
January	2
February	0
March	4
April	4
May	7
June	9
July	No meeting
August	No meeting
September	5
October	13
November	2
December	No meeting
<b>Total</b>	<b>46</b>

### 2023

Month	Speakers
January	2
February	2
March	6
April	3
May	37
June	0
July	No meeting
August	No meeting
<b>Total</b>	<b>50</b>

**Total, April 2020-June 2023: 184**

## **Governing Board Organizational Memberships/Professional Affiliations**

### **Dr. Wade McLean**

Arizona State Board of Education, Professional Practices Advisory Committee  
Arizona School Administrators Inc. (Lifetime Member)  
Kiwanis International (Lifetime Member)  
University of Arizona Alumni Association (Lifetime Member)  
Arizona Association of Community Colleges Trustees  
Tucson High School Letterman's T-Club

### **Theresa Riel**

League of Women Voters Arizona (Treasurer)  
League of Women Voters Greater Tucson (Member)  
Rosemont West Neighborhood Association (Board President)  
Big Sister, Big Brothers Southern Arizona (Volunteer)  
Sister Jose Women's Shelter (Volunteer)  
Rotary Verde (Member)  
Member 100+ Women  
Handel's Messiah Sing-In (Board member)

### **Greg Taylor**

Public Relations Society of America  
Southern Arizona Leadership Council  
American Heart Association Tucson Affiliate (Board Member)  
Western States Affiliates Board

### **Luis L. Gonzales**

National Association of Latino Elected Officials (Lifetime Member)  
St. Tecawitha Church (Board Member)  
National Indian Education Association (Former Member)  
National Congress of American Indians (Former Member)

### **Maria Garcia**

National Association of Latino Elected and Appointed Officials (Member)  
Pima County Precinct Committeeperson (Former Volunteer)  
South Tucson Committee for Fiesta (Former Member)  
Catholic Community Services of Southern Arizona (Former Volunteer)

**About Pima**

Locations

Quick Facts

Leadership & Policies

Governing Board

Chancellor

Executive Leadership Team

All College Council

Policies

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College Organization

Mission & History

Accreditation

Diversity

Consumer Information

Reports & Data

Visit and Tour



# Executive Leadership Team

The Executive Leadership Team (ELT) focuses on College strategy and operations. It meets once a month.

Team members include the:

- Chancellor
- Provost and Executive Vice Chancellor of Academic Affairs
- Executive Vice Chancellor for Finance and Administration
- President of Campuses and EVC for Student Experience and Workforce Development
- General Counsel and Vice Chancellor for Legal Affairs
- Chief of Staff
- Vice Chancellor for External Relations
- Vice Chancellor for Academic Excellence
- Vice Chancellor for Strategy, Analytics and Research
- Vice Chancellor for Student Experience
- Vice Chancellor of Workforce Development and Innovation
- Assistant Vice Chancellor for Facilities
- Assistant Vice Chancellor for Human Resources
- Assistant Vice Chancellor for Information Technology
- President, PCC Foundation

To view recent ELT Decision, click on the year below:

2023

Meeting Date
January 9, 2023
February 20, 2023
<u>March 13, 2023</u>
April 10, 2023
May 8, 2023
June 12, 2023
July 2023 - No Meeting
August 14, 2023
September 11, 2023
October 9, 2023
November 13, 2023
December 11, 2023

## Appendix F16

# Decision tracking form

Complete this form to provide full documentation of each decision at the ELT level, including those items that go forward to the Governing Board.

## Overview Information

Title: Short sentence summarizing the decision \*

Program Review Results for Group 1

Description: Paragraph summarizing what the decision is and overview details. \*

Group 1 had four programs that underwent program review: Automated Industrial Technology (AIT), Therapeutic Massage (TMA), Health Information Technology (HIT), and Translation and Interpretation Studies (TRS). The respective programs went to the Post-Program Review Team and provided the Provost with recommendations. The Provost made a final decision for each program: AIT: The Provost agrees with the recommendation to continue the program with established requirements and deadlines; HIT: The Provost agrees with the recommendation to continue the program; TRS: The Provost agrees with the recommendation that this program will go through the Program Review process again during 2023-2024. The input and data was insufficient. The dean alongside CQI will address the Program Review process beginning in September 2023; TMA: The Provost agrees with the recommendation. The program is getting inactivated and teachout begins Fall 2024. Additional details are included in the attachments sent to deans.

Anticipated approval date. If not specifically known, enter the last day of the month in which you expect approval to be received.

MM DD YYYY

05 / 24 / 2023

Who will give final approval?

- Governing Board
- Chancellor
- Executive Leadership Team
- Joint Cabinet
- ACOT
- Other: The Provost

If you entered "other", provide specifics here.

The Provost provided the final approval.

Which Executive Leadership Team member is submitting the form?

- Brandye D'Lena
- Carleen Thompson
- Dave Bea
- David Dore
- Dolores Duran-Cerda
- Ian Roark
- Irene Robles-Lopez
- Isaac Abbs
- Jeff Silvyn
- Lee Lambert
- Morgan Phillips
- Nic Richmond
- Tom Davis

### Alignment with Institutional Priorities

How does the decision support the mission of the College?

In alignment with the Higher Learning Commission's Criterion 4 Teaching and Learning: Evaluation and Improvement and Pima Community College's AP 3.25.05, Pima Community College is undergoing program reviews and acting on the findings.

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Which of the following institutional priorities does the decision relate to? \*

- Strategic Plan
- Chancellor's Goals
- Education Master Plan
- Facilities Master Plan
- Diversity, Equity and Inclusion Plan
- Strategic Enrollment Management Plan
- Climate Action and Sustainability Plan
- Unit Plans
- Other: Provost's Goals 2022-2023

If you entered "other", provide specifics here.

.....

Which specific goal from within the previous list of plans/priorities is relevant here?

Conduct Program Review to examine degree success and relevance to the current and future labor market needs of Pima County and Santa Cruz County. (June 30, 2023)

**Collaboration and Input**

Which of the following groups were involved in the decision?

	Informed	Input was gathered	Not applicable
All College Council	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Faculty Senate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Staff Council	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ACES	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
AFSME	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
AERC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PCCEA	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Chancellor's Cabinet	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Executive Leadership Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deputies Groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Joint Cabinet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Academics	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enterprise Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
External Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



Finance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Financial Aid	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Information Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Registrar's Office	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
STAR	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Student Affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workforce Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If you entered "other", provide specifics here.

Post-program Review Team

Provide a summary of the key input received and how it informed the final decision. Be sure to provide enough information that the collaborative aspects of the decision are clear.

**Use of Data**

What data sources were considered?

- interactive reports in Pima Reports
- Other Pima Reports
- Benchmarking data from IPEDS
- U.S. Census Bureau data
- Survey data (college-wide)
- Survey data (department-level)
- Other

If you entered "other", provide specifics here.

EMSI data, Program Viability

Provide a brief summary of the data and how it informed the final decision. Be sure to provide specific data points or reports that were key to the decision.

The data used through the program review process included labor market data, enrollment, persistence, retention, and completion.

### Other Considerations

What other factors were taken into account in reaching the decision? For example, what other options were considered?

The respective faculty and dean's input was critical to this process .


Describe any financial implications of the decision. For example, will funding be needed to support the work? If yes, has funding been secured?


For any program requesting funding, I have asked for a detailed plan with budgetary considerations, dollar amounts, and intended outcomes. The money is not currently secured and will need a strategic initiative request.

## Supporting Files

Providing any supporting files here

 TMA Recommen...

 HIT Recommend...

 AIT Recommend...

 TRS Recommend...

## Implementation

Who is the point person moving forwards who can provide an update if needed?

Vanessa Arellano

How will the decision be rolled out and implemented? What is the timeline?

Each program has specific outlined requirements with a timeline.

How will the decision/implementation be communicated to key stakeholders?

The program review outcomes will be disseminated to the following groups: June 12, 2023: ELT , June 12, 2023: PET meeting, June 14, 2023: Joint Cabinet; PET and June 26, 2023: Deans Meeting

What key performance indicators will be used moving forward to monitor the outcomes of the decision and assess if further adjustments are needed?

Enrollment, persistence, retention, and completion.

**Final Approval**

Once the final decision is made, the relevant ELT member is to notify Gayle Bell or Nic Richmond so that the approval date can be recorded. It is also important to confirm who made the final decision. The following fields will be completed by Gayle or Nic.

INTERNAL USE ONLY Approval date

MM DD YYYY

/ /

INTERNAL USE ONLY Approved by:

INTERNAL USE ONLY Tracking number

This form was created inside of Pima Community College.



## **Executive Leadership Team Organizational Memberships/Professional Affiliations**

### **Dr. Dolores Durán-Cerda, Interim Chancellor**

#### **Local**

**Carondelet Health Network**-Board Member, Vice Chair

Brings together various community and healthcare leaders

**Cradle to Career Leadership Council** (United Way)-Steering Committee Member

A group committed to preparing every child for success in school and life, ensuring the economic vitality of our community.

