



**PimaCountyCommunityCollegeDistrict**

**Office of the Chancellor**

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August 25, 2023

Mr. Robert Rucker  
Associate General Counsel  
Higher Learning Commission  
230 South LaSalle Street, Suite 7-500  
Chicago, IL 60604

Via electronic delivery: <https://spaces.hightail.com/uplink/HLC-LRA>

Dear Mr. Rucker:

Pima Community College (the "College") appreciates this opportunity to address the issues raised in the June 30, 2023 letter (the "Complaint"). It is important to note that the Pima Community College District Governing Board has, since January 2023, created an atmosphere of trust within and among the Board, for the first time in more than three years. While they are continuing to grow as a Board, please note that they have made substantial progress related to the requirements of HLC Accreditation Criteria 2C. You will see examples of that progress throughout my letter.

1. The Complaint Offers No Evidence the Board Violated Criterion 2C During Its Retreat in June

According to the Complaint, the Board's decision not to use a facilitator at one retreat demonstrates a violation of Criterion 2C, but fails to explain how. Per the Bylaws, the Board Chair plans the work of the Board and presides at all meetings. (Attachment 1A, Bylaws, Article V, Duties of Officers; see *also* Article VI meetings.) The Complaint equates not using a facilitator at one meeting with the rejection of professional development.

The Pima College Board has five publicly elected members. Beginning in 2023, three of the five were new, including the Chair. Two of the new members attended an orientation before they were sworn in to learn about their responsibilities. The presenters included HLC's Vice President of Accreditation Relations, the Director of the

Arizona Association of Community College Trustees, and a representative of the Association of Community College Trustees (ACCT). (Attachment 1B, Dec. 6, 2022 orientation agenda.)

The Board held a retreat on January 17, 2023 to develop a plan for promoting compliance with Criterion 2C that included engagement with the community, study and communication regarding meeting materials, and professional development. (Attachment 1C, agenda and minutes from Jan. 17, 2023 meeting.) This retreat was facilitated by a representative from ACCT and included a presentation from an independent consultant with extensive experience as an HLC peer reviewer. (Attachment 1D, Jan. 17, 2023 retreat presentation by Dr. Sandra Veltri.) The Board approved an updated compliance plan on Feb. 1, 2023. (Attachment 1E, agenda and minutes for Feb. 1, 2023 meeting; Attachment 1F, Criterion 2 Evidence Plan draft.)

On Jan. 30, 2023 at a New Board Member Orientation, Board members heard information from former Chancellor Lee Lambert, General Counsel and other Administrators on a wide variety of mission-critical topics, including the College budget, Arizona's Open Meetings Law, confidentiality of executive sessions, and the Chancellor-Board Chair relationship. (Attachment 1G, Jan. 30, 2023 meeting agenda.) Additionally, each Board Member signed an Ethics and Conflict of Interest Statement, and an Executive Session Confidentiality Acknowledgement. (Attachment 1H, executed forms.)

In addition, based on a calendar of available professional development provided by the Chancellor's Office, the new Board Chair and multiple Board Members attended national conferences in the first half of 2023.

- Chair Riel and Member Garcia, HLC Annual Conference (Attachment 1I.)
- Chair Riel, ACCT Governance Leadership Institute (Attachment 1J.)
- Chair Riel and Member Taylor, ACCT National Legislative Summit New Trustee Academy (Attachment 1K.)
- Member Gonzales and Member Garcia, multiple conferences of the National Association of Latino Elected and Appointed Officials, including NALEO's annual conference, NALEO Policy Institute on Economic Mobility, and the NALEO Policy Institute on Educational Governance. (Attachment 1L.)
- Vice Chair McLean, ACCT National Legislative Summit agenda (Attachment 1M); ACCT webinar on parliamentary procedures (Attachment 1N).

The Complaint also alleges the College failed to publicly release documents related to the June 1-2, retreat. That is not correct. In accordance with Arizona state law and the bylaws, the College posted notice of the meeting and a detailed agenda. (Attachment 1O, June 1-2 meeting agenda.) The public posting for this meeting also included presentation materials on financial matters and the leadership transition to address the pending departure of then Chancellor Lee Lambert. (Attachments 1P and 1Q.)

2. The Complaint Offers No Evidence that the Board Chair Seeks “to Manage All Aspects of the College”

The Complaint alleges that the current Board Chair Theresa Riel believes she is empowered to manage all aspects of the College, based on statements she reportedly made. There is no evidence to demonstrate Chair Riel is or is attempting to manage all College affairs. The Bylaws specify the responsibilities of the Board and those delegated to the Chancellor, as well as recognizing that the Board’s authority is collective – individual Board members do not have the authority to make decisions on behalf of the Board or College. (Attachment 2A, Bylaws, Article I Authority, Article IV Meetings (see Section 5), and Article X Code of Ethics.) The Board, as a whole, is currently in the process of developing goals and priorities with the College, based on recommendations from the Chancellor and senior administration, just as it has done in previous years. (Attachment 2B, Aug. 18 meeting agenda; Attachment 2C, draft goals and priorities.)

3. The Board Continues to Address Policy and Not Operations

The Complaint alleges that the Board Chair has “begun micromanaging the operations of the college, continually circumventing the chancellor’s authority by directing staff.” As with the other allegations, this one is not supported by a specific example or any evidence.

4. The Board Has Addressed the Conduct of Individual Board Members Consistently with the Bylaws

We are unable to address this as the Complaint offers no current specifics or evidence. The Board, however, continues to monitor the performance of all Board members. The allegations that the complaint letter states are based on past performance and those situations have been resolved through required and voluntary trainings. (Attachment 4A, agenda for May 26, 2022 meeting with open meetings law training; see *also* Attachment 1G, Jan. 30, 2023 meeting agenda which included open meetings law training.) As indicated throughout my letter, there has been Board training in other areas, including Board Effectiveness. The Board as a whole has made a commitment to continue training as well as expand professional development opportunities. (Attachment 4B, listing of Board training in 2023.)

5. An Invitation for a Social Gathering Does Not Violate the Arizona Open Meeting Laws

The Complaint alleges that Board members violated Arizona State Open Meeting law by holding a private un-noticed meeting with Chair Riel, Ms. Garcia, Mr. Gonzales, and Makayla Hays on May 22, 2023. The Board held a properly noticed, special meeting on May 22, 2023. (Attachment 5A, notice and agenda for May 22, 2023 meeting). After the meeting, Chair Riel invited Board members and Ms. Hays, a faculty

member, for a meal at the restaurant across the parking lot from the College offices where the special board meeting took place.

Per Arizona law, a “meeting” is a gathering of a quorum (at least three members) at which they discuss a topic or topics that are going to be discussed at a future Board meeting or that the members should reasonably expect will be discussed at a future Board meeting. Arizona Revised Statutes (“ARS”) § 38-431.02. A social gathering does not qualify as a “meeting” which must be noticed or open to the public. In fact, from time to time, a quorum of Board members do attend events which do not qualify as legal “meetings” (i.e. College social events, commencement ceremonies, etc.). (Attachment 5B, examples of Board notices.) Following the May 22 meeting and subsequent social gathering, the Board openly discussed how there could have been an appearance of a meeting and the importance of avoiding future situations which might create an appearance of impropriety. (Attachment 5C, pg. 14, June 1, 2023 Governing Board retreat notes.)

6. The Complaint Offers No Evidence that the Board Has Improperly Revisited or Reversed Prior Board Decisions

The Complaint alleges that the Board has “begun revisiting and reversing approved and funded projects, policies, and recent deliberated decisions of the board.” However, the Complaint does not offer a specific example or any evidence that would suggest the Board has made any improper decisions.

7. The Complaint Incorrectly Asserts that the Board Chair Has Required that She Be Present at All Meetings Between the Chancellor and Other Board Members

The Complaint alleges that the Board Chair has violated Criterion 2C by mandating “that board members not meet with the chancellor without her present.” The Complaint is simply mistaken about the facts.

It is true that Chair Riel expressed concern about a specific meeting scheduled between the Chancellor and Board members Wade McLean and Greg Taylor. However, the concern was addressed and the meeting took place as originally planned. No requirement as alleged in the Complaint has been imposed. In fact, former Chancellor Lambert periodically met with Board members without the Chair present and current Interim Chancellor Dolores Duran-Cerda has continued this practice. (Attachment 7A, calendar of meetings between the Chancellor and Board members.)

8. The Complaint Fails to Establish the Board Chair Is Unduly Influenced by Outside Groups

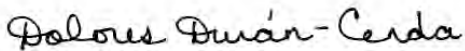
The only evidence offered appears to be that Makyla Hays, a member of the faculty and president of the faculty association, (the PCCEA) supported Ms. Riel’s election to the Governing Board. (Complaint, Attachment). College employees, like all other

residents of Pima County, have the right to engage in political activity in a personal capacity and support any candidate they wish.

The Complaint further accuses Chair Riel of disclosing confidential information from an executive session. We are unable to address this as the Complaint offers no specifics or evidence.

Careful review of the Complaint reveals that it contains few specifics and no evidence to support its serious allegations. Where the College has some idea about what the Complaint might be referring to, the evidence demonstrates that the allegations are not based on fact. We trust this response adequately addresses any concerns HLC might have about Board compliance with Criterion 2C. We also note that the College's assurance argument for reaffirmation of accreditation is due in late 2024 and will include evidence regarding Criterion 2C. However, if, in the meantime, HLC would like additional information, please do not hesitate to contact my office.

Sincerely,

A handwritten signature in black ink that reads "Dolores Durán-Cerda". The signature is written in a cursive style with a clear, legible font.

Dr. Dolores Durán-Cerda  
Interim Chancellor

**Bylaw 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;
3. Sign contracts and other official documents in the name of the Board when authorized by the Board or statute;
4. Sign communications from the Board, such as holiday greetings or acknowledgements of achievement or contributions of individuals or entities to the College.
5. 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;
6. Perform such other special duties as shall be prescribed by law or as vested in the Board Chair by the Board;
7. Act as the official spokesperson for the Board in ceremonial events;
8. Ensure the Board completes an annual evaluation of the Chancellor;
9. Ensure the Board completes an annual self-evaluation;
10. Develop criteria for all members of a committee to fulfill, including Board members, to include, without limitation, requirements for attendance, participation, and an evaluation process to assess the effectiveness of both the participants and the committee itself; and

Nothing in this section precludes individual Board members from attending ceremonial events, or expressing their own opinions.

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

1. Verify the maintenance of 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.

**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 event of a long-term absence or resignation 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 to elect a Board Chair and Vice Chair/Secretary.

An absence of the Chair or Vice-Chair/Secretary shall be deemed to be long term if the Chair or Vice-Chair/Secretary is absent from and/or non-participatory in meetings and not fulfilling the duties of his or her role for greater than sixty (60) consecutive days.

## **Bylaw 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, of a quorum of the Board 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.

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.

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. Such notice of special meeting shall state the date, time, and place of such meeting. A study session 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 appointments.

Section 5. A majority of 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, 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 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 Board member proposes an item for future discussion, there shall be no discussion or 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.



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) respond to any criticism made by an individual who has addressed the Board, (b) ask staff to review a matter, or (c) 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.

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 the Public Comment portion of the meeting, as set forth in Section 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 of 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. The language provided to the Board need not be a finalized version of the contract or agreement in order for the Board to approve the contract or agreement. Staff, as designated by the Chancellor, shall prepare and submit the action item description and accompanying materials.

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 College 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. 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.

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 not later than sixty (60) calendar days. With the exception of executive session minutes, minutes shall be posted to the College website following approval.

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. 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.
- A motion to table a matter requires 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.



***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**



***PIMA COMMUNITY COLLEGE GOVERNING BOARD RETREAT:***

***BUILDING A NEW TEAM***

*January 17, 2023, 9:00 a.m. - 4:00 p.m. (Breakfast at 8:30 a.m.)*

*Hacienda del Sol, Hacienda Room*

Facilitated by Dr. Pamila J. Fisher, ACCT Consultant

**AGENDA**

**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 and Best Practices**

- 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**

## **Governing Board Retreat (Tuesday, January 17, 2023)**

**Board members present: Dr. Wade McLean, Theresa Riel, Greg Taylor, Luis L. Gonzales, and Maria Garcia**

### 1. OPEN SESSION-BOARD RETREAT

Procedural: 1.1 Call to Order, 5501 N. Hacienda del Sol Rd., Tucson, AZ 85718, Hacienda Del Sol Guest Ranch Resort, Hacienda Room

Discussion: 1.2 Governing Board Retreat

### **BUILDING A NEW TEAM**

Facilitated by Dr. Pamela J. Fisher, ACCT Consultant

The Board briefly discussed the issues with the previous Board.

The Board decided its a new Board and agreed to support one another and the Chancellor. The Board will collaborate with the Chancellor to focus on the future and prioritize, understanding that they need to get things done, but not all changes need to happen now.

Each Board member talked briefly about their background and why they decided they wanted to be on this Board. They each agreed on the following reasons:

- To give back to the community
- To serve the community by meeting their needs
- To reach out to those who can benefit
- To share contacts, expertise, and voices

Dr. Fisher said the Board needs to be high-level monitors of the College. The Board looks at the big picture and long-term goals, and members open doors for the Chancellor. Dr. Fisher said it is up to the staff to make these things happen.

Dr. Fisher discussed individual priorities, and the Board shared their desired outcomes. The Board agreed:

- Pima's role is valuable to students and the community.
- The College must succeed and thrive.
- Accreditation is a high priority.
- The Board has a responsibility to be effective, and the Board plays a critical role in making the College successful without accreditation sanctions.

Dr. Fisher explained what happens with accreditation when a College is on probation. The College must work to show cause and report on what the College will do if it closes down.

Dr. Fisher asked the Board members to make a list of what their expected outcomes will be today. The following is what the Board agreed on:

- There must be more trust between the Board and administration.
  - The Board discussed a plan moving forward and how to address it. Dr. Fisher said the new Board needs to move forward and not rehash the past. There needs to be trust, and they must build relationships. Dr. Fisher suggested doing regular Board self-assessments of how they treat each and other people who interact with the Board.
- The Board needs to be forward thinkers and move on.
  - Dr. Fisher noted that looking to the future is healthier for the Board.
- The Board needs to move in a new direction.
- There needs to be respectful behavior with each other and the Chancellor.
- The Board needs to communicate openly.
  - The Board agreed they need to have more conversations and meet regularly in retreats. Dr. McLean said that if the Board becomes more personal with each other, they won't attack one another.
- There needs to be a limit on reports and data at Board meetings; don't try to reinvent the Board.
- Find more opportunities for conversation.
- Understand Open Meeting Law in informal gatherings.
- Focus on a response to the Higher Learning Commission (HLC).



Board member Garcia said she doesn't trust the General Counsel and wants a new individual counsel for the Board. Dr. Fisher suggested that the Board agree on an appropriate process for evaluating personnel. She reminded the Board they have no authority individually and that the Board has only one employee, the Chancellor. Dr. Fisher said the Board needs to have conversations about this but needs to post a meeting notice if the Board is going to discuss employees of the College.

The Board discussed the Conflict of Interest and Confidentiality forms they were each asked to sign.

The Board discussed Board member Garcia's behavior at the last Board meeting. The Board pledges to call each other on their mistakes or bad behavior. Dr. Fisher said the Board needs to agree that they don't condone this behavior. Dr. McLean said he does not feel comfortable correcting another Board member. Dr. Fisher said it's a shared responsibility and suggests having conversations on the side to help each other out.

The Board members discussed the Open Meeting Law. Dr. Fisher said posting an event notice is the correct procedure if the group is attending an event together. Ms. Riel commented that if there were trust, the Board should be allowed to sit together without people suspecting the Board is discussing College business. Dr. Fisher said it's really about the public's perception. Dr. Fisher also reminded the Board that this is a law, and the Board must follow the law.

Dr. Fisher discussed Board members attending employee group meetings (i.e., Faculty Senate, Staff Council). Dr. Fisher explained that some members of these groups think they can go directly to the Board members instead of the proper level of governance. Dr. Fisher said it's inappropriate Board behavior to attend employee group meetings because the Board is at the highest level and should not operate at the lower level. Dr. Fisher said it's the Chancellor's responsibility to handle his employees. She said the Chancellor should ask the groups to report to the Board at Board meetings and study sessions. Dr. Fisher also mentioned that the Board should be careful about their interactions with these groups at Board meetings. She suggests asking the Chancellor to follow up on the issues and agree to report back to the Board.

Dr. Fisher discussed the Governing Board representative reports and said the questions from the representatives should be on future agendas.

Dr. Fisher also talked to the Board about blindsiding. The Board should talk to the Chancellor first and vice versa. There should be no surprises in public.

The Board discussed the HLC Monitoring Plan. Dr. Fisher explained that this plan is their highest priority and can be modified if the Board agrees. Dr. Fisher said the Board should be looking at policies that will make the Board more effective. She reminded the Board that looking at and changing policies could take time the Board doesn't have right now. The Chancellor added that the Board should focus on things that align with the plan; fiduciary responsibilities, the budget process, tuition decisions, etc. Dr. Fisher said the Board recently put a lot of time and money into changing the Bylaws, so this should not be their focus.

Dr. Fisher gave the Board a copy of The Six Essentials of Good Board/Ceo Relations and discussed the following:

- Good Board-Chancellor Relations Begin, Continue, and End with Ethical Behavior
- The Board and Chancellor must communicate openly, appropriately, and even-handedly.
- The Board and Chancellor must each know what their separate responsibilities are.
  - Dr. Fisher discussed ways to avoid micro-managing.
- The Board and Chancellor should evaluate themselves annually.
- The Board and Chancellor need to encourage one another.
- The Board should be familiar with the Sixth Essential. It refers to how members talk to each other, how they identify and solve problems, how they make decisions, and how they handle conflict.

The Board discussed the characteristics of a mature group:

- Involvement-Members feel a sense of ownership.
- Responsibility-Members assume responsibility for their behavior.
- Trust and Caring-Open expression is based on trust and care for one another.
- Use of Resources-Diversity of viewpoints is expected and encouraged
- Listening-Members actively listen to one another.
- Self-Examination-The group examines its processes.

Dr. Fisher discussed with the Board the importance of going through the Chancellor when asking questions or requesting information. Dr. Fisher noted that administrators will drop everything to assist a Board member, which takes away from other responsibilities. It's the Chancellor's responsibility to manage his employees. The Chancellor knows best how to get the information the Board needs. The Chancellor asked for the Board's support on this.

The Board discussed more opportunities to meet and get familiar with what the College is doing. Dr. Fisher said to use study sessions for more information. She mentioned that the Pima Mission Moment is a perfect way for the Board to sense what's happening at the College. The Board needs to decide how they want to use their time.

The Chancellor suggested the Board read The Great Upheaval. He recommended having a study session to talk about its ideas. Chair Riel said they could meet virtually for this meeting.

The Board agreed on another retreat in May to do a self-assessment.

Board member Garcia asked to review the Chancellor's Goals again because she has some changes. Dr. Fisher said the Board shouldn't modify the Chancellor's goals at this time because the Board will evaluate the Chancellor in May and work with him to create a new set. Dr. Fisher suggested that the Board start thinking about goals for May.

The Board discussed creating a master calendar for the administrative reports to the Board. The calendar should run from July to June of each year. Dr. Fisher said to make this one of the Board's priorities. The Board discussed whether or not they should change the 2022-2023 Board Priorities. Dr. Fisher recommended the Board strengthen priority number two. The Board agreed the priority regarding the response plan could be more specific, but changing it now would not be a good idea.

Board member Gonzales asked about the College's response to the HLC report and what was in the report. Mr. Silvyn explained the process for writing the HLC report and said College staff wrote it. The Chancellor added that information remained confidential until the final report was released.

The Board discussed transparency and communication as they go forward. Board member Garcia said she still does not trust the Chancellor. Chair Riel said she plans to make it a common practice to share with the Board.

The Board and Chancellor discussed things necessary to share with the full Board. The Chancellor said he plans to share information if he foresees any major issues, a lawsuit, etc. Dr. Fisher reminded the Board members that topics in Executive Session are confidential and not shared with anyone outside of that meeting.

The Board discussed the HLC Evidence Plan.

Mr. Silvyn explained how the College developed the plan and said the Board could change it and vote on it again. The Board members acknowledged that the HLC plan needs some additional thought.

Dr. Fisher noted that the Board promised to do some things today and recommended including these ideas as evidence in the plan.

Dr. McLean said the document needs more clarification and should tell him and the Board what exactly HLC expects from them.

Ms. Riel suggested one change to the HLC plan; she would like to include evidence that the Board shares what they learned from attending advisory committee meetings and professional development training. The Board agreed to report on professional development during the Governing Board Remarks at regular meetings. Chancellor Lambert added that there are multiple ways the Board could report information.

