

**PIMA COUNTY COMMUNITY COLLEGE DISTRICT  
GOVERNING BOARD OPEN MEETING NOTICE AND AGENDA  
MAY 11, 2016**

NOTICE OF REGULAR GOVERNING BOARD MEETING

5:30 p.m.  
District Office  
Community/Board Room  
4905 E. Broadway  
Tucson, AZ 85709-1010

AGENDA FOR MEETING\*

1. General Matters

1.1 Call to Order

1.2 Public Comment – Call to Audience

The Pima Community College Board of Governors welcomes public comment on issues within the jurisdiction of the College. Comments will be limited to five minutes per individual. 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.

1.3 Remarks by Governing Board Members

[The Chairperson, Secretary and/or members of the Governing Board may comment or provide summaries of recent College-related activities]

- Higher Learning Commission (HLC) Update
- Trip to Gateway Technical College

1.4 Board Committees

- Recommendations and input from the Finance and Audit Committee on taxes, levy, and other elements of the budget.

4.2 Other Action Items

[This item is being taken out of normal order]

- (1) Fiscal Year 2017 Proposed Budget

Other Action Items (Continued)

- (2) Contract: Marketing and Advertising Services, Fiscal Year 2016-2017  
[Approve the contract with Gordley Group for the purchase of marketing and advertising services. Total contract is not to exceed \$400,000 for Fiscal Year 2016-17.]
- (3) Contract: Student Management System  
[Approve purchase of two student management modules. Projected first year cost of \$147,000. Year two and three of the 3-year license agreement would be \$139,000 and \$137,000 respectively. This includes a yearly \$3,000 fee for a data exporter.]
- (4) Personnel Policy Statements for Faculty, 2016/2017 Fiscal Year

2. Reports

## 2.1 Administration Reports

- Student Success Showcase – Stella Perez  
“Enculturation and Interactive Learning at Pima Community College”
- Accreditation Update – Bruce Moses

## 2.2 Reports by Representatives to the Board

[The representatives to the Board will provide highlights of their group’s activities during the preceding month(s) and issues and suggestions to be considered for administration follow-up or inclusion on a future Board meeting agenda.]

- Student – Liz Pennington
  - Inter-Campus Council (ICC)-Recognition of outgoing and incoming members
- Temporary Staff – Vacant
- Staff – Michael Tulino
- Adjunct Faculty – Carlo Buscemi
- Faculty – Mays Imad
- Administrator – Brian Stewart

## 2.3 Chancellor’s Report

[Chancellor Lambert may report on current events at or involving the College; Legislative and Budget Updates and recent activities such as: community meetings, presentations and conferences]

3. Information Items

## 3.1 March 2016 Financial Statements

[Preliminary 2015/16 fiscal year results through March 2016]

## 3.2 Employment Information

3.3 Adjunct Faculty Appointments

Information Items (Continued)

3.4 All College Council Meeting Minutes

3.5 Unclassified Pay Rates for Temporary Employment-Access Assistant

3.6 Engineers Selection for Multi-term Open-Ended Contracts

3.7 Plan for Revision of Procurement Process

4. Action Items

4.1 Consent Agenda

- (1) Approval of Minutes of the following meetings:
  - A. Study Session of April 13, 2016
  - B. Special Meeting to conduct Executive Session on April 13, 2016
- (2) Non-substantive Changes to Board Policies  
 [BP 1.03: Policy Transition Period 2015-2016]  
 [BP 1.05: Delegation of Authority to the Chancellor]
- (3) 2014-2017 Strategic Plan Key Performance Indicators  
 [To approve the recommendations on key performance indicators to be embedded in the 2014-2017 Strategic Plan.]