**Phi Beta Kappa-Association of Greater Tucson**-Board of Directors, President

Honor the best and brightest liberal arts and sciences undergraduates from 293 top schools across the nation through a highly selective, merit-based invitation process.

**Tucson's Leading Women**-Member

Local networking association

**UA Honors College Advisory Board**, University of Arizona-Board Member

Board member demonstrates leadership and commitment to the College through their advice and counsel to the Dean and staff, and through personal philanthropy that supports scholarships, research projects, and service-learning programs that assist and prepare scholars for a lifetime of success and intellectual engagement.

#### **State**

**Arizona Children Association**-Board member

Protect children, empower youth. and strengthen families.

**Arizona HSI Consortium Steering Committee**-Member

AZ HSI Consortium convenes Presidents, Chancellors, and senior-level leaders across Arizona HSIs to gauge their interest and commitment moving forward, which was well received with strong interest and desire to formalize efforts moving forward.

**Arizona Minority Education Policy Analysis Center (AMEPAC)**-Board Member (former chair)

A public policy analysis center operated by the Arizona Commission for Postsecondary Education accomplishes its mission through:

- Policy research
- Analysis of policy alternative
- Promotion of public discourse
- Advocacy, through studies, of partnerships involving local board and institutional partnerships to improve early at-risk detection, access, and achievement.
- Advocacy, through studies, of policies that stimulate the responsiveness of the public school and postsecondary community to current and future public needs.

**Arizona Women in Higher Education-Board Member**

Dedicated to improving professional opportunities for women throughout Arizona in the higher education sector. Quality leadership that is inclusive, diverse, collaborative, and teamwork- and mentoring-oriented with like-minded organizations.

**Arizona Language Association-Member**

Serves the profession by providing a structure through which language educators can share training, ideas, research, and concerns. Our primary goals include the promotion of world language study, the development of quality education programs from early childhood through post-secondary, and teacher preparation.

**Southwestern Council on Language Teaching-Member**

Professional organization whose primary purpose is to plan, organize, and supervise an annual meeting for language teachers. In addition, SWCOLT participates in the professional advancement and development of teachers through scholarships, awards, publications, and advocacy.

**Women United, United Way of Tucson and Southern Arizona-Board Member**

Powerful network inspiring women to be role models of generosity, advocate for important causes, and volunteer for change. Women leaders dedicated to creating a world of opportunity for everyone.

**National**

**American Association of University Women (AAUW)-Member/Fall Forum Planning Committee Member**

Organization helps remove the barriers and biases that stand in the way of gender equity. We train women to negotiate for pay and benefits and to pursue leadership roles.

**American Council on the Teaching of Foreign Languages-Member**

Membership community of language education professionals passionate about expanding cultural richness and diversity at all levels of education. Together we provide resources to address challenges to meet the changing needs of language educators and their learners.

**American Association of Teachers of Spanish and Portuguese-Member**

Portuguese promotes the study and teaching of the Spanish and Portuguese languages and their corresponding Hispanic, Luso-Brazilian, and other related literature and cultures at all levels of education.

**Modern Language Association-Member**

Members advocate for the humanities and contribute to an extraordinary professional network that cuts across fields and countries.

**Mortar Board-Member**

National College Senior Honor Society

**Omicron Delta Kappa**-Member  
National Leadership Honor Society

**Phi Beta Kappa Society**-Senator  
National Academic Honor Society. Senators provide leadership to the Society and set the direction for the Society's future.

**Pi Lambda Theta**-Member  
National Honor Society of Educators

**Sigma Delta Pi**-Member  
National Collegiate Hispanic Honor Society

## **Jeff Silvyn, General Counsel**

### **Local**

**Pima County Bar Association**-Member  
Voluntary professional association for attorneys practicing in Pima County, providing continuing education and networking for members and supporting free and low-cost legal services for the poor.

**Social Venture Partners** - Member; Advisory team on governance  
Tucson chapter of an international organization that seeks to strengthen local non-profits by providing grants and consulting services

### **State**

**Arizona State Bar Association**-Employment and Labor Law Section member; *Arizona Employment Law Handbook* chapter editor; Mentor Down the Hall program participant; Professionalism course instructor  
A state organization that licenses and regulates the practice of law; also has voluntary activities intended to improve the quality of and access to legal services.

### **National**

**Association of College and University Attorneys** - Member; Continuing Education Committee member; General Counsel Roundtable discussion facilitator  
A National professional organization for lawyers who practice exclusively or primarily in higher education; serves as a resource for members and promotes informed policy-making.

## **Phil Burdick, Vice Chancellor for External Relations**

### **Local**

**Public Relations Society of America (PRSA) - Southern Arizona Chapter**-Member  
Nation's leading professional organization serving the communications community.

### **National**

**Public Relations Society of America (PRSA) - Counselors to Higher Education**-Member  
Nation's leading professional organization serving the communications community.

**The National Council for Marketing & Public Relations (NCMPR)**-Member  
Marketing and Communications organization that exclusively represents marketing and public relations professionals at community and technical colleges.

## **Dr. Dave Bea, Executive Vice Chancellor for Finance and Administration** **State**

**Arizona Community College Business Officials Council (ACCBOC)** - Member  
Council for business officials from the ten community college districts in Arizona. Collaborative group to foster organizational, financial, and administrative excellence through sharing of knowledge, best practices, and information in support of operational, audit, and legislative activities.

## **Dr. Ian Roark, Vice Chancellor of Workforce Development & Innovation** **Local**

**Aspen Institute So. AZ Workforce Leadership Academy**-Tri-Lead/Advisory Council  
The Academy provides a forum for workforce development professionals to work collaboratively to identify local and regional systems-based challenges and create shared solutions that advance economic opportunity for all Arizonans.

**Tucson Metro Chamber of Commerce**-Board of Directors  
Membership-based business advocacy and community development organization

**Pima County Workforce Investment Board**-Planning Committee  
The Pima County WIB provides recommendations on local workforce policy and oversight of the Local Workforce Development System (LWDS) referred to as ARIZONA@WORK Pima County Job Centers and the ARIZONA@WORK Pima County One-Stop Job Centers.

**PAG Economic Vitality Advisory Committee**-Member  
Association of local, state, and tribal governments with a mission to build consensus among its members and the public on regional planning for transportation, water and air quality, and economic vitality

## **State**

**AC4 Workforce & Economic Development Committee**-Member  
Primary providers of career readiness preparation in the State. Responsible for developing the workforce for a major portion of the future jobs in the Arizona economy.

**Arizona Association for Economic Development (AAED)**-Government Affairs Committee



The Government Affairs Committee educates and informs Arizona Legislators and AAED members on economic development issues, develops policy statements, sponsors an annual legislative forum, and distributes legislative updates and advocacy alerts regarding crucial economic development-related issues.

**Community College Workforce Consortium led by Jobs for the Future (JFF)-Member**

A select group of education leaders develops state and federal policies that help students attain credentials for greater success in the labor market.

**University Transportation Center PSR (Pacific Southwest Region)-Co-PI/Executive Committee**

The Pacific Southwest Region UTC conducts an integrated, multidisciplinary program of research, education, and technology transfer aimed at improving the mobility of people and goods throughout the region.

**Dr. Irene Robles-Lopez, Vice Chancellor for the Student Experience**

**Local**

**MET-Metropolitan Education Commission-(membership pending**

MET advocates for a quality and affordable education from preschool to post-secondary for all residents of the City of Tucson and Pima County

**National**

**AACC-American Association of Community Colleges-Member through Institutional Membership**

AACC is the primary advocacy organization for the nation's community colleges. The association represents more than 1,000 2-year, associate degree-granting institutions and nearly 12 million students.

**AAHHE-American Association of Hispanics in Higher Education-Member**

AAHHE is an agent of change for improving education, thus enabling Hispanic students to fully participate in a diverse society.

**AERA-American Educational Research Association-Member**

AERA is a professional organization representing education researchers in the United States and around the world. AERA's mission is to advance knowledge about education and promote the use of research in educational practice

**NaBITA-National Association for Behavioral Intervention and Threat Assessment-Member**

NaBITA is an independent, not-for-profit corporation incorporated under the laws of the Commonwealth of Pennsylvania, with more than 4,900 members from colleges, universities, schools, and organizations.

**NASPA-National Association of Student Personnel Administrators-Member and Voting Delegate for Pima College's institutional membership**

NASPA is a member-centered association supporting a diverse and passionate network of 15,000 professionals and 1,200 institutions across the globe. It is the professional home for the field of student affairs.

**NCCHC-National Community College Hispanic Council-Board member**

NCCHC is the nation's premier organization for the preparation and support of Hispanic leaders in America's community colleges.

**Personal**

**Donor Network of Arizona-Volunteer**

Donor Network of Arizona is a federally designated, nonprofit organ procurement organization that saves lives through organ, eye, and tissue donation.