Dr. Fisher said after today's discussion with Sandy Veltri, this evidence plan is one of the most critical tasks for the Board to address. Dr. Fisher suggested that the Board Chair select one or two members of the Board to work with a member of the staff to review and make changes to the document that makes sense to the new Board. She said the Board and the public should understand the HLC evidence plan document. She said there are a lot of good ideas from today's retreat that should be in the evidence plan.

Sandy Veltri and Wendy Weeks joined the meeting via Zoom at 2:04 p.m.

Chancellor Lambert explained that bringing in a consultant to assist with the reaffirmation process is not uncommon practice.

Ms. Weeks said Ms. Veltri is a consultant hired to help the College prepare for their next visit. The two met through some HLC training.

Ms. Veltri explained that she has experience as a peer reviewer for HLC. Ms. Veltri discussed the importance of reviewing policies to ensure compliance, specifically in Financial Aid and IT. Ms. Veltri said she wants to be sure all Board members are familiar with HLC criteria. She will send a copy of the HLC standards to the Board. Ms. Veltri recommended the Board take another look at the College's mission.

Ms. Veltri mentioned that the Board policies must address compliance with Federal, State, and other regulatory agencies. The Governing Board must exercise due diligence and be able to vote on approval of required policies. Ms. Veltri said the process allows someone else to draft policies, and then they go through the legal department for review before going to the Board for a vote. The CEO is responsible for hiring a qualified team to make sure we are in compliance and are writing the procedures. The Board is responsible for approving the policy only, not writing the procedures.

Ms. Veltri reviewed layers of the regulatory agencies she will focus on today, for example, the US Department of Education, Arizona State Statutes, the Arizona Board of Regents, and the Higher Learning Commission. Ms. Veltri briefly discussed agencies' purpose, roles, and functions.

Ms. Veltri reminded the Board that for Pima to offer Title IV funding, Pima must be in good standing with a national accrediting body. Ms. Veltri said HLC is one of seven accreditors nationally. Ms. Veltri stated that, during the Trump administration, it wasn't necessary to go through your regional accreditor. Ms. Veltri said that because Pima is on sanction, we should not try to switch to another accreditor. Ms. Veltri said that Pima's issues with accreditation are posted on the HLC website for the public to see. Another accreditor will be aware of Pima's issues. This information does not go away even if we try to switch to another accreditor.

Ms. Veltri discussed the criteria for accreditation. These elements include ten guiding values, assumed practices, compliance with Federal Requirements, and core components.

She reviewed the five criteria with the Board:

#### Criterion 1-Mission

- Ms. Veltri said that since three Board members are new, the Board should be looking at the College's mission. Is it time to update the mission? When was it last looked at and what process was used to solicit input from stakeholders?

#### Criterion 2-Integrity: Ethical and Responsible Conduct

- Ms. Veltri noted that the College has had problems with integrity, ethical, and responsible conduct. She said most of it has to do with the relationship between the Board members and Chancellor Lambert and his team.

#### Criterion 3-Teaching and Learning: Quality, Resources, and Support

- Ms. Veltri said this criterion is related to the quality of teaching. HLC will want to see if resources have been put aside for this. Is there support for this and how is it evaluated? This area includes student services/curricular and co-curricular.

#### Criterion 4-Teaching and Learning: Evaluation and Improvement

- HLC will be interested in the assessment of student learning.

#### Criterion 5-Institutional Effectiveness, Resources, and Planning

- HLC will want to know where there are resources, where are they coming from, and how they are dispersed. HLC will want to see a contingency plan.

Ms. Veltri reviewed the College's past and present accreditation process since 1972. She said all of this information is public and is on HLC's website. Ms. Veltri went over the issues reported at the March 2022 Focus Visit. The visit focused on the effectiveness of the relationship between the Chancellor, the Board Chair, and the rest of the Board. She discussed briefly the result of the visit. Ms. Veltri reminded the Board that the monitoring report is due in September. Ms. Weeks said it should be ready before August.

Ms. Veltri talked about various sanctions and what they mean. She noted that inter-monitoring reports and visits are a form of sanctions. Ms. Veltri said that a lot of this is due to a lack of training, but she is glad the Board is making this part of its training. Ms. Veltri said the Board must try to build relationships and trust with the Chancellor and his team.

Ms. Veltri said the College should be handling concerns and complaints internally. Ms. Veltri discussed how the Board should stop employees from sending letters directly to HLC. Pima should be handling college issues internally.

Ms. Veltri said the peer reviewers will look closely at the relationship between the Board members and the Chancellor and will want to know if the Board and Chancellor are working cohesively to build an agenda. The Board must fix its relationship with the Chancellor.

Ms. Veltri said to think about what activities the Board can do to show a good relationship with the Chancellor.

Ms. Veltri mentioned a comment during a previous board meeting. One Board member suggested Board offices at the campuses. Ms. Veltri said there is only one CEO and, as a peer reviewer, she would not be happy to see that the Governing Board has offices on campuses. She said that's what a Board room is for, and the board room is where meetings should happen. Ms. Veltri advises against this because it encourages employees to take their complaints directly to the Board instead of going through the College complaint process. Ms. Veltri also advises the Board to avoid attending employee group meetings. She said the Chancellor could provide the Board with meeting minutes or recordings to view later.

Ms. Veltri said the Board and Chancellor must work together to support one another and not go against each other because of outside entities.

Mr. Silvyn suggested having the Chancellor and Board meet to discuss the good and bad things that happen at their Board meetings. A quick assessment should follow a Board meeting or happen quarterly.

Ms. Veltri said the minutes should include information on Board decision-making. Peer reviewers will see that.

The group discussed the problem of revisiting issues from the past. Ms. Veltri said this is not acceptable. The Board should move forward and set forth goals as a new team. The Board needs to understand what is most critical to get things done.

The Board discussed questionable behaviors during public meetings. Ms. Veltri suggested pulling a Board member aside to talk to them about their behavior but not doing it in public.

Regarding the next HLC visit, Ms. Veltri suggested doing a mock HLC review early to have enough time to fix issues. She said the HLC will look at much more information in 2024.

Wendy Weeks said she will report regularly to the Board on our progress with the HLC 2C monitoring report.

Ms. Veltri and Wendy Weeks left the meeting.

Dr. Fisher said the evidence plan needs to be completed soon. The College will use the evidence collected in the monitoring report for the final interim report. The deadline to submit is September 1.

Dr. Fisher had the group pull the *Top Twenty Truths* document for discussion. Dr. Fisher said some of the behaviors on this document might be some the Board would like to prove to HLC that they are doing. Ms. Veltri pointed out that the peer reviewers will want to see that the Board knows their roles. She said this document can help with making changes to the evidence plan.

Dr. Fisher said the Board must be ambassadors for the college. She added that the Board is not always going to be perfect. We need to identify where we are deficient, have a plan to improve, and then report it. She reminded the Board not to fudge evidence for the reports because the peer reviewers always find out.

Chancellor Lambert said that if the group doesn't get to all of the items on the HLC evidence plan today, he asks that they send their feedback to Andrea Gauna. The modified HLC evidence plan will be brought to the Board for approval at the February meeting. The Chancellor said he doesn't believe the Board needs to add more to this evidence plan. He will be sure to revise the evidence plan so it clarifies what evidence is required.

The Chancellor asked the Board how they plan on providing evidence that they are preparing for Board meetings. Ms. Riel said there is evidence that each Board member reads the packet and asks good questions.

Mr. Taylor said he approves of acknowledging that he has read the materials but has an issue with having to read all materials by Sunday at 5 PM. The Chancellor said the Board should sign the acknowledgment page and then let the Chancellor's Office know if there are questions right away. The staff can prepare a timely answer. The Chancellor said the purpose of this item is to avoid getting questions from the Board the day of the Regular Meeting and staff scrambling to get an answer before the meeting starts.

Ms. Garcia said she had an issue with signing the acknowledgment because the former Board accused Mr. Gonzales and her of not reading the Board materials before the meetings and not being prepared for Board meetings in the past. Ms. Garcia said she and Mr. Gonzales are busy people, and sometimes it's impossible to read the material in advance.

Mr. Silvyn said this practice does not intend to ding Board members but to ensure efficient Board meetings by preparing Board members ahead of time. Mr. Silvyn added that a Board member is welcome to ask questions at the Board meetings and encourages each member to do so, but it helps to have the questions ahead of time so that staff can prepare an answer.

Mr. Silvyn said the College needs to build a big library of evidence.

Dr. McLean said if all the College is trying to do is come up with data to show HLC that we are doing what we are required to do, then we should do all that's asked of us on this evidence plan. Dr. Fisher said this plan is meant to provide evidence to HLC and get them off the College's back.

The Chancellor will make some changes to the plan to sound a bit broader and asks that the Board get questions to Andrea Gauna as soon as practicable.

Chair Riel asked if the Board will always have a draft agenda for Board meetings before the final one. The Chancellor said this is a regular practice. Dr. Fisher said the Board should be lucky because this is not a regular practice for Boards. Governing Board does not typically see a draft.

Mr. Gonzales asked about the paramedic program and if there is a check and balance to the outcomes. The Chancellor said he would like a discussion with Mr. Gonzales outside of this meeting to discuss the program. The Chancellor asked Andrea to assist with scheduling something with Mr. Gonzales and the Chancellor's team to get clarification. Chair Riel asked if, after the meeting, he could share information with the rest of the Board. The Chancellor said he would set up a study session to have this program provide a report to the Board.

The group discussed the process to ensure transparency of decision-making at the Board and senior leadership levels. He said one piece of evidence would be to review and update BP 1.06 and 1.25. He said these BPs would prevail over policy reviews because we must do these first.

The Chancellor said that the next section of the HLC plan talks about continuing to use board training to help all members of the Board understand their roles, responsibilities, and governance. The Chancellor will change the evidence needed. He will only require a certificate of completion to show attendance at professional development training. The Chancellor said a copy of an agenda will suffice in the case of a meeting or conference. The Board is welcome to provide highlights of the professional development training. It will be evidence as well.

The Chancellor said there are documents we need the Board to sign annually to show that we comply, for instance, confidentiality and conflict of interest forms. The Chancellor asked the Board that we have these documents on file.

Mr. Taylor asked about the next section of the HLC plan that speaks about engaging with the community. He read it as saying he should document anytime he meets with someone from the PCC community. The Chancellor said it should be a judgment call. He recommends documentation only if someone wants or needs something.

Mr. Silvyn said an easier way of documenting this would be to have the Board list any organizations they are affiliated with to show that Pima people are engaging with the community.

The Chancellor mentioned the other ideas section and asked if Board members have other ideas to add to this plan to please email your suggestions to Andrea.

Dr. Fisher would like to have the Board look at their behaviors and review their self-assessments regularly. She said to take 15 minutes after each study session to do this. She said this evidence should show an improvement in the Board's behavior.

The Chancellor will clean up the document and have a final draft for the Board in February.

The group discussed a list of topics given to Dr. Fisher that some Board members wanted to review. It consists of future agenda items dating back to January. Board members Riel and Garcia recommended most of these topics, for instance, a review of BP 1.25 and 1.06. Chair Riel asked if the Board would agree on scheduling these topics for upcoming study sessions. The Chancellor said he would work with the Chair and Vice-Chair to meet to prioritize the list.

## 2. ADJOURNMENT

## 3. ANNOUNCEMENTS

Information: 3.1 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 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 Board of Governors

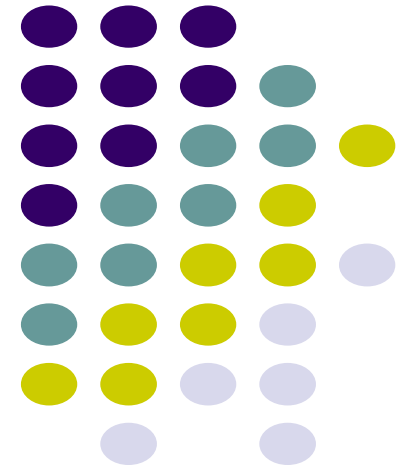
## Compliance: Regulatory Agencies

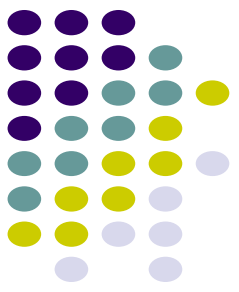
**Sandy Veltri, Ph.D.**

Independent Consultant and HLC Peer Reviewer

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

719-680-2230

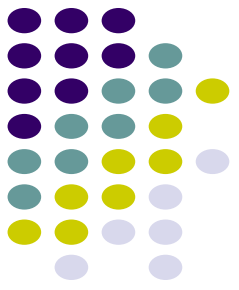




# The Board's Compliance Responsibilities

- Board policies must address compliance of Federal, State and regulatory agencies' requirements.
- Not expected that Board members be an “expert” on each regulation or law; Board members must exercise due diligence and be able to vote on approval of required policies. (Board not expected to draft policies.)
- The Board is responsible for hiring the institution's CEO and requiring that the CEO provide written procedures that ensure Board policies are being met – thus ensuring compliance with Federal, state and other regulatory agencies' requirements.

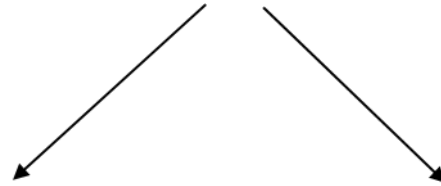




# Layers of Regulatory Agencies



## U.S. Department of Education

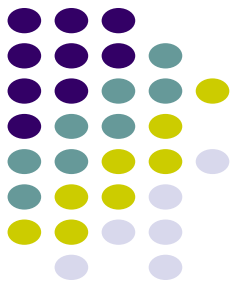


**Arizona State Statutes**  
**Arizona Department of**  
**Education**

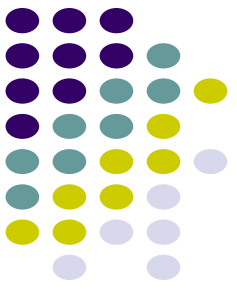
**Arizona Board of Regents:**  
**Commission for**  
**Postsecondary Education**

**Higher Learning Commission (HLC)**  
**Specialized Accreditors**

# The U.S. Department of Education (ED)

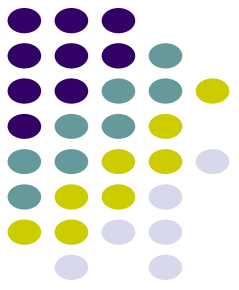


- Congress passed Public Law 96-88 in 1979, establishing ED.
- Mission: *...to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.*
- Establishes federal policy, administers, and coordinates **most** federal assistance for education. It assists the President in executing his education policies for the nation and in implementing laws enacted by Congress.



# Purpose of ED:

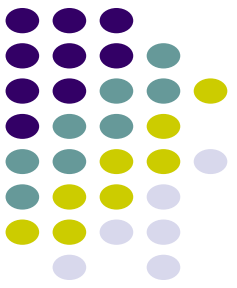
- Strengthens the federal commitment to ensuring access to equal educational opportunity for every individual;
- Supplements/complements the efforts of states, the local school systems and other concerned organizations and individuals to improve the quality of education;
- Encourages increased involvement in federal education programs;
- Promote improvements in the quality and usefulness of education through federally supported research, evaluation, and sharing of information;
- Improves coordination of federal education programs;
- Improves management and efficiency of federal education activities;
- Increases accountability of federal education programs to the President, the Congress, and the public.



# ED's Role and Function

- Establishes policies relating to federal financial aid for education, administers distribution of those funds and monitors their use;
- Collects data and oversees research on America's schools and disseminates this information to Congress, educators and the general public;
- Identifies the major issues and problems in education and focuses national attention on them;
- Enforces federal statutes prohibiting discrimination in programs and activities receiving federal funds and ensures equal access to education for every individual.

[http://www2.ed.gov/about/overview/focus/what\\_pg3.html#howdoes](http://www2.ed.gov/about/overview/focus/what_pg3.html#howdoes)

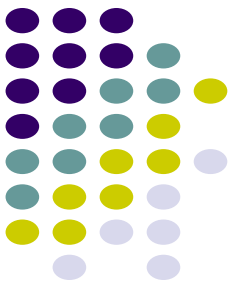


# Who is HLC & why should I care about them?

The U.S. Department of Education requires postsecondary institutions who wish to offer Title IV funding (financial aid) or receive any kind of Federal funds (grants) to:

- Legally be authorized by a state to provide a postsecondary education program in that state; and
- Be accredited by a nationally recognized accrediting agency

[https://www2.ed.gov/about/overview/focus/what\\_pg3.html#howdoes](https://www2.ed.gov/about/overview/focus/what_pg3.html#howdoes)

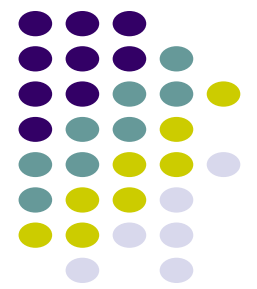


# The Higher Learning Commission (HLC)

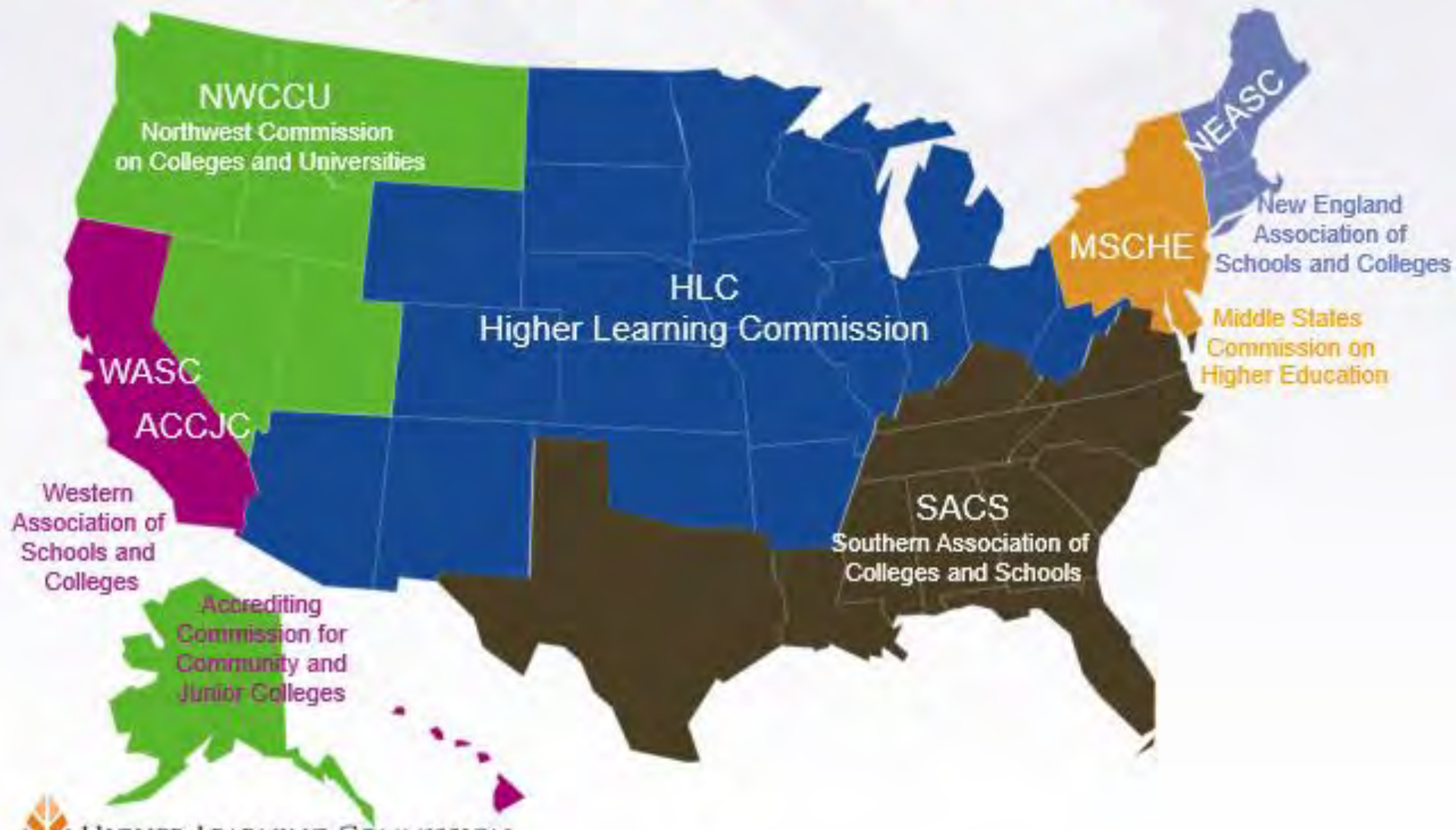
The Higher Learning Commission (HLC) is an independent corporation. The HLC accredits degree-granting post-secondary educational institutions in the North Central region of the United States.