5. Proposed Agenda Items

Adjournment

Public Hearing	Special Meeting	Regular Meeting
June 8, 2016, 5:00 p.m.	June 8, 2016, 5:15 p.m.	June 8, 2016, 5:30 p.m.
District Office	District Office	District Office
Community/Board Room	Community/Board Room	Community/Board Room
4905 E. Broadway Blvd.	4905 E. Broadway Blvd.	4905 E. Broadway Blvd.
Tucson, AZ 85709-1010	Tucson, AZ 85709-1010	Tucson, AZ 85709-1010

**\* 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.

- \* The Governing Board reserves the right to take action on any agenda item.
- \* **Additional Information** — Additional information about the above agenda items can be found in the Governing Board packet that is available for review at the Campus Libraries and on the College's website at [www.pima.edu/board/packets](http://www.pima.edu/board/packets).
- \* 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.

**PimaCountyCommunityCollegeDistrict**  
**Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**GENERAL MATTERS**

**Meeting Date: 5/11/16**

**Item Number: 1**

<b>Item Title</b>	<b>Contact Person</b>
General Matters	Chancellor's Office (206-4747)
1.1 Call to Order	
1.2 Public Comment	
1.3 Governing Board Member Remarks	

---

**Approval**

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.

**PimaCountyCommunityCollegeDistrict**

**Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**REPORTS**

**Meeting Date: 5/11/16**

**Item Number: 2**

<b>Item Title</b>	<b>Contact Person</b>
Reports	Chancellor's Office (206-4747)

- 2.1 Administration Reports
- 2.2 Reports by Representatives to the Board
- 2.3 Chancellor's Report

---

**Approval**

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.

**PimaCountyCommunityCollegeDistrict**  
**Board of Governors**  
4905C East Broadway/Tucson, Arizona 85709-1010

**GENERAL MATTERS/REPORTS**

**Meeting Date: 5/11/16**

**Item Number: 3.1**

<b>Item Title</b>	<b>Contact Person</b>
Financial Report – March 2016 Financial Statements	Dr. David Bea Executive Vice Chancellor for Finance and Administration (206-4519)

**Recommendation:**

Attached are the financial statements showing preliminary 2015/16 results through March 2016. Time will be provided to discuss College fiscal matters.

**Justification:**

*Summary of Revenues & Expenditures – General & Designated Funds – Actuals vs. Budget:*

The March preliminary results indicate that total year-to-date revenue has exceeded total year-to-date expenditures by about \$9.1 million compared to approximately \$4.1 million in the previous year.

The preliminary results indicate that the College concluded March with total revenues in General and Designated funds lower than the previous fiscal year by \$1.6 million. Specifically, tuition and fees revenue has increased by \$0.6 million, property tax revenue has increased by \$3.2 million, and state appropriations have decreased by \$5.3 million due to the elimination of state aid.

Compared with the same time period in fiscal year 2015, actual expenditures have decreased by about \$6.6 million. When compared to the same time period of the previous fiscal year, personal services decreased by \$5.1 million primarily due to the change in alignment of faculty pay with the academic calendar and a decrease in fringe benefits expenditures due to accounting adjustments for the self-funded pharmacy plan and accrued payroll costs. Unfilled/vacant positions and the elimination of some positions also added to this reduction in expenditures. Services and supplies and other expenditures, excluding transfers, have decreased by \$1.5 million.

*Statement of Revenues, Expenses and Changes in Net Position:*

The preliminary results indicate that the College concluded March with a year to date decrease in net position of about \$0.4 million. This is an increase compared to the previous year's decrease of \$5.9 million, primarily due to the decrease in expenses.

(Continued)

*Summary of Expenditures – General and Designated Funds – Actuals vs. Budget:*

In terms of budget to actual performance, General and Designated Fund expenditures are lower than budget at this time. Personal Services expenditures are 68.2 percent of budget, which is lower than last year. In absolute terms, year-to-date Personal Services expenditures were \$85.6 million, which is \$5.1 million lower than the same period of fiscal year 2015 due to the change in alignment of faculty pay with the academic calendar and vacancies.

Services and Supplies expenditures are approximately 56.9 percent of the budget, which is a lower percentage than the previous year. In absolute terms, Services and Supplies expenditures were \$19.0 million which is lower than the \$20.1 million amount from the same period of fiscal year 2015. Transfers are lower than the previous year mainly due to a \$3.8 million decrease in transfers out for capital expenditures and a \$1.7 million increase in transfers in from Debt Service.