**Brandye D'Lena, Assistant Vice Chancellor for Facilities**

**National**

**APPA-Leadership in Educational Facilities (Formerly the Association of Physical Plan Administrators-Member**

APPA's community represents the broadest coalition of educational facilities professionals possible, ensuring a diversity of experiences and situations, and the availability of best practices.

**COAA-Construction Owners Association of America-Member**

A national organization of public and private owners who manage facilities development and capital improvement projects. COAA supports Owners' success in the design and construction of buildings and facilities through education, information, and collaboration.

**Tom Davis, Chief of Staff and Executive Vice Chancellor of Campuses**

**Local**

**88-Crime – Board Member**

The 88-CRIME tip line takes anonymous tips on serious criminal activity. Identities are kept anonymous and the crime information is provided to a law enforcement agency for investigation.

**Catalina Foothills 8 HOA – Board Member**

The Catalina Foothills Estates No. 8 Homeowners Association (HOA), a Board-managed HOA, that supports our natural environment, through a clean, crime-free area, while maintaining the aesthetic character of the neighborhood.

**The Breakfast Club of Tucson – Alternate**

Local Group that brings together various community leaders who share their expertise and current business news.

## **National**

### **American Legion – Member**

The nation's largest wartime veterans service organization, committed to mentoring youth and sponsorship of wholesome programs in our communities, advocating patriotism and honor, promoting strong national security, and continued devotion to our fellow servicemembers and veterans.

### **Army Aviation Association of America – Lifetime Member**

Support the United States Army Aviation Soldier and Family.

### **Association of the United States Army – Member**

Nonprofit educational and professional development association serving America's Army and supporters of a strong national defense. AUSA provides a voice for the Army, supports the Soldier, and honors those who have served in order to advance the security of the nation.

### **Military Officer Association of America – Member**

A professional association of United States military officers. It is a nonprofit organization that advocates for a strong national defense but is politically nonpartisan. The association supports government policies that benefit military members and their families.

### **U.S. Army War College Foundation – Lifetime Member**

A National organization that supports the U.S. Army War College and its graduates in the preparation of outstanding senior leaders by enriching the academic environment, enhancing outreach and events, & encouraging alumni connections

## **Dr. Nic Richmond, Chief Strategy Officer**

### **Local**

**Pima County climate group**

### **State**

**Arizona Association of Institutional Research-Member and Immediate Past President (president April 2019-April 2023)**

### **National**

**Association of Institutional research-Member and participant on the Editorial Team and Program and Strategy Committee**

**Society of College and University Planning-Member**

**OnCon Senior Council on Data and Analytics-Member**

**American Geophysical Union**-Member

**Urgent Optimists, Institute for the Future**-Member

## **Dr. Morgan Phillips, Vice Chancellor for Academic Excellence**

### **Local**

**American Society for Quality** – Tucson Chapter - Member

Local chapter of ASQ connecting industry partners in work to improve quality in their organizations.

**Catalina Council BSA** – Council Membership Committee, STEM Advisor and Merit Badge Counselor

Local council of the Boys Scouts of America working to develop leadership and life skills in youth while instilling the ability to make ethical and moral choices.

**Creative Communications Learning Advisory Council** – Consultant

Group focused on supporting intergenerational learning connections.

**First Focus on Kids Partnership** – Committee Member

A coalition of community partners focused on improving connections for young children in Southern Arizona.

**Pima Community College Foundation** – Supporter & Donor

Foundation supporting the improvement of education in Southern Arizona at Pima Community College.

**Saint Joseph's Parrish BSA Troop 733** – Advancement Chair & Key 3 Alternate

Boy Scout troop for young men ages 11 – 17 working on character development, leadership development, citizenship training, and personal fitness.

**Saint Joseph's Venture Crew 733** – Crew Advisor

Venture Crew for young adults ages 14 – 20 focused on participating in crew-led activities, leadership development, personal growth and community service through training, mentoring and ongoing development.

**SARSEF – Science Fair Judge (ASQ Data Tools Awards)**

Local group supporting youth science education which conducts a major annual science fair for Southern Arizona.

**Sahuarita Wins Partnership** – Member

Organization supporting the improvement of education in Sahuarita in the Sahuarita schools district.

**Santa Cruz County Provisional Community College Board** – Consultant

Local governmental board supporting higher education in Santa Cruz County

**Southern Arizona Council for International Visitors – Consultant**

Organization supporting international connections between Southern Arizona and locations around the world.

**Sun Corridor, Inc. – Member**

Transformative economic development organization representing Southern Arizona.

**Tucson Church of God of Prophecy – Education Director & Member**

Local congregation of an international body of believers working hand-in-hand to share God's love and a message of hope through Jesus.

**Tucson Hispanic Chamber of Commerce – Member**

Local chamber promoting the binational and bicultural business community in the Arizona - Sonora region.

**Tucson Metro Chamber of Commerce – Member**

Business advocacy and community development organization for Tucson and Southern Arizona

**Tucson Orienteering Club – Member**

Nonprofit organization whose volunteers are devoted to promoting recreational and competitive orienteering in southeast Arizona, affiliated with Orienteering USA.

**Tucson Values Teachers – Supporter and Consultant/Judge**

Nonprofit organization raising awareness of Arizona's teacher workforce crisis while also providing programs that offer teachers professional and financial support and that give community members a way to show that they care.

**United Way of Tucson and Southern Arizona – Kindergarten Readiness Change Network – Member**

A coalition of community partners focused on improving early childhood education and the preparation of children to successfully enter kindergarten.

**State**

**Arizona Attainment Alliance – Alliance Co-chair**

A partnership between Northern Arizona University (NAU), the state's 10 community college districts and the Arizona Commerce Authority (ACA), which will ensure seamless admissions for all students who attend A++ member institutions.

**Arizona Technology Council - Member**

Nonprofit organization working to connect and empower technology companies across the state of Arizona through engaging events, and public policy advocacy.

**AZTransfer System – Consultant**

An organization of academic leaders supporting the successful transfer of credits and degree completion for students in all public postsecondary institutions in Arizona.

**University of Arizona Professional Preparation Board-Member**

A partnership to address the challenges of ensuring teacher and administrator quality in the state and across the nation.

**National**

**America Society for Quality - Member**

A global organization of member-led communities that help members connect with other quality professionals and practitioners, advance their knowledge and careers, and grow as thought leaders.

**American Statistical Association - Member**

Community of statisticians promoting the practice and profession of statistics.

**Aspen Community College Presidential Fellowship – Fellow**

A cadre of exceptional leaders who can transform community colleges to achieve higher levels of student success, while maintaining broad access.

**Council for Advancement and Support of Education – Affiliate**

Global nonprofit association dedicated to educational advancement professionals—in alumni relations, communications, development, marketing, and advancement services—who share the goal of championing education to transform lives and society.

**Higher Education Research & Development Institute – HERDI- Advisory Board member**

Nonprofit designed to provide better products and services for students, faculty and staff of America’s Colleges by facilitating frank and critical dialogue between college leaders and the business community that seeks to serve them.

**Mathematical Association of America – Member**

Community of mathematicians, students, and enthusiasts seeking to further the understanding of our world through mathematics.

**National Alliance of Concurrent Enrollment Partnerships – Affiliate**

Partnership working to ensure that college courses offered by high school teachers are as rigorous as courses offered on the sponsoring college campus.

**National Association for Community College Entrepreneurship – Member**

Community of college faculty, administrators, presidents and chancellors who are committed to entrepreneurial mindset and innovative action.

**National Association of Branch Campus Administrators – Affiliate**

Professional organization committed to supporting the mission and goals of higher education professionals who work at a location that is separate from their parent/main campus.

**National Association of College and University Business Officers – Affiliate**

Network of peers and advocates who are serving college and university professionals and other stakeholders who work in higher education business and finance.

**National Association of College & University Food Services – Affiliate**

Association designed to help you bring excellence in collegiate dining to your campus.

**National Association of Student Financial Aid Administrators – Affiliate**

National, nonprofit association with a primary focus on information dissemination, professional development, and legislative and regulatory analysis related to federal student aid programs.

**National Literacy Information and Communication System – Affiliate**

Organization connecting adult education teachers, program managers, and professional developers in topic-driven groups.

**National Order of the Arrow Honor & Service Society – Member**

Society recognizing scouts and scouters who best exemplify the Scout Oath and Law in their daily lives and providing encouragement for others to live these ideals as well.

**Fwd: NAU and Pima meeting**

1 message

On Wed, Sep 22, 2021 at 5:53 PM Duran-Cerda, Dolores <dcerda@pima.edu> wrote:

Hi, Anika,

It was great seeing you at today's meeting. Irene and I collaborated on the list below. I am copying my executive assistant, Karyza Ochoa, and the President of Campuses' assistant, Andrew Kachur. They can help coordinate a time for all of us to meet. Please let us know if you have any questions.