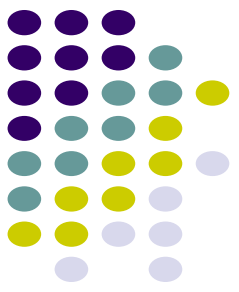
A complete listing of all ED approved institutional accreditors may be found at:

<http://ope.ed.gov/accreditation/Search.aspx?6d6f64653d31267264743d31312f31342f3230313620333a35393a333220504d>



# Regional Accreditation





# Types of Accreditation

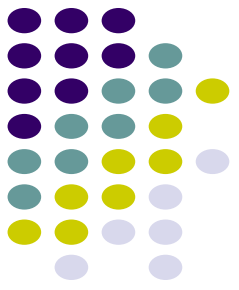
**Institutional**– The regional and national accreditors perform institutional accreditation. Ensures that an institution’s academic program meets acceptable levels of quality. Institutions must be accredited by a federally recognized accrediting agency to qualify for participation in federal financial aid programs.

- National – i.e., Distance Education Accrediting Commission
- Regional – i.e., Higher Learning Commission (HLC)

**Specialized** – Normally applies to programs, departments, or schools that are parts of an institution, i.e., nursing, auto, etc.

[https://www2.ed.gov/admins/finaid/accred/accreditation\\_pg6.html](https://www2.ed.gov/admins/finaid/accred/accreditation_pg6.html)

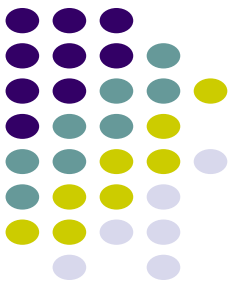




## **Regional Accreditors are Responsible for:**

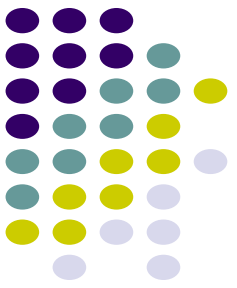
- Reviewing and validating that postsecondary institutions are meeting all US Department of Ed requirements and are in compliance with Federal and state laws in which the college is authorized to offer programming.
- Colleges accredited by the HLC are required to meet:
  - Obligations of Affiliation
  - Assumed Practices and
  - Core Criteria expectations.

# Criteria for Accreditation



Several elements:

- ✓ 10 Guiding Values
- ✓ Assumed Practices
- ✓ Compliance with Federal Requirements
- ✓ Five Criteria
  - Core Components
  - Must meet all five criteria and all core components in order to be reaffirmed

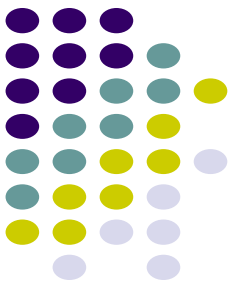


# Criteria

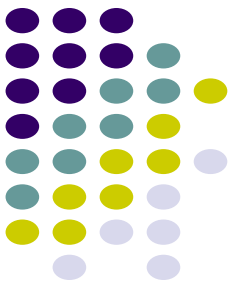
- ❖ **Criterion 1** - Mission
- ❖ **Criterion 2** - Integrity: Ethical and Responsible Conduct
- ❖ **Criterion 3** - Teaching and Learning: Quality, Resources, and Support
- ❖ **Criterion 4** - Teaching and Learning: Evaluation and Improvement
- ❖ **Criterion 5** - Institutional Effectiveness, Resources and Planning

<https://www.hlcommission.org/Policies/criteria-and-core-components.html>

# Pima's Past/Present Accreditation Process



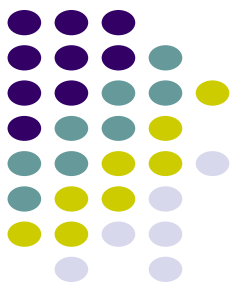
- Applied for HLC candidacy in 1972.
- Granted accreditation by HLC in 1975.
- Pima placed on probation by HLC on: March 1989 (eventually removed sanction) and April 2013.
- On February 26, 2015, probation sanction removed and the institution was placed on notice.
- Notice sanction removed on February 24, 2017.
- Pima's last comprehensive evaluation was in 2019. This resulted in several interim reports and a focused visit.
- Next Comprehensive Evaluation: December 2024.



# Issues Reported at March 2022 Focus Visit

Focus Visit corresponded with Core Component 2:

- Assessed effectiveness of the relationship between Chancellor, Board Chair, and the rest of the Board.
  - How well do Board members follow their own policies and bylaws?
  - Are Board members adequately trained as to their legal and fiduciary responsibilities?
  - How do Board members' influence from outside groups influence their decision-making?
  - Does the varying Board member's definition of Shared Governance contribute to the positive movement forward of the institution?

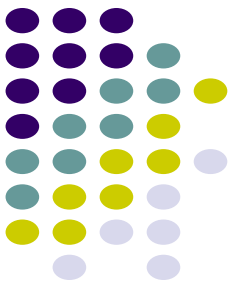


# Results of March 2022 Focus Visit

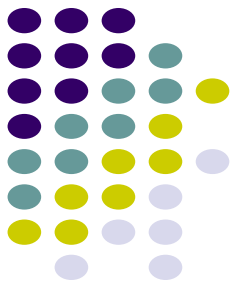
Visiting team recommended that Pima Community College provide an interim monitoring report to HLC – due by mid-year 2023. Two areas required to address:

1. Board Effectiveness
2. Board Oversight of Employment Processes and Institutional Climate

# HLC Sanctions



*An institution may be placed on a sanction, either Notice or Probation, when HLC determines the institution does not meet, or is at risk of not meeting, the Criteria for Accreditation, Federal Compliance requirements, or Assumed Practices. The institution may be placed on Notice or Probation. Institutions on sanction maintain their accredited status during the period on sanction. The imposition of a sanction is a final action and not subject to appeal.*

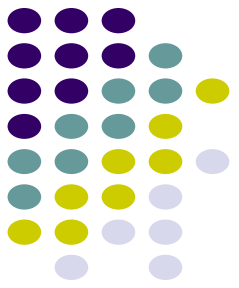


# Various Sanctions

- Notice – When at risk of not meeting the Criteria for Accreditation. All institutions on Notice are placed on the Standard Pathway for the remainder of that accreditation cycle.
- Probation - When institution no longer meets one or more of the Criteria for Accreditation, Assumed Practices or Federal Compliance Requirements.
- Show Cause - When it is not meeting the Criteria for Accreditation, Federal Compliance requirements or Assumed Practices to such an extent that HLC requires the institution to demonstrate why its accreditation should not be withdrawn.

[HLC Sanctions URL](#)





**Questions?**



**Wednesday, February 1, 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 may do so by going to the [PCCTV Youtube](https://www.youtube.com/c/PCCTVSTREAM) 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](mailto:pcc-boardstaff@pima.edu).

All public comment speakers must 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\\_t7AMvJBxSjuoxOT8dEHHVQ](https://pima.zoom.us/webinar/register/WN_t7AMvJBxSjuoxOT8dEHHVQ)

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**Regular Meeting 5:30 p.m.**

**1. REGULAR MEETING**

1.1 Call to Order, District Office, Room C105- Hybrid Meeting

1.2 Pledge of Allegiance

1.3 Roll Call

1.4 Public Comment-Call to Audience

[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.]

1.5 Remarks by Governing Board Members (25 min)

1.6 Pima's Mission Moment (5 min.)

***Pima Community College's Mission Statement: EMPOWER EVERY LEARNER, EVERY DAY, FOR EVERY GOAL***

- FordASSET Event

**2. REPORTS (55 min.)**

2.1 Administration Reports (15 min.)

- Chancellor's Goal Update: Centers of Excellence and Student Support – David Dore, President of Campuses, and Executive Vice Chancellor for Student Experience & Workforce Development (5 min.)
- HLC Update -Wendy Weeks, Assistant Vice Chancellor for Curriculum Quality Improvement and Criterion 3 Leads (5 min.)
- Legislative update to include the Governor's proposed budget-Libby Howell, Executive Director for Media, Community and Government Relations (5 min.)

2.2 Reports by Representatives to the Board (25 min.)

- Student Report-Atheena (TT) Martinez
- Adjunct Faculty Report-Sean Mendoza
- Staff Report-James Johnson
- Faculty Report-Denise Reilly
- Administrator Report-Jim Craig

2.3 Chancellor's Report (15 min.)

**3. INFORMATION ITEMS (5 min.)**

- 3.1 Financial Report: November 2022 Financial Statements
- 3.2 Fiscal Year 2023 Capital Project Plan Update, Second Quarterly Report
- 3.3 Employment Information
- 3.4 Faculty Hiring
- 3.5 Adjunct Faculty Hiring
- 3.6 Information: 2023-2024 Course Fees

**4. CONSENT AGENDA GROUPING (5 min.)**

- 4.1 Minutes-January 11, 2023 Executive Open Meeting
- 4.2 Minutes-January 11, 2023 Annual and Regular Meeting
- 4.3 Dual Enrollment Intergovernmental Agreement (IGA) Amendment for American Charter Schools Foundation dba Alta Vista  
[Authorize the Chancellor or designee to execute an amendment to the intergovernmental agreement for dual enrollment to authorize and update course offerings in the dual enrollment agreements between Pima County Community College District and American Charter Schools Foundation doing business as Alta Vista Charter High School.]
- 4.4 Contract: Adobe Consortium Agreement, 2023-2030  
[Authorize the Chancellor or designee to execute the consortium agreement with Arizona Community College Districts (Coconino, Graham, Mohave, Yuma/La Paz, Pinal, Navajo, and Yavapai) and Prescott College, Inc. for the purpose of purchasing Adobe, Inc. software at discounted pricing. This action will extend the consortium agreement from March 1, 2023 to February 28, 2026 and allow all consortium members to continue receiving discount pricing.]
- 4.5 Contract: CDW-G for Adobe Enterprise Term License Agreement (ETLA) for 2023-2026  
[Authorize the Chancellor or designee to execute a purchasing agreement for the Adobe Consortium Enterprise Term License Agreement (ETLA) from CDW-G. Total costs for the three-year agreement, from 2023 to 2026, are not expected to exceed \$681,833.10.]
- 4.6 Contract: Cornerstone, 2023-2026  
[Authorize the Chancellor or designee to execute an extension to the agreement for Cornerstone - Learning, Recruiting, & Performance and system connectors. Total costs for the three-year agreement, from February 28, 2023 through February 27, 2026, are not expected to exceed \$417,055.40, excluding any applicable tax.]
- 4.7 Contract: Kelly Services, Inc., 2023-2024  
[Authorize the Chancellor or designee to execute a purchasing agreement with Kelly Services Inc. for the provision of out-of-state employee payroll services. Total costs for the agreement, from February 2023 through June 2024, are not expected to exceed \$727,448.]
- 4.8 Contract: Stamats, Inc., 2023-2028  
[Authorize the Chancellor or designee to execute a one-year contract and up to four one-year extensions with Stamats Inc., the successful proposer of the request for proposals RFP No. P23/100055L for Digital Marketing Services. The cost for each year will not exceed \$500,000 with the total costs for the potential five-year period not expected to exceed \$2,500,000]
- 4.9 Intergovernmental Agreement: Arizona Board of Regents for Spouses of Military Veterans Scholarships  
[Authorize the Chancellor or designee to execute an intergovernmental agreement with the Arizona Board of Regents to allow Pima College to participate in the Spouse of Military Veterans Tuition Scholarship program. The term of the agreement would be through June 30, 2027.]
- 4.10 Approval of items on Consent Agenda

**5. ACTION ITEMS (10 min.)**

- 5.1 Discussion and approval of the modified Higher Learning Commission Criterion 2 Evidence Plan and Timeline (10 min.)

**6. REQUEST FOR FUTURE AGENDA ITEMS (5 min.)**

**7. ADJOURNMENT**

**8. ANNOUNCEMENTS**

- 8.1 The next regular meeting of the Governing Board will be held on March 8, 2023 Executive Session will begin at 4:00 p.m. and Annual and Regular Open Meeting at 5:00 p.m. via video conference.
- 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.

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**Regular Governing Board Meeting (Wednesday, February 1, 2023)****Members present**

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

**Meeting called to order at 5:39 PM****1. REGULAR MEETING (75 min.)****Procedural: 1.2 Pledge of Allegiance**

Theresa Riel led the pledge of allegiance.

**Procedural: 1.3 Roll Call**

All board members are present.

**Procedural: 1.4 Public Comment-Call to Audience**

Makyla Hays-PCCEA comment.

Chairperson Riel suggested pre-registering for public comment.

Scott Stewart-Automotive program and its success

**Procedural: 1.5 Remarks by Governing Board Members (25 min.)**

Board member Gonzales welcomed everyone back for a new semester.

Board member Taylor echoed Mr. Gonzales' comments and congratulated the FordASSET students. Thanked everyone from the new board orientation meetings.

Board member Garcia welcomed everyone back this semester. Talked about attending the CC Day at the Capitol. She would like to encourage everyone to advocate for expenditure limitation changes. She also congratulated the new board members. Congratulated Dr. Dore on his new position and wished him luck.

Board member McLean talked about attending the CC Day at the Capitol. Thanked staff for the time and effort put into helping him to become a new board member.

Chairperson Riel talked about her love of teaching. Ms. Riel attended the last AERC meeting. She noted how impressed she was with the suggestions and expertise of this group. Mentioned how proud she is of the college. Proud of the FordASSET students and the work the College is doing. She noted that she wants to hear more from people.

**Procedural: 1.6 Pima's Mission Moment (5 min.)**

Chancellor introduced Greg Wilson to share a video of the FordASSET event.

**2. REPORTS (55 min.)****Reports: 2.1 Administration Reports (15 min.)**

Dr. David Dore, President of Campuses and Executive Vice Chancellor for Student Experience & Workforce Development, provided a brief update on the Chancellor's goals around the Centers of Excellence and Student Support.

Jeff Thies provided an update on HLC's Criterion 3.

Libby Howell provided the Board with a legislative update.

**Reports: 2.2 Reports by Representatives to the Board (25 min.)**

**(A copy of a full report for those speaking today has been provided in the Board packet.)**

Atheena "TT" Martinez did not provide a report because she was not available remotely.

Jim Craig provided the administrator report.

Sean Mendoza provided the Adjunct Faculty report.

James Johnson provided a Staff report.

Denise Reilly provided the Faculty report.

**Reports: 2.3 Chancellor's Report (15 min.)**

**3. INFORMATION ITEMS (5 min.)**

Information: 3.1 Financial Report: November 2022 Financial Statements  
Information: 3.2 Fiscal Year 2023 Capital Project Plan Update, Second Quarterly Report  
Information: 3.3 Employment Information  
Information: 3.5 Adjunct Faculty Hiring  
Information: 3.6 Information: 2023-2024 Course Fees

**4. CONSENT AGENDA GROUPING (5 min.)**

Board member Garcia asked to have Item #4.7 Contract: Kelly Services, Inc., 2023-2024 removed from the Consent Agenda to Action Items for a discussion and vote.

Action (Consent), Minutes: 4.1 Minutes-January 11, 2023 Executive Open Meeting  
Resolution: The unapproved Minutes of the Special Meeting to go into Executive Session on October 12, 2022, are submitted for approval.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.  
Final Resolution: Motion Carries  
Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

Action (Consent), Minutes: 4.2 Minutes-January 11, 2023 Regular Meeting  
Resolution: The unapproved minutes of the Regular Meeting of October 12, 2022, are submitted for approval.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.  
Final Resolution: Motion Carries  
Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

Action (Consent): 4.3 Dual Enrollment Intergovernmental Agreement (IGA) Amendment for American Charter Schools Foundation dba Alta Vista  
Resolution: The Chancellor recommends that the Governing Board authorize the Chancellor or designee to execute an amendment to the intergovernmental agreement for dual enrollment to authorize and update course offerings in the dual enrollment agreements between Pima County Community College District and American Charter Schools Foundation doing business as Alta Vista Charter High School.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.  
Final Resolution: Motion Carries  
Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

Action (Consent): 4.4 Contract: Adobe Consortium Agreement, 2023-2026  
Resolution: The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute the consortium agreement with Arizona Community College Districts (Coconino, Graham, Mohave, Yuma/La Paz, Pinal, Navajo, and Yavapai) and Prescott College, Inc. for the purpose of purchasing Adobe, Inc. software at discounted pricing. This action will extend the consortium agreement from March 1, 2023 to February 28, 2026 and allow all consortium members to continue receiving discount pricing.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.  
Final Resolution: Motion Carries  
Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

Action (Consent): 4.5 Contract: CDW-G for Adobe Enterprise Term License Agreement (ETLA) for 2023-2026  
Resolution: The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute a purchasing agreement for the Adobe Consortium Enterprise Term License Agreement (ETLA) from CDW-G. Total costs for the three-year agreement, from 2023 to 2026, are not expected to exceed \$681,833.10.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.  
Final Resolution: Motion Carries  
Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel, Greg Taylor, Wade McLean

Action (Consent): 4.6 Contract: Cornerstone, 2023-2026

Resolution: The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an extension to the agreement for Cornerstone - Learning, Recruiting, & Performance and system connectors. Total costs for the three-year agreement, from February 28, 2023 through February 27, 2026, are not expected to exceed \$417,055.40, excluding any applicable tax.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.

Final Resolution: Motion Carries

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

Action (Consent): 4.7 Contract: Stamats, Inc., 2023-2028

Resolution: The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute a one-year contract and up to four one-year extensions with Stamats Inc., the successful proposer of the request for proposals RFP No. P23/100055L for Digital Marketing Services. The cost for each year will not exceed \$500,000 with the total costs for the potential five-year period not expected to exceed \$2,500,000.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.

Final Resolution: Motion Carries

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

Action (Consent): 4.8 Intergovernmental Agreement: Arizona Board of Regents for Spouses of Military Veterans Scholarships

Resolution: The Chancellor recommends the Governing Board authorize the Chancellor or designee to execute an intergovernmental agreement with the Arizona Board of Regents to allow Pima College to participate in the Spouse of Military Veterans Tuition Scholarship program. The term of the agreement would be through June 30, 2027.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.

Final Resolution: Motion Carries

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

Action (Consent): 4.9 Approval of items on Consent Agenda

Resolution: The Board is asked to approve items on Consent Agenda.

The Board is asked to approve items on Consent Agenda without item 4.7 Contract: Kelly Services, Inc., 2023-2024.

Motion by Wade McLean, second by Greg Taylor.

Final Resolution: Motion Carries

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

## 5. ACTION ITEMS (10 min.)

Action: 5.1 Contract: Kelly Services, Inc., 2023-2024

Board member Garcia asked to remove this item from the Consent Agenda for discussion

Board member Garcia motioned to postpone this item to the next Board meeting pending the review of additional information.

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

Final Resolution: Motion Carries

Yea: Luis L Gonzales, Maria D Garcia, Theresa Riel

Nay: Greg Taylor, Wade McLean

Action: 5.2 Discussion and approval of the modified Higher Learning Commission Criterion 2 Evidence Plan and Timeline (10 min.)

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

## 6. REQUEST FOR FUTURE AGENDA ITEMS (5 min.)

The Board will continue to review the future agenda items list for addition to future agendas. There were no new future agenda items added to the list.

**7. ADJOURNMENT**

Dr. Wade McLean motioned to adjourn the meeting. The meeting adjourned at 7:25 p.m.

Motion by Wade McLean, second by Maria Garcia.

Final Resolution: Motion Carries

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

**8. ANNOUNCEMENTS**

Procedural: 8.1 The next regular meeting of the Governing Board will be held on March 8, 2023. Executive Session will begin at 3:30 p.m., Regular Meeting at 5:00 p.m.

Information: 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.



# ATTACHMENT 1F

## 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
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**





**Monday, January 30, 2023  
Governing Board Special Meeting  
New Governing Board Orientation**

**9:30 AM**

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>]

**1. Call Meeting to Order**

1.1 Call Meeting to Order, District Office, Room C105

**2. Discussion**

2.1 Jeff Silvyn, Legal 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

2.2 Lee Lambert, Chancellor

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

## 2.3 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

## 3. **Adjourn Meeting**

[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.]

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.

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**PimaCommunityCollege**

### **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.

Grey Taylor  
Print Name

Grey Taylor  
Signature

1/30/23  
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) Greg Taylor  
Member, Governing Board  
Pima Community College

Greg Taylor  
Signature

1/30/23  
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.