*Statement of Net Position:*


As shown in *The Statement of Net Position*, the total net position at the end of March was \$67.5 million, which is a decrease of about \$133.8 million compared to the same time last year. Of this decrease, about \$5.2 million is due to depreciation and \$131.8 million is due to a required accounting change, GASB 'Statement No. 68, Accounting and Financial Reporting for Pensions', which was implemented June 30, 2015. This accounting change impacts the way the College accounts for its share of pension liability for the two defined benefit retirement plans that the College contributes to: the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS).

The College's accounting policies conform with standards set forth by the Governmental Accounting Standards Board (GASB), the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments, and this accounting change is summarized in GASB's 'Statement No. 68, Accounting and Financial Reporting for Pensions'. According to GASB, "The primary objective of this Statement is to improve accounting and financial reporting by state and local governments for pensions. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities."

All government entities must now report their net pension liability which is the difference in the total pension liability and the fair value of the pension plan assets. This accounting change may be identified on the accompanying *Statement of Net Position* as 'Deferred Outflows Related to Pensions', 'Net Pension Liability', and 'Deferred Inflows Related to Pensions'.

---

**Approvals**

Contact Person   
David Bea, Ph.D.

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.



# PimaCountyCommunityCollegeDistrict

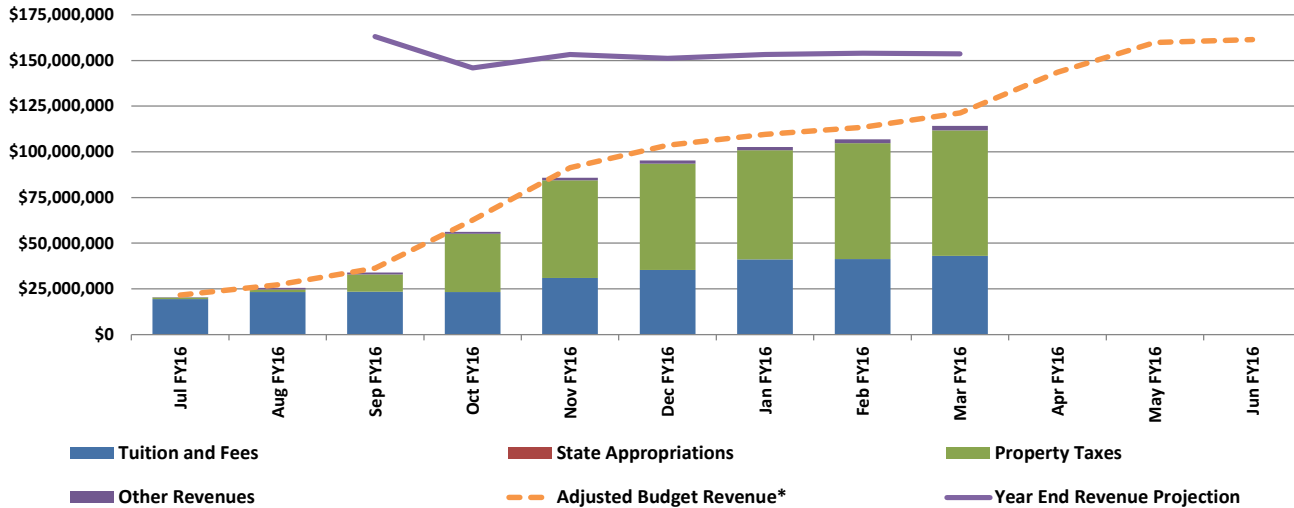
## Summary of Revenues & Expenditures - General & Designated Funds - Actuals vs. Budget

Year to Date For the Nine Months Ending March 31, 2016

(Preliminary)