**We are looking forward to continuing the conversation with our respective teams together:**

Pima team:

- IT: Jack Satterfield ([jcsatterfield@pima.edu](mailto:jcsatterfield@pima.edu))
- Enrollment/Advising/Student Affairs: Irene Robles-Lopez ([irlopez@pima.edu](mailto:irlopez@pima.edu)), Suzanne Desjardin ([sdesjardin@pima.edu](mailto:sdesjardin@pima.edu)) and David Arellano ([darella7@pima.edu](mailto:darella7@pima.edu))
- STAR (IR): Nic Richmond ([ncrichmond@pima.edu](mailto:ncrichmond@pima.edu))
- Student Success: Jeff Thies ([jthies@pima.edu](mailto:jthies@pima.edu))
- Academic Affairs: Dolores Duran-Cerda ([dcerda@pima.edu](mailto:dcerda@pima.edu)), Lamata Mitchell ([lmitchell13@pima.edu](mailto:lmitchell13@pima.edu)), Wendy Weeks ([wweeks@pima.edu](mailto:wweeks@pima.edu))
- DEI: Hilda Ladner ([hladner@pima.edu](mailto:hladner@pima.edu))
- Workforce: Ian Roark ([iroark@pima.edu](mailto:iroark@pima.edu))
- Registrar/FA: Bruce Moses ([bmoses3@pima.edu](mailto:bmoses3@pima.edu))
- President of Campuses: David Dore ([ddore@pima.edu](mailto:ddore@pima.edu))

Thank you!

Dolores

**Dolores Durán-Cerda, Ph.D.**  
Provost and Executive Vice Chancellor  
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Pronouns: she/her/ella





**NAU-PCC Educational Attainment Collaborative Meeting  
AGENDA**

Wednesday, January 25, 2023  
12:00 pm - 4:00 pm

Location: Pima College Downtown Campus: 1255 N Stone Avenue, Tucson, AZ 85709  
Meeting Room: CC-180-Amethyst Community Room

- |                  |  |
|------------------|--|
| 12:00 – 12:45 pm | Lunch and welcome by Karen Pugliesi and Dolores Durán-Cerda  |
| 12:45 – 1:30 pm  | Tour with Greg Wilson and team   |
| 1:30 – 2:15 pm   | Breakout sessions:<br><i>Provost Pugliesi and Provost Durán-Cerda</i><br><i>Transition Infrastructure Team</i><br><i>Academic Program Pathways Team</i><br><i>Student Support Team</i><br><i>Faculty Engagement &amp; Development Team</i><br><i>Marketing &amp; Outreach Team</i> |
| 2:15 – 2:30 pm   | Break  |
| 2:30 – 3:30 pm   | Team Reports   |
| 3:30 - 3:40 pm   | A++ Update by Morgan Phillips  |
| 3:40 – 4:00 pm   | Discussion & Next Steps    Provost Pugliesi and Provost Durán-Cerda  |

# Appendix G

## The Board Commits to Assessment and Improvement

First page of Appendix labeled in upper left-hand corner. Example: **Appendix G1**

Parts of appendices **highlighted** when appropriate.

- [G1] Board Policy 1.16 Institutional Effectiveness.
- [G2] Progress Report on Chancellor's Priority, Academics.
- [G3] Governing Board Self-Assessment summary.
- [G4] Board Chair and Vice-Chair summary of July 31, 2023 Board meeting.
- [G5] Presentation to Board on parliamentary procedure.
- [G6] June 2, 2023, Board retreat agenda.
- [G7] Presentation to Board on leadership option.



## Pima County Community College District Board Policy

<i>Board Policy Title:</i>	<b>Institutional Effectiveness</b>
<i>Board Policy Number:</i>	BP 1.16
<i>Adoption Date:</i>	3/11/92
<i>Schedule for Review &amp; Update:</i>	Every three years
<i>Review Date(s):</i>	5/12/14, 4/18/16, 2/16/17, 1/12/22
<i>Revision Date(s):</i>	10/26/11, 5/29/14, 4/18/16, 2/16/17, 1/12/22
<i>Sponsoring Unit/Department:</i>	Office of the Strategy, Analytics and Research
<i>Motion Number:</i>	4917
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	

The College is committed to ensuring institutional effectiveness through continuous assessment and quality improvement. Accordingly, the Governing Board delegates to the Chancellor the responsibility of establishing strategic planning, evaluation, development, and project-support systems to help the College fulfill its mission in the most effective and efficient manner.

The College's Institutional Effectiveness program shall include at least the components noted below:

- Mission fulfillment framework
- Integrated planning
- Assessment of credit and noncredit programs and services
- Assessment of student learning outcomes
- Assessment of operational effectiveness
- Assessment of student, employee and community satisfaction with the College
- Employee performance evaluation process

## 2022-2023 Chancellor's Goals Update: Academics

Presented by Dr. Dolores Durán-Cerda, Provost and Executive Vice Chancellor for Academic Affairs

April 2023

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### Overview

This Executive Summary provides an update of the 2022-2023 Chancellor's Goal: Academics from the Office of the Provost.

In alignment with the College's [2021-2025 Strategic Plan](#), the Provost's Goals, the Strategic Enrollment Management Plan (SEMP), the Diversity, Equity & Inclusion (DEI) Plan, the Education and Facilities Master Plans, there is significant progress made at the end of the third quarter of the fiscal year on the Chancellor's Goals: Academics for the 2022-2023 academic year. Each of the goals and subgoals support the Strategic Plan's Achieve60 Pima County's two institutional targets:

- Increase completer counts to 6,000 by 2024-2025
- Double the completer counts of Hispanic or Latino, American Indian and Alaska Native and Black or African American learners by 2024-2025

### Academics

#### 1. Develop a transformation plan for general education/transfer education to ensure relevance into the future, with a focus on increasing completion and transfer success, to support progress on the Achieve60 Pima County institutional targets.

- Co-leads: Michael Parker, Dean of Social Sciences, Humanities & Education and Josie Milliken, Dean of Distance Education
- Project Timeline: In June 2023, a plan will be drafted with milestones, goals, and key performance indicators. The revised Arizona General Education Curriculum (AGEC) will be available to learners in the 2025-2026 Catalog. This date reflects the statewide delay in the rollout from 2024-2025.
- Summary: In February 2021, the Arizona Board of Regents (ABOR) updated their policy regarding the purpose and philosophy of general education. According to ABOR Policy 2-210, general education should: 1) Prepare students to "pursue careers or advanced study" and take their place in our republic and the world 2) Provide the foundational cognitive and behavioral skills necessary to adapt quickly to change. As a result of ABOR Policy 2-210, there are statewide efforts being led by the AZTransfer General Education Redesign Steering Committee. To date, Michael Parker and Josie Milliken have convened a General Education Redesign Steering Committee, conducted faculty surveys, and are preparing a student survey. The faculty survey surfaced the importance

of relevancy, skill attainment (human and technical), transfer, and understanding the complexities of the world.

Current Phase:

- [Statewide efforts](#): this goal aligns with a statewide initiative to reimagine the AGEC.
- The faculty survey has been administered and a retreat was held in late-February to review the faculty survey results. The student survey will be administered in April 2023.
- The General Education Redesign Steering Committee will develop a white paper to propose recommended changes and enhancements at PCC. These recommended changes will be grounded in research, data, learner, and faculty input.
- Pima Community College is participating in the American Association of Colleges and Universities (AAC&U) 2023 Institute on Open Learning and ePortfolios. PCC is one of 23 institutions selected nationwide. ePortfolios have been identified as a [High-Impact Practice](#). As a practice, ePortfolios promote integrative and applied learning, one of, if not the key element, in both the new Arizona Board of Regents (ABOR) policy and the AGEC Reimagined initiative.
- As High-Impact Practices, both the ePortfolio and internship opportunities provide significant educational benefits for learners who participate in them, especially, those from demographic groups historically underserved by higher education.

Next Phase:

- A transformation plan that recommends changes to general education regarding philosophy, outcomes, curriculum, pedagogy, co-curriculum, and assessment.
- The Spring semester will focus on collecting feedback from institutions across the state on [the draft criteria](#). Listening sessions will be scheduled during the AZTransfer Summit in April 2023. The criteria currently being drafted for the distribution categories will be finalized and published at the AZTransfer Summit in mid-April 2023. Once the final criteria have been published, PCC and the state's other community colleges will revise their respective courses to align with the newly adopted criteria.

## **2. Complete work on the following Strategic Plan priorities no later than June 30, 2023:**

### **Expand completion points to include industry credentials and micro-credentials.**

- Lead: Ian Roark, Vice Chancellor of Workforce Development & Innovation
- Project Timeline: In progress; Due June 2023
- Summary: As a part of the goal to expand completion points, Marketable Skills Awards are being tested for FastTracks.

Current Phase:

- The Pima FastTrack Standard Operating Procedure (SOP) is complete; scaling FastTrack requires Marketable Skills Awards (MSAs) to be finalized.
- The Career and Technical Education (CTE) Curriculum Architecture defines expanded completion points including MSAs; refining a glossary of terms for other completion points is underway.