*Luis L. Gonzalez*

Print Name

*L. L. Gonzalez*

Signature

*4-12-23*

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) Luis L. Gonzalez  
Member, Governing Board  
Pima Community College

  
Signature

4-12-23  
Date



### Executive Session Confidentiality Acknowledgement

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<u>MARIA GARCIA</u>	<u>Maria Garcia</u>	<u>8/2/23</u>
Print Name	Signature	Date



**Pima County Community College District  
Governing Board  
Ethics and Conflict of Interest Statement**

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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



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Theresa M. Riel  
Print Name

Theresa M. Riel  
Signature

4-17-2023  
Date





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Governing Board  
Ethics and Conflict of Interest Statement**

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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



Gauna, Andrea &lt;agauna@pima.edu&gt;

---

**Re: Need your signatures on the Confidentiality Agreement and Ethics and Conflict of Interest Forms--Important for HLC evidence**

1 message

---

**McLean, Wade** <wmclean2\_bog@pima.edu>  
To: "Gauna, Andrea" <agauna@pima.edu>

Thu, Mar 23, 2023 at 10:52 AM

Hi Andrea. I give you permission to sign the Executive Session Confidentiality Acknowledgement and Ethics and Conflict of Interest Statement on my behalf. Let me know if this meets my responsibilities.

Thanks,  
Wade

On Thu, Mar 23, 2023 at 7:52 AM Gauna, Andrea <agauna@pima.edu> wrote:

Greetings Board Members,

I have attached the Confidentiality Agreement and Ethics and Conflict of Interest Statement. So far, only Board member Taylor has signed the forms. It's important that we have this information on file for the HLC assurance argument evidence.

I kindly ask that you do one of the following:

- Sign and scan a copy to my email address;
- Drop off a copy in the Chancellor's Office; or
- Email me permission to affix your signature. I will send you a copy of the signed documents.

I will be sending out regular reminders. Thank you.

***Andrea Gauna***

Coordinator, Governing Board  
Office of the Chancellor/Governing Board  
Pima Community College  
4905 E. Broadway / Tucson, AZ 85709 / P: 520-206-4747  
[agauna@pima.edu](mailto:agauna@pima.edu)



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Wade McLean

Print Name

A handwritten signature in black ink that reads "Wade McLean".

Signature

3/23/23

Date



Gauna, Andrea &lt;agauna@pima.edu&gt;

---

**Re: Need your signatures on the Confidentiality Agreement and Ethics and Conflict of Interest Forms--Important for HLC evidence**

1 message

---

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I will be sending out regular reminders. Thank you.

***Andrea Gauna***

Coordinator, Governing Board  
Office of the Chancellor/Governing Board  
Pima Community College  
4905 E. Broadway / Tucson, AZ 85709 / P: 520-206-4747  
[agauna@pima.edu](mailto:agauna@pima.edu)



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Name (Print) Wade McLean  
Member, Governing Board  
Pima Community College



\_\_\_\_\_  
Signature

3/23/23  
Date



# Travel Itinerary

## Theresa Riel

ACCT Governance Leadership Institute, New Orleans, LA

Wednesday, March 22, 2023-

Saturday, March 25, 2023

Higher Learning Commission Annual Conference, Chicago, IL

Saturday March 25, 2023-

Tuesday, March 28, 2023

Departing Flight (TUS-MSY)						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
3/22/23	TUS-7:15 AM	American	TTBONS	AA 1025	DFW-11:26 AM	28D
3/22/23	DFW- 2:35 PM	American	TTBONS	AA 1785	MSY-3:57 PM	27C

AA Ticket #0012367462106

Departing Flight (MSY-ORD)						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
3/25/23	MSY-1:08 PM	American	AWERQN	AA2613	ORD-3:43 PM	26C

AA Ticket #0012367465024

Departing Flight (ORD-TUS)						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
3/28/23	ORD-3:24 PM	American	JUVFCY	AA2499	DFW-5:55 PM	28D
3/28/23	DFW-6:55 PM	American	JUVFCY	AA1207	TUS-7:20 PM	28D

AA Ticket #0012367461407

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
Hyatt Regency Chicago	3/25/23 3:00 PM	41184948	3/28/23 12:00 PM
Hotel Info: 151 East Wacker Drive, Chicago, Illinois 60601 Tel: 312-565-1234			

Conference Registrations
GLI: Conf. #ELYGGGBXA 95742
HLC: Reference number 68832205
<ul style="list-style-type: none"> <li>Includes 3/26 lunch (12:15 PM), 3/26 Welcome Reception (5:30 PM), and 3/27 Diversity Reception (5:00 PM)</li> </ul>

Your trip per diem allowance is based on the State of Arizona Lodging and Per Diem rate chart:

<https://www.gsa.gov/travel/plan-book/per-diem-rates>

This is destination (city/county) specific. Please email [pcc-travel@pima.edu](mailto:pcc-travel@pima.edu) if you would like to know the exact per diem allowance for your trip.





PimaCommunityCollege

# Travel Itinerary

**Maria Garcia**

Higher Learning Commission Annual Conference, Chicago, IL

Saturday March 25, 2023-

Tuesday, March 28, 2023

Departing Flight (TUS-ORD)						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
3/25/23	TUS-6:00 AM	American	GZKMFT	AA 2311	ORD-11:23 AM	26F

AA Ticket #0012377922945

Departing Flight (ORD-TUS)						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
3/28/23	ORD-9:35 AM	American	GZKMFT	AA639	TUS-11:47 AM	29F

AA Ticket #0012377922945

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
The Renaissance Chicago Downtown	3/25/23 4:00 PM	WEZ7TTIJ	3/28/23 11:00 AM
Hotel Info: 1 West Upper Wacker Drive, Chicago, Illinois 60601 Tel: 312-372-7200			

Conference Registrations
HLC: Reference number 70110724
<ul style="list-style-type: none"> <li>Includes 3/26 lunch (12:15 PM), 3/26 Welcome Reception (5:30 PM), and 3/27 Diversity Reception (5:00 PM)</li> </ul>

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PimaCommunityCollege

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Wednesday, March 22, 2023-

Saturday, March 25, 2023

Higher Learning Commission Annual Conference, Chicago, IL

Saturday March 25, 2023-

Tuesday, March 28, 2023

Departing Flight (TUS-MSY)						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
3/22/23	TUS-7:15 AM	American	TTBONS	AA 1025	DFW-11:26 AM	28D
3/22/23	DFW- 2:35 PM	American	TTBONS	AA 1785	MSY-3:57 PM	27C

AA Ticket #0012367462106

Departing Flight (MSY-ORD)						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
3/25/23	MSY-1:08 PM	American	AWERQN	AA2613	ORD-3:43 PM	26C

AA Ticket #0012367465024

Departing Flight (ORD-TUS)						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
3/28/23	ORD-3:24 PM	American	JUVFCY	AA2499	DFW-5:55 PM	28D
3/28/23	DFW-6:55 PM	American	JUVFCY	AA1207	TUS-7:20 PM	28D

AA Ticket #0012367461407

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
Hyatt Regency Chicago	3/25/23 3:00 PM	41184948	3/28/23 12:00 PM
Hotel Info: 151 East Wacker Drive, Chicago, Illinois 60601 Tel: 312-565-1234			

Conference Registrations
GLI: Conf. #ELYGGGBXA 95742
HLC: Reference number 68832205
<ul style="list-style-type: none"> <li>Includes 3/26 lunch (12:15 PM), 3/26 Welcome Reception (5:30 PM), and 3/27 Diversity Reception (5:00 PM)</li> </ul>

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PimaCommunityCollege

# Travel Itinerary

**Greg Taylor**

Saturday, February 4, 2023-

Thursday, February 9, 2023

ACCT National Legislative Summit, Washington DC

Departing Flight						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
2/4/23	TUS-10:44 AM	American	VLVLVH	AA2720	DFW-1:55 PM	2C
2/4/23	DFW-3:25 PM	American	VLVLVH	AA2999	DCA-7:09 PM	2B (Lunch)

AA Ticket #0012355640957

Returning Flight						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
2/9/23	DCA-7:00 AM	American	AMEAVY	AA2006	PHX-10:19 Am	2C (Breakfast)

AA Ticket #0012355643889

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
Marriott Marquis Washington, DC	2/4/23 3:00 PM	5BA9Z8JS	2/9/23 12:00 PM
Hotel Info: 901 Massachusetts Ave NW, Washington, DC 20001 Tel: 202-824-9200			

Leadership Congress Registration
Confirmation # 2683
<b>Includes:</b>
<ul style="list-style-type: none"> <li>• <b>Pre-Academy Session on 2/5 @ 10 AM:</b> New Trustee Academy</li> <li>• All meals: 2/6 Lunch, 2/7 Awards &amp; Banquet, and 2/8 Breakfast</li> </ul>



PimaCommunityCollege

# Travel Itinerary

**Theresa Riel**

Saturday, February 4, 2023-

Thursday, February 9, 2023

ACCT National Legislative Summit, Washington DC

Departing Flight						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
2/4/23	TUS-7:46 AM	American	KCKDTX	AA1996	PHX-8:35 PM	20C
2/4/23	PHX-9:40 AM	American	KCKDTX	AA685	DCA-3:50 PM	29D

AA Ticket #0012360739057

Returning Flight						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
2/9/23	DCA-3:20 PM	American	KCKDTX	AA2817	DFW-6:06 PM	23C
2/9/23	DFW-6:55 PM	American	KCKDTX	AA1207	TUS-8:21 PM	21C

AA Ticket #0012360739057

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
Marriott Marquis Washington, DC	2/4/23 3:00 PM	92469868, 92469961, 92471252	2/9/23 12:00 PM

Hotel Info: 901 Massachusetts Ave NW, Washington, DC 20001 Tel: 202-824-9200

Leadership Congress Registration
Confirmation # 2971
<b>Includes:</b>
<ul style="list-style-type: none"> <li>• <b>Pre-Academy Session on 2/5 @ 10 AM:</b> New Trustee Academy</li> <li>• All meals: 2/6 Lunch, 2/7 Awards &amp; Banquet, and 2/8 Breakfast</li> </ul>

Per Diem for 6 days=\$396.00



PimaCommunityCollege

# Travel Itinerary

**Luis L. Gonzales**

Monday, July 10, 2023-

Friday, July 14, 2023

NALEO 40th Annual Conference, New York, NY

Departing Flight						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
7/10/23	TUS-6:30 AM	American	QZUDPO	AA1025	DFW-10:40 AM	22D
7/10/23	DFW-11:24 AM	American	QZUDPO	AA2818	LGA-3:59 PM	23F

AA Ticket #0012393239366

Returning Flight						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
7/14/23	LGA-11:00 AM	American	QZUDPO	AA2030	DFW-1:48 PM	22F
7/14/23	DFW-2:29 PM	American	QZUDPO	AA584	TUS-2:43 PM	21F

AA Ticket #0012393239366

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
New York Marriott Marquis	7/10/23 4:00 PM	OBG2Uf8CG 91926054	7/14/23 11:00 AM
Hotel Info: 1535 Broadway, New York, NY 10036 Tel: 212-398-1900			

NALEO Registration
Confirmation # 26NSDZTLKBY
<b>Includes:</b>
<ul style="list-style-type: none"> <li>All meals</li> </ul>

Per Diem \$69. Only 75% of the full-day rate on travel days.



Gauna, Andrea &lt;agauna@pima.edu&gt;

---

**Fwd: NALEO Policy Institute – CONFIRMING HOTEL RESERVATION REQUEST**

1 message

---

**Luis Gonzales** <luislgonzales1@gmail.com>  
To: Andrea Gauna <agauna@pima.edu>

Mon, May 8, 2023 at 11:20 AM

----- Forwarded message -----

From: **Karen Nolasco** <knolasco@naleo.org>  
Date: Thu, May 4, 2023, 5:48 PM  
Subject: NALEO Policy Institute – CONFIRMING HOTEL RESERVATION REQUEST  
To: [Luislgonzales1@gmail.com](mailto:Luislgonzales1@gmail.com) <Luislgonzales1@gmail.com>

Dear Board Member Gonzales:

Thank you for registering to attend the ***NALEO Policy Institute on Education Governance: Empowering Families and Elevating Student Outcomes***, we look forward to having you join us! At the time of confirming your registration and attendance, you indicated you will be driving from your hometown to the [Sheraton Phoenix Downtown](#) for the Institute. As a scholarship recipient, you are eligible to submit mileage reimbursement at the rate of 0.59 cents a milage and are eligible for lodging accommodations for up to two nights (Monday, 5/15 and Tuesday, 5/16).

You confirmed needing lodging accommodations to attend the Institute - NALEO Educational Fund has secured hotel reservations for you. Please be advised that any hotel costs accrued by NALEO Educational Fund due to cancelations and no-shows will be invoiced to you. If you no longer need hotel accommodations, please let me know by this **Friday, May 5th no later than 5:00 p.m. PT.**

NALEO Educational  
Fund will secure  
**two** hotel nights:

**Check-in:** 5/15/2023**Check-out:** 5/17/2023

NALEO Educational Fund looks forward to convening you and your colleagues for this important professional development opportunity. Shortly before the Policy Institute, you will receive additional program information and a travel memo. If you have questions or concerns, please contact me at

[knolasco@naleo.org](mailto:knolasco@naleo.org)

or at (213) 765-9431.

Sincerely,

**Karen Nolasco**

Program Coordinator – Constituency Services

**NALEO Educational Fund**

1000 Corporate Center Dr., Ste. 310


Monterey Park, CA 91754

**T:** 213.765.9431

**E:** [knolasco@naleo.org](mailto:knolasco@naleo.org)



NALEO Educational Fund is the leading non-profit, non-partisan organization that facilitates full Latino participation in the American political process, from citizenship to public service.

signature\_3697952867

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**5 attachments**

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 **image002.png**  
2K

 **image003.png**  
2K



**image004.png**  
190K



**image004.png**  
190K



PimaCommunityCollege

# Travel Itinerary

**Maria Garcia**

Monday, July 10, 2023-

Friday, July 14, 2023

NALEO 40th Annual Conference, New York, NY

Departing Flight						
Date	Depart	Airline	Confirmation #	Flight #	Arrives	Seat
7/7/23	TUS-6:20 AM	American	EMUITM	AA1025	DFW-10:40 AM	29A
7/10/23	DFW-10:40 AM	American	EMUITM	AA2818	LGA-3:59 PM	23A

AA Ticket #0012396046549

Returning Flight						
Date	Departs	Airline	Confirmation #	Flight #	Arrives	Seat
7/14/23	JFK-7:20 AM	American	EMUITM	AA1487	PHX-9:36 AM	26A
7/14/23	PHX-10:51 AM	American	EMUITM	AA2311	TUS-11:40 AM	21A

AA Ticket #0012396046549

Hotel			
Name	Check-In Date/Time	Confirmation #	Check-Out Date/Time
New York Marriott Marquis	7/10/23 4:00 PM	YUVTA4YM 97503527	7/14/23 11:00 AM

Hotel Info: 1535 Broadway, New York, NY 10036 Tel: 212-398-1900

NALEO Registration
Confirmation # HFN7FY4RZT8
<b>Includes:</b>
<ul style="list-style-type: none"> <li>All meals</li> </ul>





Gauna, Andrea &lt;agauna@pima.edu&gt;

## Fwd: Registration Confirmed - NALEO Policy Institute on Economic Mobility: Building the Infrastructure of Opportunity for Latinos

1 message

Garcia, Maria <mgarcia12@pima.edu>  
To: Andrea Gauna <agauna@pima.edu>

Mon, Mar 13, 2023 at 4:22 PM

----- Forwarded message -----

From: **Jessica Olivares** <jolivares@naleo.org>

Date: Mon, Mar 13, 2023 at 1:55 PM

Subject: Registration Confirmed - NALEO Policy Institute on Economic Mobility: Building the Infrastructure of Opportunity for Latinos

To: Maria de la luz Maria Garcia &lt;mgarcia12@pima.edu&gt;

Cc: &lt;delaluz54@msn.com&gt;



Dear NALEO Policy Institute Applicant:

Congratulations! NALEO Educational Fund is pleased to notify you that you have been accepted to attend the *NALEO Policy Institute on Economic Mobility: Building the Infrastructure of Opportunity for Latinos*, which will be held on April 27-28, 2023, in New York, NY. As part of your acceptance to our Policy Institute, NALEO members will be extended a Travel Scholarship to cover the cost of economy air or ground travel; and hotel accommodations for up to two (2) nights. NALEO membership will be verified to determine eligibility for a travel scholarship. If you are not a current paid NALEO Member, please take a minute to sign up for membership at [naleo.org/join](https://naleo.org/join) or contact Ms. Martha Beall, Membership Services Manager, at [mbeall@naleo.org](mailto:mbeall@naleo.org).

### Scholarship Agreement:

Participants are required to attend all Policy Institute sessions, from Thursday, April 27, 2023 - Friday, April 28, 2023. Your prompt arrival will ensure a quality experience for both participants and speakers. Per the scholarship agreement, if you are unable to attend and cancel booked travel and/or hotel accommodations provided by NALEO Educational Fund, you are responsible for reimbursing NALEO Educational Fund for all unused accommodations and fees incurred. You may not be awarded scholarships to attend future NALEO Educational Fund events until outstanding invoices are paid in full.

You will be contacted at a later time to arrange your travel accommodations.

NALEO Educational Fund looks forward to convening you and your colleagues for this important professional development opportunity. Shortly before the Policy Institute, you will receive additional program information and a travel memo. If you have questions or concerns, please contact me at [jolivares@naleo.org](mailto:jolivares@naleo.org) or at (213) 765-9443.

We look forward to seeing you soon!

Sincerely,  
**NALEO Educational Fund**

---

If you no longer want to receive emails from NALEO Educational Fund, please [Opt-Out](#).

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Gauna, Andrea &lt;agauna@pima.edu&gt;

## Fwd: Registration Confirmed - NALEO Policy Institute on Education Governance: Empowering Families and Elevating Student Outcomes

1 message

Garcia, Maria <mgarcia12@pima.edu>  
To: Andrea Gauna <agauna@pima.edu>

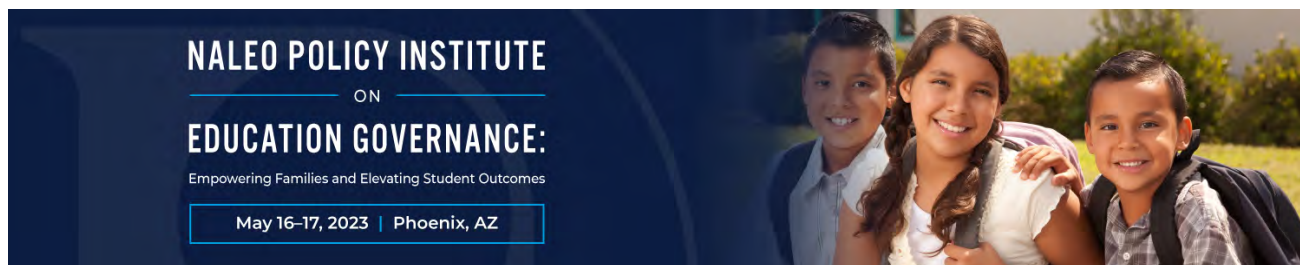
Thu, Apr 20, 2023 at 7:30 PM

----- Forwarded message -----

From: **Karen Nolasco** <[knolasco@naleo.org](mailto:knolasco@naleo.org)>

Date: Mon, Apr 10, 2023 at 11:33 AM

Subject: Registration Confirmed - NALEO Policy Institute on Education Governance: Empowering Families and Elevating Student Outcomes

To: Maria de la luz Garcia <[mgarcia12@pima.edu](mailto:mgarcia12@pima.edu)>Cc: <[mgarcia12@pima.edu](mailto:mgarcia12@pima.edu)>, <[delaluz54@msn.com](mailto:delaluz54@msn.com)>

Dear NALEO Policy Institute Applicant:

Congratulations! You have been accepted to attend the *NALEO Policy Institute on Education Governance: Empowering Families and Elevating Student Outcomes*, taking place May 16-17, 2023, in Phoenix, Arizona.

Ms. Karen Nolasco will reach out to you soon to secure travel and lodging arrangements. She can also be reached at [knolasco@naleo.org](mailto:knolasco@naleo.org) should you have any questions. We are looking forward to seeing you in Phoenix, AZ!

### Travel and Lodging Scholarships

Scholarships are available for NALEO Members. If you are not a paid NALEO Member, please take a moment to update your [NALEO Membership](#) online. If you need to verify your NALEO Membership status or have questions about Membership, please contact Ms. Martha Beall at [mbeall@naleo.org](mailto:mbeall@naleo.org).

### Cancellations

Cancellation requests must be sent in writing via email to Ms. Karen Nolasco at [knolasco@naleo.org](mailto:knolasco@naleo.org) by no later than **12:00 p.m. PT on Friday, April 14, 2023**, or before flights and hotel arrangements are booked by NALEO Educational Fund.

Sincerely,  
**NALEO Educational Fund**

---

If you no longer want to receive emails from NALEO Educational Fund, please [Opt-Out](#).

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# ATTACHMENT 1M

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[Sponsorship Opportunities](#)

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## COMMUNITY COLLEGE NATIONAL LEGISLATIVE SUMMIT

February | 5 - 8

REGISTER

[SCHEDULE AT A GLANCE](#)

[LEGISLATIVE PRIORITIES \(FORTHCOMING\)](#)

[BACKGROUND INFORMATION \(FORTHCOMING\)](#)

## SUMMIT OVERVIEW

The National Legislative Summit is the premier community college advocacy event in Washington, DC, bringing together more than 1,000 community college leaders. The event shines a spotlight on the importance of our nation’s community colleges for Congress and the Administration.

The National Legislative Summit is designed to inform and educate community college leaders on federal policy issues that impact postsecondary institutions and students. National Legislative Summit participants will hear from members of U.S. Congress, administration officials, leading political analysts, and other high-profile speakers about the current climate in D.C., recent elections, and legislative issues impacting community colleges.

Participants also have the opportunity to network with fellow community college leaders and meet with their U.S. representatives in Congress to advocate for their support for community colleges and their students.

REGISTRATION OPENS LATE-OCTOBER  
REGISTRATION OPENS LATE-OCTOBER  
REGISTRATION OPENS LATE-OCTOBER

## FEATURED SPEAKERS

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Passionate about making social science relatable to real-time political events, Dr. Victoria DeFrancesco Soto is an analyst, academic, and social scientist with expertise in campaigns and elections, immigration, Latinos, women, racial and ethnic minority politics, and political psychology. She is currently the Dean of the Clinton School of Public Service at the University of Arkansas – working with university leadership to cultivate and expand diversity, equity, and inclusion.

Victoria brings an interdisciplinary lens to understanding policy development and its intersection with institutional and political contexts. Applying high-quality social science research to on-the-ground political realities, she provides a unique, outside-the-Beltway view to today’s real-world issues. Using her nuanced understanding of key electorates, she thoughtfully unpacks the factors shaping the political landscape and expertly analyzes the state of the nation’s politics and elections.

For close to a decade, Victoria has been a contributor to MSNBC and NBCNews.com, as well as Telemundo. Translating social science research into more relatable information for a wide variety of audiences, Victoria has previously provided on-air analysis for CNN, Fox, PBS, Univision, NPR, and has appeared on HBO’s Real Time with Bill Maher. She is also published in both academic and popular outlets such as The Hill, POLITICO, and Talking Points Memo.

## WHAT PEOPLE SAY ABOUT NLS

“Great way to get educated on federal policy issues and to meet with our congressional delegation on priorities of community colleges.”

“Amazing - There were so many great learning takeaways. The opportunity was fantastic and I learned an incredible amount. The personal development was one of the greatest experiences I have had.”

“Great event, dynamic times in the industry, so good to get close to the decision makers.”

REGISTRATION OPENS LATE-OCTOBER  
REGISTRATION OPENS LATE-OCTOBER  
REGISTRATION OPENS LATE-OCTOBER

# SCHEDULE AT A GLANCE

## SATURDAY

2 | 4 | 2023

- 9:00AM - 11:00AM ACCT Finance and Audit Committee Meeting
- 9:30AM - 11:30AM ACCT Member Communications & Education Committee Meeting
- 10:00AM - 12:00PM ACCT Governance & Bylaws Committee Meeting
- 1:30PM - 3:30PM ACCT Public Policy & Advocacy Committee Meeting
- 2:30PM - 3:30PM ACCT Trustee Advisory Committee Meeting (by invitation only)
- 3:30PM - 5:30PM ACCT Diversity, Equity & Inclusion Committee Meeting

## SUNDAY

2 | 5 | 2023

- 8:30AM - 11:00AM ACCT Board of Directors Meeting
- 9:00AM - 5:00PM Registration
- 10:00AM - 4:00PM New Trustee Academy\*\*
- 11:00AM - 4:00PM Advocacy Leadership Academy\*\*
- 1:00PM - 2:30PM AACC/ACCT Executive Committees Meeting (by invitation)
- 3:30PM - 5:30PM ACCT State, Province & Territories Coordinators Network Meeting
- 3:30PM - 6:00PM ACCT Regional Nominating Committees Meeting (by invitation)

REGISTRATION OPENS LATE-OCTOBER  
REGISTRATION OPENS LATE-OCTOBER  
REGISTRATION OPENS LATE-OCTOBER

## MONDAY

2 | 6 | 2023

- 7:00AM - 2:30PM Registration
- 8:00AM - 9:45AM Opening General Sessions
- 10:00AM - 11:30AM Community College Priorities Session
- 10:00AM - 12:00PM Roundtable Seminar for Community College Lawyers

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2:15PM - 3:15PM Policy Focus Sessions

2:30PM - 3:30PM ACCT Advisory Committee of Presidents Meeting (by invitation)

3:30PM - 4:30PM Asian, Pacific Islanders and Native American Trustees Meeting

3:30PM - 4:30PM Student Trustee Advisory Committee Meeting

3:30PM - 5:00PM African-American Trustees Meeting

3:30PM - 5:00PM Association of Latino Community College Trustees Meeting

4:00PM - 5:30PM Corporate Council Roundtable Meeting (by invitation)

5:30PM - 6:30PM National Capital Reception



**TUESDAY**

**2 | 7 | 2023**

7:00AM - 2:30PM Registration

7:30AM - 8:30AM State Breakfast Meetings

9:00AM - 10:00AM General Session (tentative)

Morning Visits to House, Senate and Executive Branch Offices

12:00PM - 1:00PM - Taste of D.C. (lunch on your own)

Afternoon Visits to House, Senate and Executive Branch Offices

3:30PM - 5:00PM Community College Congressional Forum on Capitol Hill (tentative)

7:00PM - 9:00PM Capitol Awards and Entertainment Banquet\*



**WEDNESDAY**

**2 | 8 | 2023**

8:30AM - 10:30AM General Session Breakfast\*

Morning and Afternoon Visits to House, Senate and Executive Branch Offices





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## ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES

1101 17th Street NW, Suite 300

Washington, DC 20036

202-775-4667

[www.acct.org](http://www.acct.org)

... ..



**ATTACHMENT 1N**

Gauna, Andrea &lt;agauna@pima.edu&gt;

**ACCT Member-Exclusive Webinar: Parliamentary Procedures for Community College Trustees**

1 message

ACCT Membership Services &lt;acctinfo@acct.org&gt;

Fri, Jun 23, 2023 at 12:56 PM

Reply-To: acctinfo@acct.org

To: agauna@pima.edu



# Parliamentary Procedures for Community College Trustees

An ACCT member-exclusive webinar

*Limit 100 Participants*



**Watch Live:**

**July 21, 2023**

**1:00 p.m. ET / 10:00 a.m. PT**

Join Professional Registered Parliamentarian Connie Deford, former president of the National Association of Parliamentarians, for an interactive overview, including:

- Basic Parliamentary Rules
- Quorum
- Agenda
- Standard Order of Business
- Handling a Motion
- Various Types of Motions
- Methods of Voting
- Rules for Small Board
- Your Questions Answered

**[Register](#)**

If you have questions about the webinars, please email [acctinfo@acct.org](mailto:acctinfo@acct.org).



Association of Community College Trustees | 1101 17th Street, NW, Suite 300, Washington, DC  
20036

[Unsubscribe agauna@pima.edu](mailto:agauna@pima.edu)

[Constant Contact Data Notice](#)

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## **GOVERNING BOARD RETREAT**

**Thursday, June 1, 2023**

9:00 a.m. - 4:30 p.m.

(Breakfast for the Governing Board at 8:30 AM)

**Friday, June 2, 2023**

9:00 a.m. – 12:00 p.m.

(Breakfast for the Governing Board at 8:30 AM)

(Lunch for the Governing Board at 12:00-12:30 PM)

Pima Community College, Downtown Campus  
Automotive Technology Center, Sapphire Room (T212)  
1255 N. Stone Ave, Tucson, AZ 85709

*All agenda items are subject to discussion and possible action*

### **Day One**

- I. Purpose and Desired Outcomes
- II. Characteristics of an Effective Team
  - A. Discussion (include homework assignment to review a past board meeting)
  - B. Board Feedback
- III. FY25 Budget Planning Session-Dr. Dave Bea, Executive Vice Chancellor for Finance and Administration (2 hours)
- IV. Leadership Transition – Chancellor Lee Lambert, General Counsel Jeff Silvyn, EVC Finance and Administration Dave Bea, Provost Dolores Duran-Cerda
  - A. Current Chancellor Contract
  - B. Options for Selecting an Acting and/or Interim Chancellor
  - C. Chancellor Selection Process
    - a. Timeline and process elements
    - b. Consultants/search firms
  - D. Possible executive session
    - a. A.R.S. § 38-431.01(A)(1) – discussion or consideration of employment, assignment, appointment, or other personnel actions related to a public officer or employee
    - b. A.R.S. §38-431.03(A)(3) - Discussion or consultation for legal advice

- from the College's legal counsel
- c. A.R.S. §38-431.03(A)(4) – Discussion and direction to legal counsel concerning contracts subject to negotiation
    - Potential candidates for Acting Chancellor
    - Administrator level employment contracts
    - Chancellor contract
    - Accreditation criteria and leadership transition
- E. Resume open meeting to consider Board directions

**Day Two (half day)**

- V. Board Self-Assessment
  - A. Results of the Survey
  - B. Review and Possible Revision of the Monitoring Action Plan
- VI. 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

# Fiscal Year 2025 and Beyond: Budget Planning Session

Governing Board Retreat

June 1, 2023

Presented by: Dr. David Bea



# Budget Planning Session

- Long-term Planning
  - Budget model
  - Metrics, indicators, and ratios
  - Capacity of the institution
  - Budget development calendar
  - Historical context
- Budget Parameters
  - Expenditure priorities
  - Revenue projections
- Governing Board Feedback



# Long-Term Planning & Stewardship Metrics

- Budget model
- College budget metrics, indicators, and ratios
  - Longitudinal Budget
    - Personnel Costs/Total
    - Personnel Costs vs. FTSE
    - Tuition/Total Revenue
- Benchmarking data: Peer comparisons
  - Arizona: Tuition rates, adjunct faculty rates, salary surveys
  - IPEDS: Staffing, faculty, and management levels
- External review of financial metrics and ratios
  - HLC accreditation standards (Criterion 5) and ratios
  - Credit ratings (report guidance and feedback)



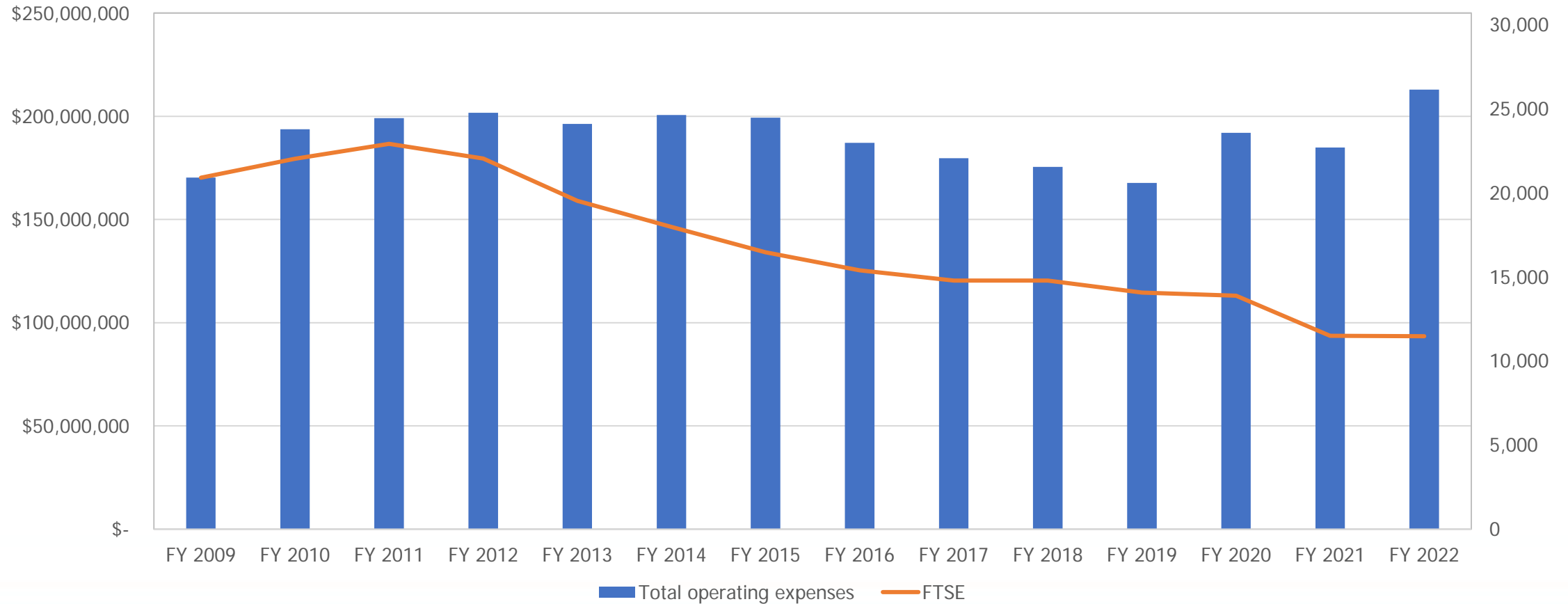


# Budget Development Calendar

	College Process		Governing Board	
<u>Item</u>	<u>Month(s)</u>	<u>Lead/Participants</u>	<u>Month(s)</u>	<u>Item Type</u>
Budget Development Calendar		Finance	November	Information Item
Budget Forecast, Metrics	October	ELT, Finance/Audit	November	Study Session
Course Fee Review	September to December	Academic Units, Finance	February	Information Item
Budget Discussion	Property Growth	County	February	Study Session
Employee Benefits	December to February	ESC, External Actuarial	March	Action & Information Items
Tuition and Service Fees	December to February	Finance	March	Action Item
Capital Project Plan	January to March	College-wide	May	Action Item
Unit Allocations (Operating Budgets)	February to March	College-wide		
Publication of Proposed Budget	December to April	Finance	May	Action Item
Employee Salaries & Wages	December to May	Finance, HR, AERC	June	Action Item
Property Taxes	December to February	Finance	June	Action Item
Budget Adoption			June	Action Item

# Historical Drivers, Strategies, Spending, and FTSE

Impacts of Great Recession				HLC Probation		Expenditure Limitation (EL) Threat		COVID-19 Impacts	
State Aid Reductions				Admin Reorg		EL Reduction Plan		COE Investments, Post-Prop 481	



# Base Budget Expenditure Priorities

1. Integrated Planning: sets the direction of the College
2. External factors: local, state, national
3. Contractual obligations/mandatory cost increases
4. Employee compensation
  - Benefits: Medical and Pharmaceutical, Retirement, Workers Comp., Unemployment, etc.
  - Sustaining the Classification and Compensation structure
    - Market adjustments
    - AERC proposals
    - Raises vs. steps
5. Cost growth, program or service enhancement

# Cost Pressures/Program Enhancements

- Student Support
  - Childcare
  - Transportation
- External partner expectations: leases, cost-sharing, etc.
- Cocurricular
  - Athletics
  - Arts
- Course materials/course delivery
  - Digital delivery (infrastructure, personnel/skills, student equipment)
  - Bookstore/food service
  - Open Educational Resources
- Sustainability
  - Improving operational efficiency (utilities, scheduling, etc.)
  - Deferred maintenance (equipment replacement, facilities upkeep)



# Ongoing Operating Revenue Projections

- Tuition
  - \$1.00 per credit hour = \$350K (based on FY 2022 FTSE)
- Property Taxes
  - Levy neutral ~\$2M per year
  - 2% increase ~\$2M per year
- State Aid
  - STEM
  - Operating (unreliable)
- Other Revenues (flat outlook)
  - Prop 301
  - Prop 207
  - Investments
  - Service fees

# Incremental Operating Budget Illustration\*

	Simple Est. (\$mil)
<b>Revenues (Reliable/Controllable)</b>	
Property Tax (w/+2%)	4.0
Tuition (+\$3.00 per credit hour increase)	1.0
Subtotal Revenues	5.0
<b>Expenses</b>	
Contracts	1.0
Medical benefits	1.0
Year of experience	3.0
Adjunct Faculty increases (+5%)	0.5
Other changes	<u>0.5</u>
Subtotal Expenses	6.0
<b>Net Change</b>	<b>-1.0</b>

*\*Does not include major program changes, market adjustments, minimum pay increases, etc.*



# Ongoing Challenges Summary

- Struggling enrollment outlook
- Limited potential growth in other revenues
- Structural inefficiencies and continued resistance to reductions
  - All services at all places
  - Classroom inefficiencies (scheduling, course capacity)
  - Space optimization
- Funding College priorities with limited resources
- Reallocating resources

# FTSE to Staff Ratio

- FTSE to Staff Ratio (excluding grant-funded positions)
  - 2012 through 2014: Average 20 FTSE per staff
  - 2015 through 2019: Average 15 FTSE per staff
  - 2020 through 2022: Average 12 FTSE per staff
- Goal 15:1 FTSE to Staff ratio comparable to 50:1 FTSE to Instructional Faculty ratio
- FY23 is ~150 positions above 15:1 FTSE to Staff ratio





# Additional Information

# Resources

- [Fiscal Year 2024 Budget Development Calendar](#)
- Integrated Planning
  - [Strategic Plan, 2021-2025](#)
  - [2022-2023 Chancellor's Goals, Objectives and Timelines](#)
  - [Educational Master Plan](#)
  - [Facilities Master Plan](#)
- [Financial Metrics, Indicators, and Ratios](#)
- [Dashboards](#)
  - [Audited FTSE for PCC and AZ Colleges](#)
  - [PCC Human Resources in IPEDS Categories, Ratios](#)
  - [Finance](#)





**/// Keep striving.**



# Leadership Transition

Governing Board Retreat  
June 1-2, 2023

# Transition Options

Chancellor start date	Potential Benefits	Potential Challenges
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>

# Interim Selection

- Search firm selection
- Characteristics of ideal candidate
- Input
- Screening process
- Final selection
- Contract negotiation
- Communications

# Chancellor Transition Elements

- Search firm selection
- Characteristics of ideal candidate
- Input
- Screening process
- Final selection
- Contract negotiation
- Communications

# HLC Criterion 2

**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.

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.
2. The governing board's deliberations reflect priorities to preserve and enhance the institution.
3. The governing board reviews the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.
4. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties.
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.



**Bylaw 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, the Chancellor, or the Chancellor’s 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.
5. Establish limitations of, 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 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.
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.
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 College 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 Bylaws, or any special rules of order the Board may adopt.

## **Bylaw 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, of a quorum of the Board 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.

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.

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. Such notice of special meeting shall state the date, time, and place of such meeting. A study session 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 appointments.

Section 5. A majority of 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, 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 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 Board member proposes an item for future discussion, there shall be no discussion or 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.

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) respond to any criticism made by an individual who has addressed the Board, (b) ask staff to review a matter, or (c) 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.

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 the Public Comment portion of the meeting, as set forth in Section 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 of 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. The language provided to the Board need not be a finalized version of the contract or agreement in order for the Board to approve the contract or agreement. Staff, as designated by the Chancellor, shall prepare and submit the action item description and accompanying materials.

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 College 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. 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.

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 not later than sixty (60) calendar days. With the exception of executive session minutes, minutes shall be posted to the College website following approval.

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. 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.
- A motion to table a matter requires 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.

## **Bylaw Article X Code of Ethics**

### Section 1. General

1. Elected or appointed members of the Board represent the citizens of Pima 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 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.
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.

### Section 3. Ethical Responsibilities

The Board shall:

1. Recognize its duty is to represent the entire county and to make decisions intended to 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.
7. Delegate authority, pursuant to limitations, to the Chancellor as the Board's executive and retain Board action for 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, civilly, and respectfully, including the use of open and honest communication to maintain the dignity of each individual.
10. Respect each member's 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 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.
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

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. § 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 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.