- A second catalog has been created for non-traditional course/program offerings to capture alternative credentials.
- The Education Design Lab is providing technical assistance as PCC will be using FastTrack as the pilot in the MSAs. As a part of this pilot, we will capture industry-recognized certifications and the PCC award.

Next Phase:

- Scale micro-pathways.
- The main outcome of the Education Design Lab collaborative will be to have a Comprehensive Learner Record (CLR) that captures industry-recognized credentials, skills, awards, and experiential learning.

**Continue the enhancements to guided pathways, per the milestones outlined in the Strategic Plan.**

- Lead: Wendy Weeks, Assistant Vice Chancellor for Curriculum & Quality Improvement and Accreditation
- Project Timeline: This project will be assigned to the new Vice Provost and the timeline will be determined at that time.
- Summary: In progress; detailed updates on enhancements below:
- Enhancements Completed:
  - Ensure all program maps are complete and vetted by relevant programs.
  - Complete program maps and add them to the PCC digital catalog.
  - Implement DegreeWorks to facilitate educational planning.
- Enhancements in Progress:
  - Place all new to higher education learners on a planner by the end of their first semester.
    - Batch posting of templates - Academic Affairs is collaborating with IT and Student Affairs to get every learner on a planner. Technical assistance from a consultant as there features that must be learned/activated through DegreeWorks through scribing in addition to internal training for maintenance.

**Restructure all offerings around “areas of interest”, with clear credit and non-credit pathways leading to high school equivalency, industry credentials, PCC award or other completion point by area.**

- Co-Leads: Ian Roark, James Palacios, and Wendy Weeks
- Project Timeline: In progress; Due June 2023
- Summary: As a part of the goal to restructure all offerings around “areas of interest” in alignment with the Career and Technical Education (CTE) Architecture, additional Associate’s of Applied Science (AAS) have removed concentrations. Stackability of Pima FastTracks, Certificates, and Associate’s of Applied Science serve as the model to allow learners to gain high-demand skills that result in a job with a family-sustaining wage. The

CTE Architecture aligns additional education and skill attainment with wage and career progression opportunities.

Current Phase:

- CTE Curriculum Architecture is in progress.

Next phase:

- Areas of interest with clear pathway alignment needs to be available on the website.
- Make areas of interest visible on the website.

### **Expand high school dual enrollment.**

- Lead: James Palacios, Dean of Dual Enrollment
- Project Timeline: Due June 2023
- Summary: Enrollment Update
  - In 2021-2022 we served 4,556 learners, 847 FTSE, 8,047 Enrollment. Dual enrollment has continued to increase in 2022-2023. The goal of 4,900 learners for dual enrollment has been exceeded at 5,450 headcount. Enrollment increased from 8,048 total in FY 2022 to mid-Spring 2023 enrollment of 9,811. Goal is to increase to 10,000 by the end of spring.

Current Phase:

- Expanding partnerships with K-12 to meet the needs of our community while addressing the decreasing college-going rate.
- Partnering with the University of Arizona and Northern Arizona University leadership teams on creating a partnership for dual enrollment learners.
- Exploring new ideas of funding models for Online Dual Enrollment and Concurrent Enrollment options.
- Exploring ways to expand scholarship opportunities for high school seniors.

Next Phase:

- Host a Superintendent meeting at PCC and conduct campus tours in April 2023.
- Develop high school relevant transition pathways to PCC.
- Continue to explore and create a Pima First Pathway for high school seniors and Dual Enrollment learners. There are PCC-university subgroups collaborating on this initiative.
- Receive input from Superintendent of Schools on new ideas of funding models for PCC adjuncts at high school sites, Online Dual Enrollment, and Concurrent Enrollment options.
- Meet with PCC Leadership, Financial Aid and Scholarships, and the Pima Foundation for support on increasing and expanding PCC Merit and Excellence Scholarships to increase enrollment and catalyze completion rates.
- Develop marketing materials for parents and learners to educate them on the benefits of dual enrollment and cost savings for Pima First Pathway transition learners.

**Implement autoconfer and ready the College for reverse transfer in 2023-2024.**

- Lead: Michael Tulino, Director, Enrollment Services and Registrar
- Project Timeline: In progress; Reverse Transfer Foundation and Preparation due June 2023; Implement Autoconfer and Reverse Transfer Due June 2024
- Summary: Autoconfer will serve as an automation tool to confer degrees and Certificates based on completion. This will help to solve the challenge of students completing degrees but not being awarded these credentials. Learner process guidelines and procedures have been established. Timelines for analyzing learner completion progress have been created.

Current Phase: In progress

- The team is working with NAU to identify a pilot group for reverse transfer. The pilot group consists of approximately 100 former PCC learners that transferred to NAU.

Next Phase:

- The team is developing a system for accurate degree audits within DegreeWorks that works with Banner for every program of study across multiple PCC College Catalog years.
- Finalize Graduation Checklist.

**3. As part of the Strategic Plan priority to implement a college-wide effectiveness process, conduct a cost savings analysis focused on course and program offerings to increase academic efficiency (by February 2023).**

- Co-leads: Dolores Durán-Cerda, Provost and Executive Vice Chancellor for Academic Affairs, and Kate Schmidt, Acting Administrator for Faculty Affairs and Development
- Project Timeline: In progress; Multi-year with milestones
- Summary: Under the Pima Community College's Strategic Plan's priorities to implement a college-wide effectiveness process, conduct a cost savings analysis focused on course and program offerings to increase academic efficiency utilizing a data-driven approach. There are three key components to academic efficiency and cost savings: 1) Course fill rates and caps; 2) Faculty Allocation Collaborative Process (FACT), and 3) Academic Leadership Structure. Deans examined their course fill rates and provided recommendations to the Provost for approval. Milestone 1 is focused on course fill rates and caps. More efficient scheduling will create financial efficiencies as well as efficiencies for learners.

Current Phase:

- Conducting a comprehensive audit of low-enrollment/low-demand courses
- Efficient Scheduling:
  - Underfilled sections
  - Small classes
  - Examine course caps
  - Instructor load



- Developing a proposal to move toward shorter terms - looking at success rates internally and at other schools
- Convene steering committee to evaluate data and recommendations:
  - Data evaluation with Deans and Department Heads.
  - Thresholds and goals will be recommended by Deans and Department Heads to the Provost.

Next Phase:

- Approval of recommendations by the Provost.

Concurrently, the College will implement action steps to increase academic efficiency collegewide, based on both the above analysis as well as known best practice by Fall 2023 and ongoing.

- Course Inactivation
  - Courses that have not run for 3 years or more
  - Reduce courses that do not transfer or apply to a degree or certificate
- Implement two Ad Astra Initiatives
  - Schedule Builder (moving all Department Heads into Astra)
  - Year-long Scheduling
    - Start with Liberal Arts AA at each campus
    - 8-week AGECE (Deans)
- Faculty Allocation Collaborative Process (FACT)
- Academic Leadership Structure for implementation Fall 2024

**4. Per the priorities identified in the Education and Facilities Master Plans, explore the establishment of Centers of Excellence in the Arts and Science/Engineering (by March 2023).**

- Co-leads: Karen Bryan, Interim Dean of Arts and Aubrey Conover, Campus Vice President for West Campus, (for Arts) and Emily Halvorson-Otts, Dean of Sciences and Brian Stewart, Campus Vice President, (for Science & Engineering)
- Project Timeline: The Stakeholder Summits/Focus Groups were held in March with a completed proposal for the Center of Excellence in the Arts and Center of Excellence in Science & Engineering due June 2023.
- Arts Summary: Karen Bryan, Interim Dean of Arts and Aubrey Conover, Campus Vice President for West Campus is revising the [CoE in the Arts Vision Plan](#). Karen is focused on building partnerships with businesses and industries within the region and Pima County that can help our learners get jobs. They are collaborating with Workforce Development & Innovation to get additional information and support on having Focus Groups in late March with a completed proposal for the Center of Excellence in the Arts by June 2023.
- Science & Engineering Summary: Emily Halvorson-Otts, Dean of Sciences on March 15th, the Northwest Campus held the forum for the CoE for Sciences and Engineering. Over 400 business, industry, and educational partners were invited. Educational partners included K-12, Arizona State University, University of Arizona, and Northern Arizona

University. In total, over 85 people attended in person including students, business and industry, and members of the community, and over 15 people participated virtually.

**5. Related to the Strategic Plan priority on technology needs today and into the future, create a digital literacy/fluency task force charged with planning and implementing college-wide expectations, to include preparation of an action plan by March 2023.**

- Co-leads: Jim Craig, Dean of Business & Information Technology Division and Jeff Thies, Dean of College Readiness & Student Success
- Project Timeline: In progress; Multi-year with Task Force in place and draft action plan completed by March 2023. A finalized plan will be completed by May 15, 2023.
- Summary: The Digital Literacy/Fluency Task Force was created and charged with creating a plan to implement college-wide expectations of digital literacy/fluency. This charge and goal was related to the Strategic Plan priority on technology needs today and into the future. The work of this Task Force was also built on the Academic Digital Literacy Taskforce conducted in 2021, which was created as part of a larger plan to evaluate and recommend digital literacy outcomes, implementation plans and assessment. The work also involved researching current studies and trends in digital literacy approaches in education. The Digital Literacy/Fluency Task Force created five major digital literacy components that were investigated by subcommittees, including Assessment and Development of Basic Skills, Curriculum, Infrastructure, Devices, Hardware & Software, Simplify the User Experience and Training/Continuous Improvement.