#### Section 5. Procedural Responsibilities

In keeping with these Bylaws and Board policies, the Board asserts its responsibilities and:

1. Requests all employees to avail themselves of all administrative remedies and complaint resolution procedures before requesting Board involvement. No Board member shall individually investigate or draw conclusions about such matter, nor shall the Board as a whole investigate such matter until an independent evaluation is conducted, the results of which shall be promptly reported to the Board. The Board has discretion to determine when it will conduct an investigation into a complaint, as determined by a majority vote of 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 Representatives' 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 meetings of the Board.
4. Asks that requests for information about Board actions be submitted through the Chancellor's Office.
5. Acknowledges the importance of employee and student understanding of Board members' roles and functions. To promote such understanding, the Board affirms the following:
  - a. It is the policy of the 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 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 Office 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. No Board member shall direct the actions of members of the faculty or staff of the College.

- 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, must first be presented to the Board Chair and shall require the agreement of a majority of the Board. Prior to a vote by the Board, however, the Board member must consult with the Chancellor or designee 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.

#### 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.



**Friday, August 18, 2023  
Governing Board Special Meeting**

**Hybrid Meeting**

**12:00 PM Open Special Meeting**

**Pima Community College West Campus, President's Office, A208**

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The Special Meeting will be 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>]

**1. SPECIAL MEETING OPEN SESSION**

- 1.1 Call to Order, PCC West Campus, President's Office, A208, Hybrid Meeting

**2. ACTION ITEM/S**

- 2.1 Intergovernmental Agreement (IGA) between Pima Community College and Pima County in support of Adult Basic Education.  
[Authorize the Chancellor or designee to execute a five-year agreement with the Pima County Superintendent of Schools on behalf of Pima County to support Adult Basic Education, including funding from Pima County for up to \$250,000 during the first year and up to \$500,000 per year in subsequent years.]
- 2.2 Intergovernmental Agreement (IGA) between the Department of Homeland Security (DHS) and PCC to provide educational and training opportunities for Tucson sector employees  
[Authorize the Chancellor or designee to execute an intergovernmental agreement with the Department of Homeland Security to provide educational services (paramedic) to Tucson Sector employees of the Border Patrol Search, Trauma, and Rescue unit through June 30, 2026.]
- 2.3 Intergovernmental Agreement with USDA, Forest Service Southwestern Region, Prescott National Forest for field training opportunities for Pima students  
[Authorize the Chancellor or designee to execute this agreement with USDA Forest Service for a summer archaeological field school on the Prescott National Forest for Pima students.]

**3. OPEN SESSION**

- 3.1 Discussion of a possible Native American blessing at the September Board meeting
- 3.2 Discussion and possible approval of College Priorities for 2023-24

**4. ADJOURNMENT**

**5. ANNOUNCEMENTS**

- 5.1 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.

**Draft Interim Chancellor's Goals for Governing Board Review**

The following goals were developed through a collaborative process, focusing on the themes identified as priorities for the Governing Board. The actions are grouped according to three main pillars: (1) Improving enrollment, retention and learner success; (2) Enhancing a culture of caring and equity; and (3) Stewardship and College effectiveness.

In addition, the draft Goals include an additional section that stands equally alongside the three pillars, Continue with the Essentials, highlighting critical ongoing priorities. Lastly, examples of other priorities considered by the Executive Leadership Team are included.

Many goals support more than one pillar. This is highlighted through the color coding within this document, which shows which of the three pillars each activity supports, according to this color coding:

1. Improving enrollment, retention and learner success: ●
2. Enhancing a culture of caring and equity: ●
3. Stewardship and College effectiveness: ●




In order to solicit and agree on the proposed Chancellor's Goals, the following five-step process was used:

1. The Office of Strategy, Analytics and Research (STAR) solicited a maximum of six proposed Chancellor Goals from each Executive Leadership Team (ELT) member, with a total of 50 items submitted.
2. In order to facilitate management of the proposed Goals, the Goals were categorized by STAR into four categories: (1) Strategic and high impact, (2) Could be strategic and high impact if combined with another proposed goal, (3) Operational, or (4) Too vague.
3. The items identified as strategic and high impact, together with the reworded goals that combined multiple items from the ELT, totaled 19. They were shared for input on day one of the Chancellor's August 2023 Retreat. Attendees, which included all leaders at director level and above, selected their top three priorities from the list. Attendees also had the opportunity to identify additional Goals that might have been missed up until that point in the process. An additional group of suggested Goals were received and voted on by the group during day one of the Retreat.
4. Both the primary proposed Goals and the additional Goals were discussed at the ELT's August 2023 Retreat. They were further prioritized and categorized under the three pillars defined based on priority areas identified by the Governing Board.
5. The resultant consolidated, highest-impact Chancellor Goal proposals are now provided herein for the consideration of the Board.




## Abbreviated Proposed Chancellor's Goals

This section provides an overview of the pillars and aligned goals. Additional details related to the specific tasks falling under each goal are summarized in the next section.

### Pillar 1: Improving Enrollment, Retention, and Learner Success

- a. Identify and implement proven and high-impact strategies (from PCC or elsewhere) to increase enrollment at the College, including both new learners and retaining existing learners, ensuring PCC connects with the community in new ways and meets the needs of potential learners in Pima County.
- b. Complete the implementation of Guided Pathways during 2023-2024 
- c. Continue to expand the ways in which PCC meets the needs of New Majority<sup>1</sup> and Adult Learners 
- d. Ready the College for artificial intelligence (AI), virtual reality (VR), and augmented reality (AR) 

### Pillar 2: Enhancing a Culture of Caring and Equity

- a. Cultivate a culture of caring 
- b. Commit to social justice and equity 
- c. Focus on employee satisfaction and engagement by developing action plans for the opportunities for improvement identified in the College Employee Satisfaction Survey to include (1) increasing full-time faculty satisfaction and (2) improving the satisfaction of all employees with their work environment 
- d. Commit to environmental justice 

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<sup>1</sup> The term New Majority Learners encompasses a diverse population, including, for example, learners who are a person of color, specifically Black, Indigenous, or Latinx; learners who speak English as a second language (is an ESL learner); and, learners who are an immigrant to the US, or the child of immigrant parents/caregivers. For full details, see <https://eddesignlab.org/newmajoritylearners/>.

**Pillar 3: Stewardship and College Effectiveness**

- a. Create a three-year budget plan for FY25 to FY27, including ongoing costs to sustain the classification and compensation structure and align the institution to realistic revenue projections and enrollment in order to right-size the institution ●
- b. Conduct a comprehensive review of PCC's capital assets, plans, and the needs of the College, along with its Strategic Plan, to set priorities for capital projects and improvements.
- c. Commit to a culture of innovation ●●●
- d. Establish a discipline of project management focused on supporting the success of PCC's strategic initiatives ●

**Ongoing Priorities: Continue with the Essentials**


- a. Prepare the College for the reaffirmation of accreditation process ●●●
- b. Continue progress on the Centers of Excellence (CoEs) to ensure the Centers align with community needs and provide advanced training for learners ●●●
- c. Transform to low-cost course materials by expanding Open Educational Resources and reduced-cost educational materials for Spring 24, and consider utilizing a subscription model where appropriate ●●●
- d. Focus on continuous improvement ●●●





## Detailed Proposed Chancellor's Goals

This section presents the pillars and goals, together with the more detailed actions, where appropriate, that the College will undertake within each area. Also provided is a list of additional Goals for Governing Board consideration. Note that specific targets and due dates have not been assigned as yet and are noted as “##” in this draft document. In addition, specifics of how some improvements will be made are currently marked with “xxxx.” If the proposed activities are supported by the Board, the College will identify leads for each task who will identify key performance indicators, deadlines, and additional details.



### **Pillar 1: Improving Enrollment, Retention and Learner Success**

- a. Identify and implement proven and high-impact strategies (from PCC or elsewhere) to increase enrollment at the College, including both new learners and retaining existing learners, ensuring PCC connects with the community in new ways and meets the needs of potential learners in Pima County.
  
- b. Complete the implementation of Guided Pathways during 2023-2024 
  - i. Follow through on previous priorities identified in the Strategic Plan
  - ii. Address program equity gaps
  - iii. Implement mandatory advising for ## learners
  - iv. Implement faculty advising by using ## faculty members
  - v. Complete the block scheduling initiative
  - vi. Align learners to pathways from K-12 through university transfer
  - vii. Ensure the College enables learners to document their learning for employers and universities by xxxx
  - viii. Create a transfer degree with each state university
  - ix. Complete a plan to implement an eWallet/comprehensive learner record
  - x. Ensure every credit counts and mandate that each course must meet at least one of the following criteria, adjusting resources accordingly:
    - Satisfies requirements for a PCC certificate or degree
    - Transfer and satisfy a degree requirement at one of the state universities
    - Is immediately applicable to obtaining employment or advancement in current employment
    - Has a track record of consistently full enrollment

## FOR GOVERNING BOARD REVIEW

- c. Continue to expand the ways in which PCC meets the needs of New Majority<sup>2</sup> and Adult Learners 
  - i. Increase offerings in FastTrack by #,### participants, no later than ###/###/##
  - ii. Increase offerings in Integrated Basic Education and Skills Training (IBEST) by #,### participants, no later than ###/###/##
  - iii. Increase apprenticeships by #,### participants, by no later than ###/###/##
  - iv. Reform internal College processes to include engaging xx% of full-time faculty and the Office of Academic Affairs in FastTrack, IBEST, and other non-traditional areas, by ###/###/##
  - v. Expand alumni processes by xxxx
  - vi. Communicate the value of education by xxxx
  - vii. Assess the use of Learning and Employment Records by xxxx to meet learner needs
  
- d. Ready the College for artificial intelligence (AI), virtual reality (VR), and augmented reality (AR) 
  - i. Implement the Digital Literacy and Fluency Plan to prepare ## learners by ###/###/##
  - ii. Develop ## staff and faculty by ###/###/## to think critically and to effectively navigate in the rapidly evolving digital landscape, i.e., digital literacy plan, AI, security, AR/VR, distance education
  - iii. Implement standardized AI/VR/AR software solutions by ###/###/##

### **Pillar 2: Enhancing a Culture of Caring and Equity**

- a. Cultivate a culture of caring 
  - i. Infuse the mission behaviors<sup>3</sup> throughout the College
  - ii. Recognizing the humanity in education and that relationships are central to learning, hold listening sessions to hear from our learners, community, and employees about what they need from us
  - iii. Take action on the input from the listening sessions to build trust and transform the culture at the College
  
- b. Commit to social justice and equity 
  - i. Define what social justice and equity mean for PCC and communicate through the updated Strategic Plan

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<sup>2</sup> The term New Majority Learners encompasses a diverse population, including, for example, learners who are a person of color, specifically Black, Indigenous, or Latinx; learners who speak English as a second language (is an ESL learner); and, learners who are an immigrant to the US, or the child of immigrant parents/caregivers. For full details, see <https://eddesignlab.org/newmajoritylearners/>.

<sup>3</sup> <https://www.pima.edu/about-pima/mission-history/index>

## FOR GOVERNING BOARD REVIEW

- ii. Identify strategies that will increase access, progress, and completion/transfer for diverse learner populations and incorporate them into the updated Strategic Plan
  - iii. Utilize a College-wide committee to identify and undertake activities to establish an environment that values and actively supports diversity, equity, and inclusion at the College
- c. Focus on employee satisfaction and engagement by developing action plans for the opportunities for improvement identified in the College Employee Satisfaction Survey to include (1) increasing full-time faculty satisfaction and (2) improving the satisfaction of all employees with their work environment ●●
- d. Commit to environmental justice ●●●
- i. Raise awareness across the College about the alignment of climate action and sustainability with the concepts of environmental and social justice
  - ii. Progress on the goal to infuse climate action and sustainability throughout PCC offerings (credit and noncredit)
  - iii. Reduce the use of energy by ## and increase the use of renewables by ##
  - iv. Embed sustainability as an element in all parts of College operations
  - v. Develop an action plan to engage with the community
  - vi. Train employees on what it means to be climate-neutral and raise awareness about ways to be sustainable as individuals and employees
  - vii. Complete the work necessary by 3/30/24 to achieve Gold Certification through the Association for the Advancement of Sustainability in Higher Education as a step to becoming the most sustainable community college in the U.S.

### **Pillar 3: Stewardship and College Effectiveness**

- a. Create a three-year budget plan for FY25 to FY27, including ongoing costs to sustain the classification and compensation structure and align the institution to realistic revenue projections and enrollment in order to right-size the institution ●
- b. Conduct a comprehensive review of PCC's capital assets, plans, and the needs of the College, along with its Strategic Plan, to set priorities for capital projects and improvements.
- c. Commit to a culture of innovation ●●●
- i. Provide professional development to faculty and staff interested in pursuing innovation.
  - ii. Form an innovation team comprised of faculty and staff
  - iii. Establish an incubator and innovation center.


## FOR GOVERNING BOARD REVIEW

- d. Establish a discipline of project management focused on supporting the success of PCC's strategic initiatives ●
  - i. Organize, train, and develop a multi-unit project management and coordination team ("PPMO") of about 15 people by Spring 2024
  - ii. Define key project management processes and structure by Spring 2024 to include identifying, prioritizing, and delivery of priorities and projects
  - iii. In conjunction with d.ii above, launch a College-wide initiative to develop ways of working (governance, process, tools, training, and templates) to categorize, prioritize and select projects based upon a portfolio management approach that emphasizes, for example, resource and skills availability across all areas; strategic value; feasibility; and complexity. The resultant ways of working will support collaboration and coordination across all College areas, seeking to optimize the portfolio transparency, value, and attainability.

### Ongoing Priorities: Continue with the Essentials

- a. Prepare the College for the reaffirmation of the accreditation process ●●●
  - i. Ready the College for the December 2024 HLC visit
  - ii. Finalize a draft of the assurance argument, to include the embedded reports, by March 31, 2024
  - iii. Complete site visits at all active PCC additional locations sites during the 2023-2024 year.
- b. Continue progress on the Centers of Excellence (CoEs) to ensure the Centers align with community need and provide advanced training for learners, with a focus on the following locations: ●●●
  - i. Engage Public Safety and Security CoE and East Campus planning to include identifying funding needs
  - ii. Continue construction on the West Campus Health Professions CoE to be completed in Fall 2024
  - iii. Complete work on the West Campus Science Labs in Fall 2023 in order to be prepared for classes in Spring 2024.
  - iv. Progress on the next steps and developing the project timeline for the CoEs of Sciences and Engineering, and Arts.
- c. Transform to low-cost course materials by expanding Open Educational Resources and reduced-cost educational materials for Spring 24, and consider utilizing a subscription model where appropriate. ●●●

## FOR GOVERNING BOARD REVIEW

- d. Focus on continuous improvement 
  - i. Leverage relevant data to inform decisions and engage in open and collaborative conversations to create a safe space for continuous improvement, all focused on improving the learner experience with an equity lens
  - ii. Complete the development of process maps college-wide to create a comprehensive archive of PCC process documentation and use the maps to support continuous improvement
  - iii. Identify those initiatives or projects that are not working or are not scalable, and stop work as needed to create bandwidth for other priorities
  - iv. Identify roadblocks to progress resulting from limited resources and determine solutions

### **Additional Priorities for Governing Board Consideration**

If not selected as Chancellor's Goals, these and other operational items identified by the Executive Leadership Team will be tracked as ELT priorities for the year.

- a. Further embed diversity considerations in the hiring process for faculty, staff, and administrators
  - i. Listing positions on websites or in publications that would increase the diversity of the applicant pool
  - ii. Engage with diverse organizations such as HACU (Hispanic Association of Colleges and Universities) to advertise open positions and work to increase employee diversity
- b. Create full in-person pathways with popular programs at smaller campuses utilizing technology and synchronized scheduling.
- c. Identify work-based learning opportunities in each program area and commence implementation, and track against 21st-Century Learning Skills.
- d. Identify the classes and instructors that have a high level of learner success and identify what commonalities that could be duplicated.
  - i. For classes and instructors that have consistently poor outcomes (i.e., high number of learners who withdraw or fail), determine what the contributing factors seem to be
  - ii. Develop an improvement plan and discontinue those classes (or the low-performing sections of classes) if there is no improvement after a year.
- e. Explore an enterprise software solution for budget planning and monitoring, including financial models, forecasting, and workforce planning.

**ATTACHMENT 4A**

**Thursday, May 26, 2022  
Governing Board Special Meeting**

**10:00 a.m****VIRTUAL MEETING**

**Following the guidance of public health officials, the College has closed its facilities to the public and allows only restricted access for essential personnel to promote social distancing and limit the spread of the coronavirus. Accordingly, the Governing Board will conduct this meeting through remote technology only. Members of the public interest in following the proceedings may do so via Zoom webinar.**

**Please click the link below to view the webinar:**

**<https://www.youtube.com/PCCTVSTREAM>**

## **1. SPECIAL MEETING**

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<b>Subject</b>	<b>1.1 Call to Order, District Office, Teleconference</b>
Meeting	May 26, 2022 - Governing Board Special Meeting
Category	1. SPECIAL MEETING
Type	Procedural

## **2. Action Item**

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<b>Subject</b>	<b>2.1 Property Acquisition: 140 W. Speedway</b>
Meeting	May 26, 2022 - Governing Board Special Meeting
Category	2. Action Item
Type	Action
Fiscal Impact	Yes
Dollar Amount	\$4,000,000.00
Budgeted	Yes
Budget Source	College Reserves
Recommended Action	The Chancellor recommends the Governing Board approve the acquisition of real property located at 140 W. Speedway Blvd.

**Contact Person:**

Dr. David Bea,  
Executive Vice Chancellor for  
Finance and Administration  
(520) 206-4519

**Justification:**

The approved Educational and Facilities Master Plan included the expansion of the Downtown Campus footprint to allow for the proper allotment of assignable square footage for programs, renovations and remodeling of other properties, and the relocation of programs/services to the Downtown Campus.

The property acquisition would enable the College to expand the campus footprint by nearly 150,000 square feet of land (or about 3.3 acres), which currently includes a building of approximately thirty-two thousand square feet allowing the campus to fulfill the recommendations of the Educational and Facilities Master plan and provide the College with additional space for renovation and relocation opportunities.

The College has a prepared purchase agreement with the owner of the property which lists the accepted purchase price and rights of the buyer and seller of the property. The College is prepared, with Governing Board approval of this Action Item, to move forward with the Purchase Agreement, initiate the various property assessments, and completion of due diligence by both parties.

Following acceptable results from all the property assessments and inspections, the College will receive title to the property. It is anticipated that the current owner, Catholic Community Services of Southern Arizona (CCS) will lease back the property for some period of time to allow for their relocation. When CCS moves from the property, the College will take possession free of all moveable fixtures, furniture, and equipment.

#### **Financial Considerations:**

The property will be subject to environmental and construction assessments, geographic surveys, and due diligence inspections. The purchase price of \$4,000,000 does not include the fees for those assessments, other due diligence measures, attorney fees, and closing costs, which are estimated not to exceed \$10,000.

#### File Attachments

[Pima County CCD Purchase Agreement - Catholic Community Services \(3\) \(5-24-2022\).pdf \(137 KB\)](#)

#### Motion & Voting

The Chancellor recommends the Governing Board approve the acquisition of real property located at 140 W. Speedway Blvd.

Motion by Demion Clinco, second by Catherine Ripley.

Final Resolution: Motion Carries

Yea: Meredith Hay, Demion Clinco, Catherine Ripley

Nay: Luis L Gonzales, Maria D Garcia

### **3. Discussion**

#### **Subject 3.1 Presentation of the Arizona Open Meeting Law Training**

Meeting May 26, 2022 - Governing Board Special Meeting

Category 3. Discussion

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.

File Attachments

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

## **4. ADJOURNMENT**

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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.

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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.



## ATTACHMENT 4B

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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/fil">https://drive.google.com/fil</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/do">https://docs.google.com/do</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/fil">https://drive.google.com/fil</a>	Dr. Wade McLean, Greg Taylo

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



Gauna, Andrea &lt;agauna@pima.edu&gt;

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## 5/22 PCC Posting

1 message

**Gauna, Andrea** <agauna@pima.edu>

Fri, May 19, 2023 at 5:38 PM

To: COB\_mail <COB\_mail@pima.gov>, Andrew Kachur <avkachur@pima.edu>, Angie Wesson <awesson@pima.edu>, BoardsandCommissions BoardsandCommissions <BoardsandCommissions@tucsonaz.gov>, Esther Federico <eleon@pima.edu>, Gabriela De Echavarri <gechavarri@pima.edu>, Janette Valencia <jplopez@pima.edu>, Viviana Laguna <vlaguna@pima.edu>, Dorothy Netherlin <dnetherlin@pima.edu>, Yolanda Gonzales <ygonzales@pima.edu>, Emelina Ormsby <eyormsby@pima.edu>

Please post the attached document/s:

- Notice and Agenda for the May 22, 2023 Study Session of the Governing Board of Pima Community College

Please contact the Office of the Governing Board at 206-4971 for additional information.