Next Phase:

- Meet with the Provost to present a comprehensive plan.

**6. Support and monitor the preparation and progress toward the development of the Assurance Argument to be submitted to the Higher Learning Commission in 2024.**

- Lead: Wendy Weeks, Assistant Vice Chancellor for Curriculum & Quality Improvement and Accreditation and multiple others on each Criterion.
- Project Timeline: In progress; HLC Assurance Argument Due 2024
- Summary: An Executive HLC Steering Committee was convened. The Executive HLC Steering Committee will provide leadership to HLC subcommittees that will assist in conducting research, implementing decisions, and provide critical insights for continuous quality improvement.

For the Reaffirmation of Accreditation visit, we have leads on all Criterion. A criterion timeline was developed with various Criterion due from June 2023 - September 2023. We have an external consultant to review Board Policies, Administrative Policies, and a draft of Criterion 4. Additionally, we are working on gaps in Criteria; those areas where HLC identified PCC as lacking evidence, PCC self-identified as lacking evidence or a gap was noted in a monitoring report.

**Current Phase:**

- On-site visits were done in February 2023 and additional site-visits in early April 2023.
- Collecting evidence, based on the gap analysis.
- A timeline for Criterion drafts is done.
- Professional, third party, being sought to review drafts of the Assurance Argument.

**Next Phase:**

- Professional peer reviewer will provide feedback to PCC's first draft of the Assurance Argument.

## Assurance Argument Leads

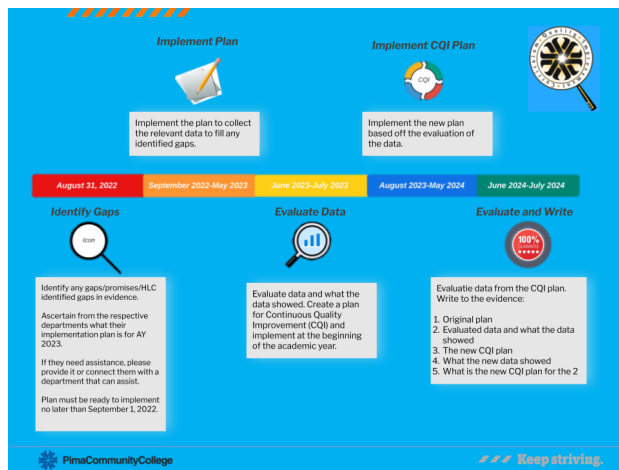


This infographic lists five assurance argument leads with their respective leads and descriptions:

01	Lead: Nic Richmond	<b>Mission</b> The institution's mission is clear and articulated publicly; it guides the institution's operations
02	Leads: Agnes Maina David Parker Jeff Silvyn	<b>Integrity, Ethical and Responsible Conduct</b> The institution acts with integrity; its conduct is ethical and responsible.
03	Leads: Suzanne Desjardin Kate Schmidt Jeff Thies	<b>Teaching &amp; Learning, Quality, Resources, &amp; Support</b> The institution provides quality education, wherever and however its offerings are delivered.
04	Leads: Stephen Ebel David Dondewicz Stacy Naughton	<b>Teaching and Learning, Evaluation and Improvement</b> The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.
05	Leads: Michael Parker Nic Richmond	<b>Institutional Effectiveness, Resources and Planning</b> The institution's resources, structures, and processes are sufficient to fulfill its missions, improve the quality of its educational offerings, and respond to future challenges and opportunities.
Federal	Leads: Aurie Clifford Melissa Stoddart	<b>Federal Compliance</b> In order to maintain its federal recognition by the U.S. Department of Education, HLC assures that all accredited institutions are complying with the expectations of specific federal regulations including Title IV program responsibilities.

**PimaCommunityCollege** // Keep striving.

## Assurance Argument Timeline



This infographic shows the timeline for the assurance argument process:

- Identify Gaps:** August 22, 2022. Identify any gaps/promises/HLC identified gaps in evidence. Ascertain from the respective departments what their implementation plan is for AY 2023. If they need assistance, please provide it or connect them with a department that can assist. Plan must be ready to implement no later than September 1, 2022.
- Implement Plan:** September 2022-May 2023. Implement the plan to collect the relevant data to fill any identified gaps.
- Evaluate Data:** June 2023-July 2023. Evaluate data and what the data showed. Create a plan for Continuous Quality Improvement (CQI) and implement at the beginning of the academic year.
- Implement CQI Plan:** August 2023-May 2024. Implement the new plan based off the evaluation of the data.
- Evaluate and Write:** June 2024-July 2024. Evaluate data from the CQI plan. Write to the evidence:
  1. Original plan
  2. Evaluated data and what the data showed
  3. The new CQI plan
  4. What the new data showed
  5. What is the new CQI plan for the 2

**PimaCommunityCollege** // Keep striving.

## Appendix G3

### Governing Board

#### January 2023 – May 2023 Board Self Assessment Summary

##### **Methodology**

The Board Self-Assessment was conducted in May 2023. This assessment tool was administered by the Association of Community College Trustees (ACCT) to evaluate the Board's view on its goals, performance and leadership. At the Board Retreat in June 2023, the Board discussed the results of the Self-Assessment and used those results to inform the Board Goals for 2023-2024.

##### **Background**

The Board conducts an annual self-assessment as a tool for determining priorities and improving its performance. This practice aligns with Higher Learning Commission standards for PCC's affirmation of reaccreditation which include Criterion 2 on institutional integrity, Criterion 5B on effective leadership and 5D on improving performance.

The self-assessment addressed the Fall 2022 – Fall 2023 Board goals and priorities. It is assumed that Board members who were newly elected to the Board, rated themselves and the Board for the 5 months they had served and not the last half of 2022 when the prior board were seated. The report compiled the results which were used in the Board Retreat to highlight Board successes and draw attention to areas where there is room to improve. This self-assessment helps the Board to set goals and objectives, restate our expectations and supply evidence to the Board's continued commitment to accountability and responsibility to the College community. The assessment included 38 items across 9 categories with an additional 5 Board Goals. Items were rated on a scale of 1 – 5 indicating the Board Member's agreement with the statement pertaining to goals and progress toward completing the goals.

##### **Summary**

This year's Self-Assessment had an overall average, across all items in the assessment, of 3.6 (out of 5). This was up .59 from last year's summary. Each of the categories in part 1 had a rating higher than those of last year's self-assessment. All the ratings on the individual items were above the median of 3, except one: The Board adopts policies that guide the administration of the college and monitors compliance while leaving the day-to-day operations of the college to the chancellor. The highest rated items were in Board Education, Community College and Student Relations, Board Organization and Community Relations. The lower rated items were Policy Role & Direction, Advocating for the College, Standards for College Operations and Board -Chancellor Relations. It was noted in the report of the Board's Self-Evaluation that Board member ratings are closer to one another than last year. Despite a small variation in Board member ratings, the Board continues its collective and collegial work of meeting its goals, and fiduciary and regulatory responsibilities.

Overall category ratings increased to 3.6 from last year's overall rating of 3.01.

**Board Organization** – The overall average for this category is 3.84 (3.10 last year) The two highest rated items were: The Board meetings are efficient and effective, and Board meetings allow for open and sufficient discussion. No item was rated below 3.25.

**Policy Role and Direction** – The overall average for this category is 3.20 (3.10 last year) The two highest rated items were: The Board understands that one of its primary functions is to establish the policies governing the community college and The Board has ensured that the mission and goals are sufficiently stated to be responsive to current and future community needs. One item was rated below 3: The Board adopts policies that guide the administration of the college and monitors compliance while leaving the day-to-day operations of the college to the chancellor(2.8).

**Board-Chancellor Relations** -The overall average for this category is 3.55 (2.65 last year) The highest rated item, 3.8, The Board provides the proper level of authority to the chancellor for administration of the college. The lowest, 3.2, Board members respect the role of the chancellor as the link between the board and staff.

**Community College and Student Relations** – The overall average for this category is 4.25 (3.25 last year) The highest rated items were Board members show support for student and employee achievements by recognizing them during meetings and attending award celebrations, and Transparency of board actions and materials is important to the Board. No item was below 3.4.

**Community Relations** – The overall average for this category is 3.8 (2.71 last year) The highest rated item is The Board is knowledgeable about community and regional needs and expectations. No item was below 3.6.

**Standards for College Operations** – The overall average for this category is 3.53 (3.35 last year) The highest rated items are The Board is knowledgeable about the college’s educational programs/services, and Board policies adequately address parameters for facilities maintenance and appearance. No item was below 3.2.

**Board Leadership** - The overall average for this category is 3.4 (2.0 last year) The highest rated item is The Board is willing to re-evaluate decisions when necessary. No item was below 3.2.

**Advocating for the College** - The overall average for this category is 3.4 (3.26 last year) The highest rated items are The Board advocates college interests to state and national agencies and legislators, and The Board actively supports the college’s foundation and fundraising efforts. No item was below 3.0.

**Board Education** - The overall average for this category is 4.4 (3.6 last year) This category has the highest average ratings. The highest rated item is Sufficient resources are allocated for board members to attend conferences and community events upon invitation. No item was below 4.0.

## **Board Goals**

The Board discussed and evaluated its efficiency and efficacy in its actions 1) before, during and after its Board Meetings and 2) achieving the 2022-2023 Board Goals. Using the Board Self-Assessment report as one tool to ascertain the success, the Board also dialoged and discussed goals for the upcoming year. The 2022- 2023 Board Goals had an overall average of 3.08. Goal 1, Governance, received the lowest rating of the Board Goals (2.80)

## **Summary**

The Board realizes that this Self-Assessment will contribute to a more efficient and effective board as it continues in its efforts to serve the students and employees at the college, to engage the community and its stakeholders, and to uphold the ethical and fiduciary responsibilities of the Board.



## Appendix G4


# **PimaCountyCommunityCollegeDistrict**

## **Governing Board Special Meeting 7/31/23 8:00 AM**

**Board members present: Theresa Riel, Wade McLean, Greg Taylor (via Zoom), Maria Garcia, Luis L. Gonzales**

### **Evaluation of the meeting by Chair Riel and Vice-Chair McLean**

Wade and I had a conversation after the Special Board Meeting on July 31 to discuss our thoughts on what went well and what we could improve. The Board approved the Interim Chancellor as Dr. Dolores Duran Cerda and approved moving forward with the permanent Chancellor Search process. We both agreed that the meeting ran well. We realize that it is an improvement to have motions written down so we can be clear and precise in our motions with the wording we use. We also decided to remind all board members that discussion occurs only during the discussion section and not during voting. This definitely simplified our meeting. We will continue these practices in future meetings.



# PARLIAMENTARY PROCEDURE FOR BOARD MEMBERS ACCT

**Connie M. Deford,  
Professional Registered  
Parliamentarian**



**Friday, June 2, 2023  
Governing Board Retreat-Day 2**

**Pima Community College Downtown Campus  
Automotive Technology and Innovation Center, Sapphire Conference Room  
1255 N. Stone Ave., Tucson, AZ 85709  
All agenda items are subject to discussion and possible action**

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**Board Retreat 9:00 a.m.**

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**1. OPEN SESSION-BOARD RETREAT**

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**Subject**                    **1.1 Call to Order, PCC Automotive Technology Center Downtown Campus, Sapphire Room, 1255 N. Stone, Tucson, AZ 85709**

Meeting                    Jun 2, 2023 - Governing Board Retreat-Day 2

Category                    1. OPEN SESSION-BOARD RETREAT

Type                        Procedural

**Subject**                    **1.2 Governing Board Retreat**

Meeting                    Jun 2, 2023 - Governing Board Retreat-Day 2

Category                    1. OPEN SESSION-BOARD RETREAT

Type                        Discussion

**Day Two (half day)**

- I. Board Self-Assessment
  - A. Results of the Survey
  - B. Review and Possible Revision of the Monitoring Action Plan
- II. Plans for the Future
  - A. Board Priorities for 2023-2024
  - B. College Priorities for 2023-2024
  - C. Future of Governing Board Advisory Committees (HR, Enrollment and External Relations)

Adjourn

# Leadership Transition

Governing Board Retreat  
June 1-2, 2023

# Transition Options

<b>Chancellor start date</b>	<b>Potential Benefits</b>	<b>Potential Challenges</b>
Jan. 2024	<ul style="list-style-type: none"><li>• Candidate pool available</li><li>• Quickly establish certainty and direction</li></ul>	<ul style="list-style-type: none"><li>• Short time-frame</li><li>• Less opportunity for community involvement</li></ul>
Summer 2024	<ul style="list-style-type: none"><li>• Aligns with traditional search timing</li><li>• Relatively soon</li><li>• More time to organize and for broader participation</li></ul>	<ul style="list-style-type: none"><li>• Significant overlap with accreditation renewal</li></ul>
Early 2025	<ul style="list-style-type: none"><li>• Accreditation review completed</li><li>• Election completed</li></ul>	<ul style="list-style-type: none"><li>• Significant overlap with accreditation renewal</li><li>• Continued uncertainty</li></ul>

# Appendix H

## The Board Commits to an Inclusive, Transparent Chancellor Search

First page of Appendix labeled in upper left-hand corner. Example: [Appendix H1](#)

Parts of appendices **highlighted** when appropriate.

[H1] Chancellor Search webpage.

[H2] June 14, 2023, Governing Board meeting: Approval of separation plan.

[H3] June 23, 2023, Governing Board meeting: Plan for identifying Interim Chancellor.

[H4] July 31, 2023, Governing Board meeting: Selection of Interim Chancellor.

[H5] July 31, 2023, Governing Board meeting transcript.

## About Pima

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# Chancellor Search

Pima Community College is committed to a transparent, inclusive search for a long-term successor to Chancellor Lee Lambert, who accepted a position at a California community college district, effective Aug. 1, 2023, after serving as Pima's Chancellor since July 2014.

### Key Governing Board activities in the Chancellor search:

- **June 14, 2023 Regular Meeting:** Approved a [separation plan](#) for Chancellor Lambert, as well as an [outline](#) for the selection of an Interim Chancellor, and a plan for selecting a long-term Chancellor.
- **June 23, 2023 Special Meeting:** [Selected the Provost](#) to serve as Acting Chancellor effective July 1 and [voted to retain the services of an executive search firm](#) specializing in Interim leadership to identify suitable candidates to serve as the Interim Chancellor
- **July 31, 2023 Special Meeting:** Voted to appoint the Provost as Interim Chancellor and begin a search for a long-term Chancellor.

**Agenda Item Details**

Meeting	Jun 14, 2023 - Public Hearing, Special and Regular Meeting***REVISED 6/12/23)***
Category	11. ACTION ITEMS (50 min.)
Subject	11.2 Approval of the Separation Plan for the Chancellor (10 min.)
Type	Action
Recommended Action	The Chancellor recommends that the Governing Board approve a brief sabbatical effective July 1 followed by his resignation effective July 31 to permit an orderly transition of College leadership.

**Contact:**  
Chancellor's Office  
520-206-4747

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**Justification:**

The Chancellor has accepted a position at another community college expected to begin in August 2023. To facilitate a transition in leadership and to gain the benefit of his insights on areas affecting and presenting opportunity for Pima College, the Chancellor has proposed a brief sabbatical so that he may focus on documenting these observations and recommendations and remain available to assist the acting Chancellor. The primary aspects of the sabbatical include:

- The sabbatical would begin July 1 and end July 31, which would be the Chancellor's last date of employment at Pima College
- The Chancellor would share observations and recommendations regarding current challenges facing higher education and potential solutions
- The Chancellor would also be available to assist the acting Chancellor, including making introductions to key organizations and supporters of the College

The details of the sabbatical will be documented and a resignation letter submitted following approval of the proposed transition plan.

**Motion & Voting**

The Chancellor recommends that the Governing Board approve a brief sabbatical effective July 1 followed by his resignation effective July 31 to permit an orderly transition of College leadership.

Motion by Maria D Garcia, second by Greg Taylor.  
Final Resolution: Motion Carries  
Yea: Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean  
Nay: Luis L Gonzales

**Agenda Item Details**

Meeting	Jun 14, 2023 - Public Hearing, Special and Regular Meeting***REVISED 6/12/23)***
Category	11. ACTION ITEMS (50 min.)
Subject	11.4 Planning for Identifying an Interim Chancellor (10 min.)
Type	Action
Recommended Action	The Chancellor recommends that the Governing Board outline a plan for selecting an Interim Chancellor and give direction for implementing the plan.

**Contact:**  
Chancellor's Office  
520-206-4747

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**Justification:**

To provide leadership while the Board conducts a comprehensive search process for the next Chancellor, the Board will retain the services of an executive search firm to identify candidates for an Interim Chancellor, to be appointed by the Board. The anticipated elements of a search process include:

- Appoint an advisory committee to assist with the search process
- Select a consultant-search firm
- Include opportunities for College and broader community input
- Select an Interim Chancellor

The Board directs the College to identify qualified executive search firms and with the establishment of an advisory committee to assist with the search process.

**Motion & Voting**

I move that the Board commence a process for the selection of an Interim Chancellor that includes the following elements:

- Appoint an advisory committee to assist with the search process
- Select an executive search firm
- Include opportunities for College and broader community input

And further that the College proceed to identify qualified executive search firms and potential members for an advisory committee to assist with the search process.