Thank you,

**Andrea Gauna**

Coordinator, Governing Board  
Office of the Chancellor/Governing Board  
Pima Community College  
4905 E. Broadway / Tucson, AZ 85709 / P: 520-206-4747  
[agauna@pima.edu](mailto:agauna@pima.edu)

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 **May 22 Study Session Agenda (final).pdf**  
120K



**Monday, May 22, 2023**  
**Governing Board Study Session**

**4:00 PM**

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>]

**1. Call Meeting to Order**

1.1 Call Meeting to Order, District Office, District Office, Room C105, Hybrid Meeting

**2. Discussion (120 min)**

2.1 Discussion of the future of Downtown Campus and the motel properties along Drachman Street

Presentations regarding possible future use at the Downtown Campus and adjacent motel properties along Drachman:

- Thrive in the 05 Initiatives
- Current and possible future uses for campus facilities
- Assessment of current state and future options for the motel properties

Public comment - call to the audience

- Members of the audience will have an opportunity to share perspectives regarding this agenda item.

**[Comments will be limited to 5 minutes per individual and possibly less depending on the number of individuals offering comments. At the conclusion of public comment, individual Board members may discuss matters on this agenda item but may not take legal action. Internal College processes are available to students, employees, and community members for communication and concerns.]**

**3. Adjourn Meeting**

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 a possible revision of the bylaws.

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 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.

**NOTICE OF MEETING**  
**PIMA COUNTY COMMUNITY COLLEGE DISTRICT**  
**Governing Board**

Pursuant to A.R.S. § 15-1443 and A.R.S. § 38-431.03 notice is hereby given to the general public that three or more governing board members will be attending the PCC New Governing Board Member Swearing-In Ceremony to be held at Pima Community College, District Office, 4905 E. Broadway Blvd., Room C105, Tucson AZ 85709 at 2:00 p.m. This is for information only. No Governing Board business will be discussed or voted upon at this time.

Dated this 10th day of January 2023.

PIMA COUNTY COMMUNITY COLLEGE DISTRICT



By: \_\_\_\_\_

Lee D. Lambert

Distribution:

Buildings: City  
County

Campuses: Desert Vista  
Downtown  
East  
Northwest  
West  
Maintenance & Safety

**NOTICE OF MEETING**  
**PIMA COUNTY COMMUNITY COLLEGE DISTRICT**  
**Governing Board**

Pursuant to A.R.S. § 15-1443 and A.R.S. § 38-431.03 notice is hereby given to the general public that three or more governing board members will be attending the AACCT All-Trustee Meeting at the Doubletree Hilton Hotel, 2100 S. Priest Drive, Tempe, AZ on April 19, 2023 from 1:00 p.m. to 7:30 p.m. and April 20, 2023 from 7:00 a.m. to 2:00 PM. This is for information only. No official Governing Board business or action will be taken at this meeting.

Dated this 18th day of April 2023.

PIMA COUNTY COMMUNITY COLLEGE DISTRICT



By: \_\_\_\_\_

Lee D. Lambert

Distribution:

Buildings: City  
County

Campuses: Desert Vista  
Downtown  
East  
Northwest  
West  
Maintenance & Safety

## **ATTACHMENT 5C**

**Pima Community College Governing Board Retreat  
Downtown Campus Automotive Technology and Innovation Center-Sapphire Room  
1255 N. Stone Ave., Tucson, AZ 85709**

**June 1, 2023, 9:00 AM**

**The following Board members were present: Theresa Riel, Wade McLean, Greg Taylor, Maria Garcia, Luis L. Gonzales**

**Also in attendance: Chancellor Lee Lambert, Jeff Silvyn, Seth Shippee, Dr. Dave Bea, Andrea Gauna (note taker)**

The meeting was called to order at 9:01 a.m.

Chairperson Riel called the meeting to order and asked the other Board members if they wanted to move anything around on the agenda. The Board members agreed the order of today's agenda should stay as is.

### **Purpose and desired outcomes**

Chairperson Riel and Vice Chair McLean wanted to do a team-building exercise, but the Board didn't receive the instructions on time. The retreat exercise was to view a past meeting and identify some good and not-so-good things the Board has done this year. Chair Riel suggested this exercise to help the Board improve and show a more solid front.

Chair Riel and Dr. McLean met with Sandy Veltri to get an update on accreditation recently. Chair Riel believes there was a miscommunication. She now understands that Board members may ask questions to the administration during the Board meetings. She also understands that questions about board packets should go through the Chancellor's Office.

Ms. Veltri advised the Chair and Vice-Chair to have the Board members send their questions before Board meetings because it helps the administration research and prepares answers in advance.

Board member Garcia said she was told to send questions regarding items in BoardDocs to the Chancellor or Jeff Silvyn and copy Andrea Gauna. Ms. Garcia said she was instructed not to ask the administration anything. Ms. Garcia has stated before that she has an issue trusting the information given to her and has stopped submitting questions. Ms. Garcia likes the new Board and the direction they are going. She believes the new members have no self-interest and want what's best for the College. She said she is changing her behavior for that reason.

Chair Riel asks for information regularly said if she doesn't get it, she will vote "no" on the item. She believes if it's something the College needs, they will work together to get the information she wants. She will also try to change for the better.

Mr. Taylor was confused with the discussion because he didn't know that the Chair and Vice-Chair met with Ms. Veltri. He would like to hear more information about their meeting. Mr. Silvyn explained that the meeting was to update the Chair and Vice Chair on the College's accreditation issues.

The miscommunication between Chair Riel and Sandy Veltri is resolved. Mr. Silvyn was in that meeting and will explain what he understood. He said, in preparation for any meeting, it would be helpful for Board members to send questions in advance to help the administration prepare better answers. Ms. Veltri did not mean that Board members can't ask questions during a meeting, they definitely should, but if more detail is needed, a question in advance is encouraged.

Chair Riel emailed questions to the Chancellor in January, February, and March, but the Chancellor didn't answer them. The Chancellor said he responded to Chair Riel's questions but maybe not to her satisfaction.

Mr. Silvyn believes there may be a communication gap. The Chancellor or other responders may think they have answered the questions thoroughly, but unless the Board members follow up, they have no idea there are still lingering questions. Board members should always follow up if they feel the answer wasn't complete. It could be as simple as asking more questions to understand what's needed.

The Chancellor mentioned that in the Board Bylaws, if a Board request takes over four hours to complete, there must be a conversation with the Chair, and then it must go to the Board for a vote.

The Board discussed Board meeting packets. Chair Riel sometimes notices edits to the meeting packet between the date of the packet review and the date the final packet posts. The Chancellor explained things in the background are happening to finalize reports, so there may be many changes. Chair Riel suggested changing the date of the 2:1 meetings, with the Chair and Vice-Chair, to a couple of days before the Board meeting, so they can meet with the Chancellor to discuss the changes and prepare for the Board meeting. After a brief discussion, Ms. Gauna agreed to list the changes made and send the list to the entire Board on the final posting date. Chair Riel will see if this makes a difference before rescheduling the 2:1 meetings.

Mr. Silvyn reminded the Board that Ms. Veltri does not work for HLC. She is a consultant hired to help Pima identify areas that need to be addressed before the 2024 HLC visit because she has experience as a peer reviewer.

Board member Taylor asked if Ms. Veltri mentioned any other issues during the accreditation meeting. Mr. Taylor said he is very interested in knowing, from the HLC's perspective, if the Board is doing anything wrong. He asked if Wendy Weeks had any feedback for the Board.



The Chancellor said HLC will not tell you what a college should do. They make sure the College can provide evidence that they comply. He advised the Board to go back and review the monitoring report to ensure the College follows through with whatever it promised.

The Chancellor reminded the Board that they agreed to submit, in advance, a signed document that they have read the Board packet. He is concerned that not all Board members are doing it consistently. He doesn't want to have to report these inconsistencies in the September report to HLC. Ms. Veltri said these types of issues could hurt the College.

Mr. Silvyn said the Board will have the opportunity to review the report and include the areas where they are improving. The Board can also say they are still working to improve in certain areas and could even revise the plan.

Board member Garcia was against the idea of signing the document (meeting packet) when the former Board member suggested it. She said it implied that she wasn't reading the Board packets and was offended by it.

The Chancellor reminded Ms. Garcia that the new Board discussed the approved document in January. Ms. Garcia knew this suggestion was in the plan and agreed when the Board voted to approve a modified HLC plan in February. HLC wants to see the Board do what it agreed to. The new Board can decide to change the HLC plan, but it has to explain the reasoning to HLC.

All Board member questions are documented and filed as evidence for the HLC report. Mr. Silvyn said this is good evidence to show that the Board is reading the meeting packets and preparing for Board meetings.

Mr. Silvyn will have a draft of the interim monitoring report ready by the end of June for the Board to review.

Chair Riel remembers seeing the HLC evidence plan but doesn't remember where she filed it. Ms. Gauna will send another copy to the Board members.

Chair Riel doesn't like the idea that the Board is on trial for the prior Board's misdeeds. She feels the new Board is more respectful, participatory, and positive towards each other, the College, and the administration. Chair Riel would like to know what areas HLC critiqued the past Board on.

Mr. Taylor reviewed the HLC monitoring plan earlier this year and is satisfied with its contents. He sees an improvement in the Board's relationship, but it does not mean we are hitting all the points in the HLC plan. Mr. Taylor says it may be necessary to review it again.

Dr. McLean said the Board should start thinking about the plan for day two of the retreat because this is an immediate concern. There isn't much time, and we must jump on this. He said the Board will review it again tomorrow and update it to address issues immediately. There

is no time between now and September to make many improvements. If there need to be behavioral changes, it should be communicated and corrected now instead of at a public meeting.

Chair Riel believes the HLC letter has deficiencies. She said she finds the plan's specifics confusing. She agrees the Board should review it again to understand what they are supposed to do.

Dr. McLean said the Board will correct the deficiencies. He simply wants to know what the Board needs to do to fix this. Dr. McLean wants to be able to identify behaviors and correct them so they look like a team in the public eye. Dr. McLean sends the Chancellor's Office his questions and then asks the same questions at the Board meeting so the public is aware. Dr. McLean suggests the other Board members do the same. He does not ask "gotcha" questions because he will not ask a question that will put anyone on the spot for his gratification.

The Board discussed the process to use when they want answers to their questions.

Mr. Taylor is alright with being told it may take time to find an answer. He is not expecting to get an answer immediately and doesn't want the administration to stop what they are doing to respond.

The Chancellor said he likes to talk to his team first about timing and then lets the Board know how much time will be needed to gather the information and draft a response. The Chancellor said it's important to know if the question is to make a decision or information the Board is curious about. He said the kind of question matters.

Mr. Gonzales asked the Chair and Vice Chair about action items. Mr. Gonzales was advised not to ask questions about action items because the college has already vetted them. Chair Riel and the Chancellor asked for a specific example. Mr. Gonzales could not come up with one but asked who vets the items on the agenda. Chair Riel said people from the College vetted those items.

Mr. Taylor added that the College vets them, and they are a recommendation to the Board. He said it's important to remember that the Board hired the Chancellor to do a job, and he has a team that works for him. Mr. Taylor reminded the Board members to be careful about pulling items from the agenda because it crosses the line into micro-management instead of College governance.

Chair Riel asked that Mr. Gonzales send his questions to the Chancellor's Office before meetings. Mr. Gonzales agreed.

Ms. Garcia and Mr. Gonzales asked about the difference between the consent agenda and action items. Mr. Silvyn explained how the college determines items for consent and action.

Chair Riel asked the Board members to let her know ahead of time if they want a consent agenda item moved to action items for a discussion at the Board meeting.

Mr. Silvyn said we prefer a question in advance because more time and thought can go into answering the question.

Chair Riel asked if Ms. Garcia would agree to send questions in advance or ask to move a consent agenda item to action items before the Board meeting. Ms. Garcia agreed.

Dr. McLean asked why we don't adopt an agenda at the beginning of a meeting. Mr. Silvyn said the Board can move around items at any time, so adoption of the agenda is unnecessary.

The Board discussed the three options for moving items around on the agenda. The Board members can do one of the following: 1) Ask to move an item to consent before posting the agenda meeting notice, 2) The Chair can make an announcement at the beginning of the meeting that a consent agenda item will be moved from the action items to consent for a discussion, or 3) There will be motion and second to move the item from the consent agenda to action items. Chair Riel said the first two are the preferred options.

Ms. Garcia used an example of an item she had a question on at a previous meeting. She said she didn't mean to come across as if she was micro-managing. Mr. Taylor remembered the question and suggested ways Ms. Garcia could ask for information from the Chancellor and administration at a Board member level. Mr. Taylor suggests asking to schedule a study session on the topic to get more information. Ms. Garcia agreed this is a better way of asking for information.

The Board discussed tabling items at the Board meetings. Dr. McLean provided a quick refresher course on handling the situation. He said to be careful if we decide to do this because it can be cumbersome, and once we table an item, the Board can no longer discuss it until it's added to the agenda again. He said it isn't a good look for the Board if we don't know how to handle an item on the agenda.

### **Characteristics of an Effective Team**

Chair Riel watched the last Board meeting and saw a lot of collaboration and respect. There were questions asked that were very straightforward. However, Chair Riel said she noticed a discussion about an advisory committee meeting's lack of quorum. She felt this discussion should not have been in public. Dr. McLean disagrees. His concern is if you invite him to a meeting, you'd better be there. The Board members were present at the meeting, but the members were not. Chair Riel said to let her or the Chancellor know when someone doesn't show up.

Mr. Silvyn said one of these committees is down some members, but it is not the Board's fault there wasn't a quorum.

Dr. McLean feels we should re-evaluate the Board advisory committees. His concern is that a former Board created them for specific reasons, but those reasons may not exist anymore. We need to determine if they are still relevant. The Chancellor reminded Dr. McLean that this item is on the retreat agenda for discussion tomorrow.

Dr. McLean watched the first meeting in January. He said perceptions are widespread and reminded everyone to consider our comments and how people perceive them. He said it was a good decision that the Board is back to in-person meetings because he likes seeing people face-to-face.

Ms. Garcia said she appreciates the new Board being open and respectful and feels there is no self-interest. She said that if she makes a mistake to let her know. It's all for positive growth.

Mr. Gonzales said we are moving forward in a positive direction. He said the audience has seen a difference.

### **Fiscal Year 2025 and Beyond: Budget Planning Session**

Dr. Bea shared a [Budget Planning Session PPT](#) to discuss the budget in a bigger and broader context. Dr. Bea wants to discuss the parameters of developing the budget each year and a three-year plan.

Dr. Bea discussed long-term budget planning that included a review of the budget model, metrics, indicators, ratios, the capacity of the institution, the budget development calendar, and historical context. Dr. Bea said there are metrics about this available on the website for the Board to view. Dr. Bea shares a link during his budget presentations.

Mr. Taylor asked if there is a mechanism to eliminate a class because of continuous low enrollment. He said he understood it was the decision of the deans. Dr. Bea said there are a couple of options. One focuses on efficiency by getting the data in front of the deans and letting them know they will monitor the program. Another method is using the College's process of program review.

Chancellor Lambert added that the federal government is reintroducing the notion of gainful employment. This idea is going to force colleges to review their program outputs. If students aren't getting gainful employment, even though these classes are fully enrolled, it will force colleges to consider whether the programs should continue.

The Board discussed tuition rates and employee salaries. Dr. Bea said Pima is very competitive.

The college uses IPEDS for data and recognizes that it has challenges. The Board discussed the problem of changing IPEDS data through the legislature. The Board understands the challenges of doing this.

Chair Riel discussed the cancelation of summer classes. Chair Riel said that, based on her calculations, we have more than enough money to cover costs with the number of students enrolled. She asked if the college could put more thought and planning into the summer program. Chair Riel believes if you offer the classes, people will come. She said we should do as much as possible to keep the summer classes running to increase enrollment.

Chair Riel mentioned an article called *Billions to Gain*. Chancellor Lambert said he is familiar with the news article and said it talks about the state investing in colleges because tuition alone is not covering operating costs. The Chancellor said that without the state investment, it's not enough to do what Ms. Riel would like about the summer program. The Chancellor also mentioned the population pyramid for Pima County. He said the county has fewer people, and it's not improving. He did say, however, if you build the programs, for instance, with the Centers of Excellence, you can reach out to the adult learning population.

Ms. Garcia received complaints that students could not get their degrees within two years because their classes weren't available. Ms. Riel believes a student survey could help. She said we can survey students at the end of the semester to see the classes they plan to take next.

Dr. McLean asked if we make any money off of summer classes. Dr. Bea said we are probably losing money on summer courses, but they are necessary to the College for full-time employee jobs and keeping people employed. If we went to a 9-month job model, we would save money, but finding employees would be difficult. Dr. McLean's old school district centralized the summer program to save money.

Dr. Bea said the college's curriculum has to be streamlined and better structured so that it's not so broad; this model type could solve challenges. Also, we need to be more effective with retention.

Chancellor Lambert said Pima, based on the transfer report, is the highest in the category of elective classes in the district, but not all are transferable to a university. It may help to switch the balance from elective to direct equivalency. He said faculty must agree to move away from boutique courses to offer more direct transfer courses. It's a nationwide problem with community colleges and universities.

Dr. Bea shared a Budget Development Calendar that illustrates key elements of the budget development process. It focused on some behind-the-scenes information and what the Board approves. The Board received a version of this information at the new board orientation. The chart will help the Board see what budget decisions they need to make in advance.

Dr. Bea is planning the first budget conversations for the upcoming fiscal year for November or December at a study session. During that study session, Dr. Bea will present a budget for things the Board needs to address.

Dr. Bea explained the college's contingency fund-strategic initiatives to Dr. McLean.

Dr. McLean said it would be helpful to know projections of what we paid off on debt services. Dr. Bea said the Finance and Audit Advisory Committee give this information routinely, but he will forward it to the Board.

Mr. Taylor wanted to know why the College's operating expenses decreased and then increased again. Dr. Bea said this had to do with personnel expenses, for instance, increased salaries and healthcare. He reminded the Board that there were no layoffs. There was always the hope that enrollment would improve dramatically.

Dr. Bea said when Chancellor Lambert arrived, he saw that the College needed a reorganization of administration. As a result of the reorg, the Chancellor eliminated the campus president's positions, and he made other changes to reduce expenses. Dr. Bea says a slight reduction in personnel happened through attrition also. Enrollment drove all decisions.

Dr. Bea discussed the budget during the pandemic, including the funding and expenses related to COVID.

Dr. Bea said there is an ongoing cost to the salary increases because the compensation and classification tied salaries to the market. On an annual basis, people get a year of experience. This increased costs by approximately \$3 million. The average increase is about 2.5%. Dr. Bea said we built this into the base budget, but we need to figure out how to handle it through revenue growth.

Dr. McLean recognized this is quite a commitment and asked if it's sustainable. The Chancellor said it is if we make adjustments to the expense side. Dr. McLean reminded the Board members that the College might have to cut expenses somewhere.

Chair Riel understands expenses went up, but she believes paying people what they deserved was only a fifth of the increase for all employees, not just faculty.

Dr. McLean reminded the Board that "pots" of money are going away on the revenue side related to the COVID pandemic, but we still have the expense side of the 2.5% salary increase each year. Dr. McLean hopes everyone knows we must cut the budget if revenue decreases. At some point, someone is going to have to make tough decisions.

Chancellor Lambert said this is related to the discussion earlier about the summer program. The College only has so much revenue to do all of these things. It will be financially challenging.

Chancellor Lambert added that, at one point, the College suspended steps and consolidated summer enrollments to reduce expenses. Additionally, for the 9- and 10-month faculty, the College is paying benefits for 12 months. Paying these benefits is another expense. Chancellor Lambert reminded the Board that tuition might have to be the relief on the revenue side because

taxes will only take us so far. Student tuition gives the College a lot of leeway and money to play with.

Dr. McLean believes the College will have three major political decisions to make. Those will be compensation, tuition, and taxes. Chancellor Lambert said the College should be careful on the tax side and go to levy max each year so the hit is less to the community.

The Board needs to consider that when it's time to choose the next Chancellor, they should pick one who is financially savvy to understand the college finances because the College will face these issues soon.

Dr. McLean is concerned that when the Board is interviewing, he doesn't believe anyone on this Board can communicate this information to the candidate. He said the Board needs someone else to explain it, someone who better understands the information. The candidate needs to know what they are walking into. We don't want to lose someone because we are unclear about our current situation. Chancellor Lambert said the new Chancellor must understand the College's financials.

Dr. Bea discussed another positive side of the compensation structure. Salaries are very competitive. He doesn't feel we will have a difficult time hiring people because we are an attractive organization.