Motion by Wade McLean, second by Luis L Gonzales.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

## Governing Board Executive Session and Special Meeting\*\*\*\*REVISED AGENDA 6/22/23\*\*\* (Friday, June 23, 2023)

Generated by Angie Wesson on Monday, June 26, 2023

### Members present:

Wade McLean, Theresa Riel, Maria Garcia (Virtual), Greg Taylor, Luis L. Gonzales

### The meeting called to order at 3:10 PM

**Please note that some items listed on the executive session agenda are pending matters listed to preserve the Board's ability to discuss them in the event of a new development; due to time constraints, the Board may not address every item on the executive session agenda. The published minutes for the executive session will indicate which items were discussed.**

#### 1. EXECUTIVE OPEN SESSION

Action: 1.2 Motion For Executive Session  
Motion to move into Executive Session

Motion by Wade McLean, second by Maria Garcia.

Final Resolution: Motion Carries

Yea: Wade McLean, Maria D Garcia, Theresa Riel, Greg Taylor, Luis L. Gonzales

#### 2. EXECUTIVE SESSION AGENDA-CLOSED SESSION

Discussion 2.1 A.R.S. § 38-431.03(A)(1) – Personnel Discussion

- Review of administrators for potential appointment as acting Chancellor

Discussion 2.2 A.R.S. § 38-431.03(A)(3) – Discussion or consultation for legal advice:

- Policies related to acting positions
- Policies and procedures related to the procurement of executive search firms
- Board advisory committees
- Legal issues related to leadership transition

Discussion 2.3 A.R.S. § 38-431.03(A)(4) — Board Direction to Legal Counsel

- Possible agreements related to leadership transition

#### 3. OPEN SESSION DISCUSSION/ACTION ITEMS

3.1 Reconvene Open Session, District Office, Building C, Room 228

The open session was called to order at 4:45 p.m.

Action: 3.2 Appointment of an Acting Chancellor (5 min.)

Motion to offer the position of Acting Chancellor to Dr. Dolores Durán-Cerda effective July 1, 2023.

Motion by Luis Gonzales, second by Maria Garcia.

Final Resolution: Motion Carries

Yea: Wade McLean, Maria D Garcia, Theresa Riel, Luis L. Gonzales

Nay: Greg Taylor

Action: 3.3 Selection Process for an Interim Chancellor (5 min.)

Motion to contract with Registry to select an Interim Chancellor and schedule the necessary meetings with the Board to move forward with the selection process.

Motion by Greg Taylor, second by Wade McLean.

Final Resolution: Motion Carries

Yea: Wade McLean, Maria D Garcia, Theresa Riel, Greg Taylor, Luis L. Gonzales

#### 4. ADJOURNMENT

Motion to adjourn the meeting.

Motion by Wade McLean, second by Greg Taylor.

Final Resolution: Motion Carries

Yea: Wade McLean, Maria D Garcia, Theresa Riel, Greg Taylor, Luis L. Gonzales



# Appendix H4



## Agenda Item Details

Meeting	Jul 31, 2023 - Governing Board Special Meeting
Category	4. ACTION ITEM/S
Subject	4.2 Chancellor Search
Type	Action

The Governing Board will discuss and possibly take action regarding the selection of an Interim Chancellor and a long-term Chancellor.

## Motion & Voting

Board member Gonzales motioned to not hire an interim chancellor and retain Dr. Dolores Duran-Cerda as the acting chancellor until the board hires a long-term chancellor or sooner if determined appropriate by the board and the college proceeds right away with the search for the long-term chancellor per the board's prior motion regarding the parameters of the search for the long-term chancellor.

Motion by Luis L Gonzales, second by Maria D Garcia.

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Wade McLean

Nay: Greg Taylor

## Appendix H5

### Transcript, Pima Community College Governing Board meeting, July 31, 2022

Theresa Riel:

Is there a motion? Sorry about that. Reconvening this special session, and thank you for waiting for us while we finished up with our executive session. Mr. Gonzales, do you have a motion?

Luis Gonzales:

Yes, I do. I have a motion, and I move that the college not hire an interim chancellor, retain Dr. Dolores Duran-Cerda as the acting chancellor until the board hires a long-term chancellor, or sooner if determined appropriately by the board. The college proceed right away with a search for the long-term chancellor per the board's prior motion regarding the parameters of the search for the long-term chancellor.

Theresa Riel:

Thank you. Is there a second?

Maria Garcia:

Second.

Theresa Riel:

Any discussion?

Greg Taylor:

Yeah. I have some comments. So, I'll start it by saying, without a doubt support the decision that this board is making and I'll do everything I can as a board member to make sure that this is successful. But this is not a motion that I'm going to vote for and I think it's a mistake. There are a number of things working against us in terms of attracting the best top tier chancellor candidate that we can find right now. It all has to do with uncertainty. I know on its face, moving right towards selecting a permanent chancellor seems like maybe it would create more certainty. But the uncertainty I'm concerned about is that there are going to be top tier candidates that we might want to hire, who will self-select out of this process because of several major things.

One is that we don't know what's going to happen with the HLC and we're in the middle of that right now. So, for those individuals not having any idea, coming in but not having any idea what that decision is going to be, I don't think that makes us a particularly attractive place for top tier candidates to want to come to. Second, we have an election right around the corner, in 2024, and this is a weird one because we have the regular elections for the district three and five seat, but then we have a special election for district one. So, it's not by design that we would turn over the majority of board potentially, in an election like that. But the board being the boss of the chancellor, again I think not having that certainty where they know that at least three of the five members are still going to be there in terms of who brought them on board, again is going to cause top tier candidates to self-select out of this process.

I think we're also passing up an opportunity to bring in a strong interim chancellor, who can really make some difficult decisions that I think we've all been asking about in the meetings that we've had about why haven't certain things been happening. We've seen presentations about inefficiencies and have questions about cost-effectiveness and other things. I still believe that if we had brought in [inaudible] chancellor to deal with some of those hard things over the next year or year and a half, that then we could turn over to a permanent candidate, a more streamlined college, a more cost-efficient college, one that's more focused on student success, and get past those uncertainties that we would have a better pool of applicants. I wanted to put that on the record. I know I'm in the minority in that thought, and again, I respect wholly the views of the other board members. But I do think moving forward with this is a mistake. That being said, I'll do everything I can to make sure that we're as successful as possible based on the decision of the board. But I appreciate everybody hearing me out.

Theresa Riel:

Thank you, Greg. That's one thing I really appreciate about this board, is even though we have differences of opinions we work well together, and our sole focus is always to make sure that students in education and the college come first. So, thank you for your comments. Any other comments?

Maria Garcia:

Greg, I'd like to thank you for your opinion. It's helpful. I know for myself that I have thought about some of the items that you have stated, but I've got to tell you that I'm going to restate that, in my view I think that we need to move forward. I believe that this action, the decision we're going to be making is in the best interest, and I could be wrong. But I just think that we need to heal. We have tried really hard to move forward. Then the other part is that the assessments that you're talking about is something that we can do now. That doesn't mean that we have to wait for a new chancellor to come in to do that, we can move forward with. Yes, we do have to have an assessment. I've been requesting that for over two years. I appreciate, you have no idea how much I appreciate the fact that you have made that one of your... Put it on your agenda. So, thank you. All right. That's it.

Theresa Riel:

Mr. Gonzales, do you have any comments?

Luis Gonzales:

No comment. No comments at this point.

Theresa Riel:

Dr. McLean?

Dr. McLean:

No comment.

Theresa Riel:

Okay. I would like to say just a couple of things. I was at the college in 2013 when we were under HLC accreditation problems, and we hired Dr. Lee Lambert, who has done some amazing things for the college. So, I understand that that is a concern, but I don't think it's going to preclude anybody who is the

type of person that we need at this college from joining us. We have amazing staff and faculty and administrators right now, who are working on helping us get off the HLC bad list. So, I am confident that that will happen this year. Lastly, I believe that moving forward in doing this duty and this responsibility is part of the reason that we were elected to be on this governing board.

I don't want to... I shouldn't say what I don't want to do. I want to spend the next year and a half as a board member moving forward, promoting the college and getting us on the right path. So, I am in support of this motion. Are there any final comments? When we close this discussion section we are going to move on to voting and it will just be a yes or a no vote. There won't be any discussion, so any final comments? Okay. All in favor of the motion to move forward with the hiring of the permanent chancellor, continuing Dr. Dolores Duran-Cerda's acting chancellorship and... Sorry. Let me see what the third part was.

Luis Gonzales:

Starting the search.

Theresa Riel:

And starting the search. All in favor say aye.

Luis Gonzales:

Aye.

Maria Garcia:

Aye.

Dr. McLean:

Aye.

Theresa Riel:

Aye. Any opposed?

Greg Taylor:

Nay.

Theresa Riel:

Motion passes.