Chancellor Lambert noted that the current Board could freeze the compensation plan. It won't be a popular decision, but it does happen. He doesn't think the College can afford as many campuses as it has. This idea needs to be on the table at some point.

Dr. Bea explained some of the College's contractual obligations (i.e., retirement, IT licenses, and employee benefits).

The Board discussed stipends and salary increases in the past few years and what kind of increases the College could give this year. Chancellor Lambert reminded the Board that we provided the cost of living increases. To date, we didn't include senior executives in any of these increases, and we need to address it because we won't be competitive in attracting better talent. This could hurt the College in the long run.

Dr. Bea said the College values compensation above anything else, and it has come to the cost of the College in the past. The College made massive investments this past year to bring salaries to a competitive wage.

Dr. Bea said the Board could help by getting the legislature to like us and bring in funding.

Dr. Bea reported that the College is facing some of the following issues:

- The possibility of Pima taking on the cost of the free leases the city offers for the adult education program.

- The rising costs of providing free childcare at the college
- Underfunded co-curricular education (i.e., athletics and arts programs) The College must decide whether to shrink the programs or pump up support.
- Bookstore revenue is decreasing. The College can offer lower-cost textbooks, but the downside to this is it's less revenue to the College. Also, food is becoming more expensive.

Another issue the College faces is staffing. It is becoming an issue because enrollment is down. The college has too many workers and is inefficiently structured. Chair Riel would like to know staff ratios, specifically faculty FTSE compared to faculty and adjunct combined and FTSE compared to anyone who isn't faculty and adjunct faculty. She would like to know if we have too many faculty and adjunct faculty. Dr. Bea noted that the ratios are not good in every area.

Dr. Bea said we are a solid financial organization and had a successful audit last year. Our reserves are healthy, but we are spending them down. Dr. McLean asked about our auditor and Governmental Accounting Standards Board (GASB). Dr. Bea explained.

Ms. Riel noticed vacancies on the organizational chart. She asked how the Board could help to get key positions filled. Dr. Bea reassured her that some of those positions are close to being filled.

Chancellor Lambert warned the Board that we won't be able to keep hiring folks. We must learn to work with what we have or reduce the workforce. He said Pima may also have to look at the reality that the College will have to hire outside of the area and allow folks to work remotely. We should focus on student and employee housing in the next 5-10 years. He said this is something to think about.

Ms. Riel believes adding more faculty to bring in students is reasonable.

### **Leadership Transition**

Ms. Riel asked the Board if they were alright to change the order of the agenda. She would like to discuss the Chancellor selection process while Dr. Dave Bea is still in attendance. The Board agreed.

Mr. Silvyn said the Board needs to agree on a start date for the new chancellor. He shared a PPT called [Leadership Transition](#) that pointed out the potential benefits and challenges of different start dates.

Chair Riel asked Chancellor Lambert if we stand the chance of losing out on a good pool of candidates if we get negative news from our accreditor. She would like to know if it's wise to finish our search in 2024 instead of waiting until 2025. Chancellor Lambert said there are benefits and challenges to both. He said if we wait until 2025, some candidates may not like it, but it doesn't mean we won't get good candidates. Also, a candidate may bail because of the negative results of the accreditation decision. The key is that we are honest about our situation.



Mr. Taylor prefers option three. Mr. Taylor wants to start the chancellor search after the accreditation review and election in early 2025. He said uncertainty makes us unattractive to candidates. He noted that with the election, a candidate might dislike that this particular Board may not be on the Board when he/she starts as the Chancellor. Combining both situations, we are better off having an interim chancellor with experience in the accreditation process and one who will take us into 2025 to start a new chancellor search with the newly elected Board.

Mr. Taylor wants to know the timeline for accreditation. Mr. Silvyn said we will submit our documentation to HLC in the fall of 2024. The HLC team will visit in December 2024. We shouldn't expect their report until January 2025. If there are issues, we will have a chance to respond before HLC makes a final decision. We should expect a decision in the spring of 2025.

The Board will need to articulate the challenges and decide if this Board or the new Board decides who the new chancellor will be.

Chair Riel said she would have hated learning everything as a new board member and also having to deal with a search for a new chancellor. She doesn't want to leave all of it to the new board. Mr. Taylor said it's hard either way. If we want to make the best decision, it should be after the accreditation visit and the election. Mr. Taylor added that the newly hired chancellor may not be thrilled about being hired by one board and starting work with another.

Ms. Garcia disagrees. Any person applying will want to take the challenge. She said it took her a long time to understand Pima, and she wouldn't want a new board to have to learn the college and choose a chancellor simultaneously. She added that the new Board will need to understand the political situation in the county. Ms. Garcia believes the present board is working well together and should be the one selecting the new chancellor.

Chair Riel said this doesn't need a decision now but she asked the Board members to consider it for a decision soon. ,

Mr. Silvyn said that January 2024 is out because of the timing. The Board should focus on the summer of 2024 or early 2025.

Mr. Silvyn discussed some information on the search firms. He said the sooner the Board decides, the sooner we can bring an Interim Chancellor. Chair Riel asked if we pay the consultation firms per year. She said we may not want to hire them now if we pay them monthly.

Dr. Bea said if the Board can give him a more general timeline, he can ask the firm for their timeline. He said he has been in contact with seven firms that are nationally known and with experience working with community colleges. He said they typically base the fee on a percentage of the selected person's first year's pay.

Chancellor Lambert suggested running an RFP through the summer to learn more about pricing. Some may take a flat fee plus expenses which could be a good approach, but you often get what you pay for. The Chancellor said we might get a better outcome by doing it how Dr. Bea proposes. The Chancellor said a Houston college hired their interim and long-term using the same firm.

Dr. Bea asked if the Board wants to be involved in the selection process and if they want community involvement in it as well.

Mr. Silvyn said the Board should consider who will be responsible for the consulting firm selection. He said firm selection can be a multi-step process. The Board can select an advisory committee to screen the firms and present their top three selections to the Board. The Board can review the firm materials, interview them, and make a final selection.

Dr. Bea said the Board must structure an RFP and timeline. The Board should provide feedback and decide on questions to ask the firm. Mr. Silvyn will send a link to different firms for the Board to review. He said the cost might be over \$100,000, but the Board will know once the RFP is out. Chair Riel said she'd like to know if the firm has a good track record of putting forth good candidates.

Chancellor noted that the average tenure for a president went from 8.5 years to 5.6 years. The tenure timeframe has dropped. The Chancellor said the College needs to make it worthwhile for a Chancellor to stay. Mr. Taylor noted we should pay someone well if they plan on coming to a college with accreditation issues and Board uncertainty.

Dr. McLean said the key to decreasing the ammunition during the election campaign is by involving the community. He said we should ask three prominent human resources people in our community for their help with selecting a search firm. He suggested organizations with vast experience recruiting, like TEP or TMC. This group can come with three or four vetted firms for the Board to vote on. He said on the next round, do the same. Have the group create a screening committee of highly respected educators, business leaders, and non-profit people. The screening committee could bring finalists for the Board to vote on. Dr. McLean said the Board stays out of it until the final selection. If this Board keeps the search at arm's length, it takes the ammunition away and tones down the rhetoric. It's best to have the community decide and delegate it to someone who knows the process.

Ms. Garcia believes it should be a combination, but the current Board should be involved.

Mr. Silvyn suggested a blend of these ideas. Meet with the group and give them criteria. The committee will go out and find people and the Board can make the final selection. The important part is that the board will set the boundaries and let others do the legwork. Pick two advisory groups, one for the firm and one for the candidate screening.

Chancellor Lambert noted an internal audience with an interest in this process and they must be involved. It's essential to have the faculty senate president, staff counsel president, an administrator, a student group representative, and representatives from community groups involved in the RFP. He said it's possible to have the Board interview the consultant in an open meeting so there is greater buy-in to the consultant. The consultant will be the one to guide you into the next phase. Get feedback from the community but include the internal audience for sure.

Chancellor Lambert advised the Board to refrain from race and gender and be careful of the signals they send because it could land them in a difficult situation. The College doesn't want to fail a search. The Chancellor said people are reaching out about Pima. He said there is interest, but not in the way that you think.

Mr. Taylor asked the Chancellor how we make ourselves the most attractive to candidates. The Chancellor said we have to settle the HLC questions so people know what they are stepping into. Bring as much certainty as you can. He said two things loom; the election and the Board under monitoring with accreditation. It will be a factor in the equation, so a search after December 2024 is ideal. He hopes the report submitted in September will send a positive signal back to HLC and bring us good results so the Board can move forward with a search. Mr. Taylor said we can then at least start the process of the chancellor search soon.

The Chancellor said the board dynamics and assessment of learning and program review will be reasons for a sanction. You need the provost to clamp down on the academic side of the college because we need 100% of the faculty assessing. No exceptions. If there are poor programs, we need to clean them up now. They are both in the Board's control to manage.

Chair Riel said she heard that faculty still have approximately 94% of SLOs to complete, but at Pima's graduation, she heard only 6% because SLOs were on the final exam. The Chancellor said math and science are best at completing them.

Dr. McLean remains puzzled after having two conversations with Sandy Veltri. Dr. McLean would like to know what the Board can do to help with accreditation. The Chancellor said that the Board should update all policies. Dr. McLean said the administration should bring them to the Board, so the Board can quantify what they should do to get off the hook.

The Chancellor discussed four areas where the College needs work. The Chancellor said the Board policies must be up to date by the end of the year. He suggests the Board make minimal substantive changes because it can cause secondary reactions. The Chancellor offered to make a schedule for the board. He suggested changing to a 5-year review cycle.

Another area of concern is the stability of leadership. The Chancellor advises the Board to shore up the leadership team by offering multi-year contracts and raises to ensure they stay at Pima. There needs to be stability in leadership. Mr. Silvyn added that Pima could offer multi-year-contracts to the top five leaders.

Ms. Riel said everyone got at least a \$2000 pay raise, and the College conducted benchmarking for administrators. Chair Riel also asked why some administrators received an 18% increase in Workforce Development.

The Chancellor clarified by saying we didn't look at the market salaries for administrators because we wanted to bring in a firm. Also, we temporarily reassigned some folks in Workforce Development after Dr. David Dore, former President of Campuses, left the college. They report directly to the Chancellor, and their salary increase is unrelated to comp and class.

Mr. Silvyn confirmed the review of administrator salaries is pending.

The Chancellor is concerned that there continues to be a question mark that the Board isn't complying with the Open Meeting Law (OML). The Board must be extra cautious.

Dr. McLean would like to know how the Board proves its innocence of OML violations.

The Chancellor said he received a report recently that three Board members were seen in a restaurant together. Ms. Garcia replied by saying this was not true. Mr. Riel clarified by saying it was true. Chair Riel reminded Ms. Garcia that they (Theresa Riel, Maria Garcia, and Luis Garcia) were in a restaurant having dinner together.

The Chancellor reminded the Board that they should be extra careful because of the public's perception. The Chancellor reminded the Board to be careful when there are three or more of the Board together at once outside of a formal meeting.

Dr. McLean said to be careful because people *will* turn the Board in.

Chair Riel said she luckily taped most of the meeting to show that the group was not discussing college business. Chair Riel said if someone says she is doing wrong, she will ask who said it was wrong and ask for evidence because she will show them hers. Dr. McLean warned the Board that the Attorney General might call them into the office to prove their innocence, and he doesn't want that to happen.

Ms. Garcia disagrees with Dr. McLean. She said the Attorney General does not do that.

The Chancellor said that, unfortunately, because of what's happened with Board members Gonzales and Garcia, this adds to the pending complaint in the Attorney General's office. The Chancellor said the Board should be hyper-vigilant.

The Chancellor cautioned the Board member that several records requests recently may turn into a letter to the Higher Learning Commission. He asked the Board not to get into difficult situations. It will minimize the external pressure heading your way from the community.

In the past, several different groups tried to use our accreditation with HLC as a weapon and to advance their agenda by submitting complaints. Mr. Silvyn said we have gotten requests already for Ms. Garcia's emails to Chancellor Lambert. These groups are looking for anything that proves the Board is not following the rules. They want to find information for use during the upcoming election campaign.

Dr. McLean cautioned the Board to be careful not to create a meeting electronically when sending emails to each other. He reminded the Board that an email "never goes away."

Chair Riel said that based on her interpretation, the law does not say we can't email the entire board or that the board can't be together. She said she might be wrong, but asked several attorneys. They said it is breaking the law when the board debates, talks about, or shares opinions/things that will be on an agenda or future agenda for a vote.

Seth Shippee, Deputy Legal Counsel, said we should discuss this at a noticed Executive Session meeting. The discussion ended. Mr. Silvyn will add this topic to the June Executive Session agenda.

Mr. Taylor says it's always possible that someone will write an op-ed about seeing three Board members together outside a formal meeting. They can write what they think the Board members are talking about, and the public will think it's factual and not an opinion.

Chair Riel doesn't want the board to think they are breaking the law if they haven't. She doesn't want the OML to take away the Board's freedom to talk about things just because it might end up on a future agenda.

Mr. Silvyn said it comes down to how much time you want to spend debating someone about whether it was a violation or not. It's easier to avoid conduct that can give someone the ability to make an argument.

Ms. Riel sent an email to the Board members yesterday about watching a past board meeting video for a board exercise. She did not realize she could violate the OML because it is an item on today's agenda. Mr. Silvyn said for the board to be careful doing something that appears to be an OML violation. We are under the microscope.

The Chancellor said he wanted to speak about micromanaging. Chair Riel mentioned earlier about having conversations with college deans. He said he knew nothing about it. The Chancellor said the situation could be viewed as micromanagement because the Board is talking to folks that report through the Chancellor. It would be better if the Board lets employees know to speak with the Chancellor instead.

The Chancellor cautioned the Board to be careful about how they speak to the leadership team. The Board should route anything through the CEO so it doesn't look like the Board is

micromanaging. It also improves how quickly the Board will get a response back. The Chancellor said this advice should help the Board with the accreditation process.

The Board should look more carefully at the response plan. HLC doesn't give specifics, and they aren't precise. They simply talk about adhering to the law and are specific about what they want the College to do related to the standards. Mr. Silvyn said if we report that we follow steps then HLC will want to see that we are following those steps.

Mr. Taylor believes more things are coming the Board's way, and he was aware that Mark Hanna was writing an op-ed because Mr. Hanna mentioned it in an advisory committee meeting. Mr. Hanna said he was going to thank Chancellor Lambert for his time. Mr. Taylor said many people wrote op-eds when he ran for the Board. The op-eds don't have to be true to sound that way. The media does not fact-check op-eds.

Chair Riel believes folks are getting their information from somewhere and feels someone from within the college is sharing it. She is concerned it could be harmful to the institution.

The Chancellor said these things happened to the Board when Mark Hanna was a member. He said external groups did similar things. It's the dynamic of the community. The current Board needs to hold itself up to the highest standard. Dr. McLean said we can't do much about keeping employees from saying stuff. We need to grow thick skin.

Chair Riel would like to schedule a study session with an action item to discuss the next steps of the chancellor search. Ms. Gauna agreed to poll the Board for a Special meeting date. Ms. Garcia asked for a meeting before June 20, if possible, but before June 30. The Board agreed a Zoom meeting would work. Dr. McLean suggested saying something at the next Board meeting during the Governing Board remarks about an upcoming meeting.

Mr. Taylor does not need more time to decide, so there doesn't need to be another meeting.

The Board needs to tell the public about a timeline. Mr. Silvyn will draft something and send it to the Board to modify and agree on. The timeline can be an action item in June. The timeline will include when and who will pick the firm.

The Board should decide on an advisory committee and appoint members that will follow the OML. The Board should discuss the types of people they want to serve on the committee. The public needs to know this is an open process.

Chair Riel would like the Board members to send a list of their pros and cons of the start dates for the chancellor search. Ms. Gauna, Jeff Silvyn, and Chancellor Lambert will compile a list. Chair Riel said she has a specific one she is leaning toward and does not want to make the wrong decision.

Mr. Silvyn said January 2024 is out based on today's discussion.

Mr. Silvyn said the Board will now go into Executive Session to discuss the Chancellor's timing and who the Board will interview for the acting chancellor position. The Board will also clarify an interim chancellor search.

Motion by Wade, Second by Maria Garcia to move into Executive Session

The Board moved into Executive Session at 2:20 p.m.

#### ANNOUNCEMENTS

Information: 4.1 Option to recess into legal advice executive session - Under A.R.S. 38-431.03(A)(3), the Governing Board may vote to go into executive session to obtain legal advice from its legal counsel concerning 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 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.

# ATTACHMENT 7A

Date of meeting	Time	Topic	Agenda (if any)	Attendees	Copy of calendar invite	Notes (if any)
4/3/2023	8-9 AM	HLC Follow-up	<a href="https://drive.google.com">https://drive.google.com</a>	Chancellor Lambert, Wade McLean, Theresa Riel, Sandy Veltri, and Wendy Weeks	<a href="https://drive.google.com">https://drive.google.com</a>	<a href="https://drive.google.com">https://drive.google.com</a>
4/3/2023	4-5 PM	Chancellor's request for a meeting w/ Chair		Chancellor Lambert, Theresa Riel & Jeff Silvyn	<a href="https://drive.google.com">https://drive.google.com</a>	Meeting to discuss
4/12/2023	2-3:30 PM	2:1 Meeting w/ Chair & Vice Chair	<a href="https://drive.google.com">https://drive.google.com</a>	Chancellor Lambert, Wade McLean, Theresa Riel, and Tom Davis	<a href="https://drive.google.com">https://drive.google.com</a>	
4/25/2023	2-3 PM	BP 1.25 Discussion		Chancellor Lambert, Theresa Riel, & Jeff Silvyn	<a href="https://drive.google.com">https://drive.google.com</a>	
4/26/2023	1:30-1:45 PM	Call to Chair Riel		Chancellor Lambert and Theresa Riel	<a href="https://drive.google.com">https://drive.google.com</a>	Chancellor asked
4/26/2023	1:45-2 PM	Call to Vice Chair McLean		Chancellor Lambert and Wade McLean	<a href="https://drive.google.com">https://drive.google.com</a>	Chancellor asked
4/26/2023	2:30-2:45 PM	Call to Greg Taylor		Chancellor Lambert & Greg Taylor	<a href="https://drive.google.com">https://drive.google.com</a>	Chancellor asked
5/4/2023	2:45-3:00 PM	Call to Greg Taylor		Chancellor Lambert & Greg Taylor	<a href="https://drive.google.com">https://drive.google.com</a>	
5/9/2023	10-11 PM	1:1 Meeting w/ Greg Taylor		Chancellor Lambert & Greg Taylor	<a href="https://drive.google.com">https://drive.google.com</a>	
5/10/2023	2-2:30 PM	2:1 Meeting w/ Chair & Vice Chair	<a href="https://drive.google.com">https://drive.google.com</a>	Chancellor Lambert, Theresa Riel, Wade McLean & Tom Davis	<a href="https://drive.google.com">https://drive.google.com</a>	
5/16/2023	3-4 PM	1:1 Meeting w/ Chair Riel		Chancellor Lambert and Theresa Riel	<a href="https://drive.google.com">https://drive.google.com</a>	
5/22/2023	11:30-1 PM	Lunch w/ Vice Chair McLean		Chancellor Lambert & Wade McLean	<a href="https://drive.google.com">https://drive.google.com</a>	
5/22/2023	2:30-3:30 PM	Accreditation Update		Chancellor Lambert, Theresa Riel, Wade McLean, Wendy Weeks & Jeff Silvyn	<a href="https://drive.google.com">https://drive.google.com</a>	
5/23/2023	2:45-4:15 PM	Budget Discussion		Chancellor Lambert, Dave Bea, Theresa Riel & Maria Garcia	<a href="https://drive.google.com">https://drive.google.com</a>	<a href="https://drive.google.com">https://drive.google.com</a>
6/15/2023	8-9 AM	Call w/ Greg Taylor		Chancellor Lambert & Greg Taylor	<a href="https://drive.google.com">https://drive.google.com</a>	
6/15/2023	2:30-3:30	Meeting requested by Chair-various topics		Chancellor Lambert, Theresa Riel, Jeff Silvyn, and Seth Shippee	<a href="https://drive.google.com">https://drive.google.com</a>	
6/16/2023	2:30-2:30 PM	Recent issues related to Exec Session confidentiality		Chancellor Lambert, Dr. McLean, & Seth Shippee	<a href="https://drive.google.com">https://drive.google.com</a>	
7/28/2023	3-3:15 PM	Call w/ Greg Taylor		Chancellor Lambert & Greg Taylor	<a href="https://drive.google.com">https://drive.google.com</a>	