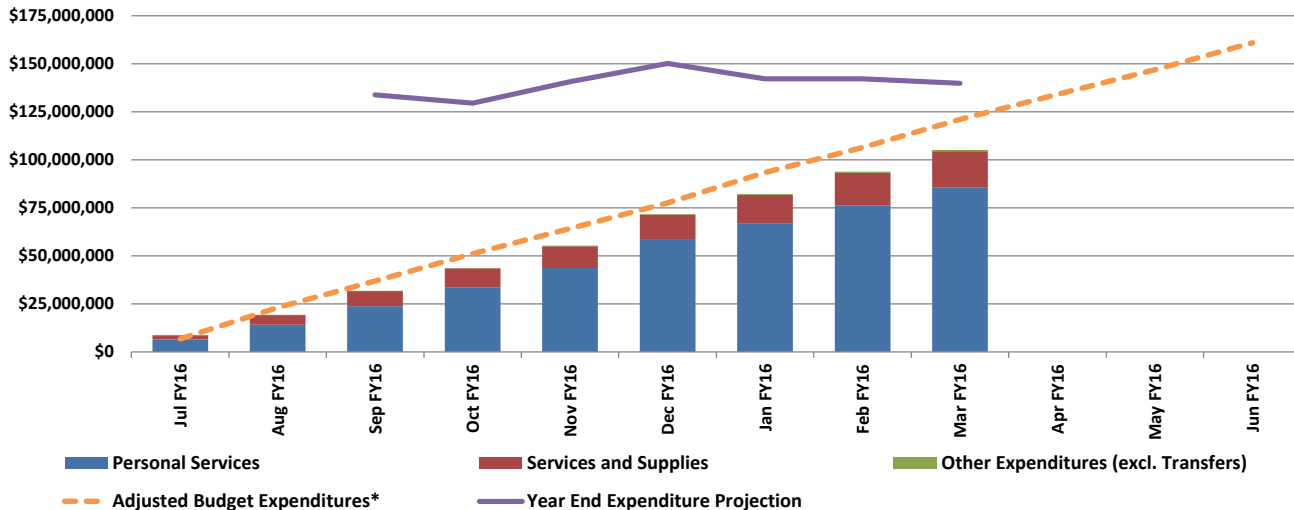
	FY 2015/16			FY 2014/15	
	Adjusted Annual Budget	Year to Date Actuals	%	Year to Date Actuals	%
<b>Revenues</b>					
Tuition and Fees	\$ 53,740,350	\$ 42,987,973	80.0 %	\$ 42,339,519	79.9 %
State Appropriations				5,320,125	81.9 %
Property Taxes	104,315,000	68,734,667	65.9 %	65,488,412	65.3 %
Other Revenue	3,448,000	2,554,625	74.1 %	2,724,051	74.1 %
<b>Total Revenues</b>	<b>\$ 161,503,350</b>	<b>\$ 114,277,265</b>	<b>70.8 %</b>	<b>\$ 115,872,107</b>	<b>70.9 %</b>
<b>Expenditures</b>					
Personal Services	125,493,599	85,543,536	68.2 %	90,596,822	75.3 %
Services and Supplies	33,410,293	19,005,731	56.9 %	20,109,754	61.5 %
Other Expenditures (excl. Transfers)	2,025,554	636,400	31.4 %	1,029,798	59.2 %
<b>Total Expenditures</b>	<b>\$ 160,929,446</b>	<b>\$ 105,185,667</b>	<b>65.4 %</b>	<b>\$ 111,736,374</b>	<b>72.2 %</b>

General & Designated Funds YTD Revenues vs. Budget



\*Adjusted Budget Revenue Excludes Fund Balance

General & Designated Funds YTD Expenditures vs. Budget



\* Adjusted Budget Expenditures Excludes Contingency & Reserves

Note: Year End Projections are only provided September through June for both revenue and expenditures due to data limitations.



# Pima County Community College District

## Statement of Revenues, Expenses and Changes in Net Position

Year To Date For Nine Months Ending March 31, 2016

(Preliminary)

	FY 2015/16				FY 2014/15
	General & Designated Funds	Auxiliary & Restricted Funds	Plant & Other Funds	Total All Funds	Prior Year Totals as of March 30, 2015
<b>Operating Revenues</b>					
Tuition and Fees	\$ 42,987,973	\$ 1,585	\$ 1,094,352	\$ 44,083,910	\$ 43,508,791
Contracts	1,834,687			1,834,687	2,008,246
Auxiliary Enterprises		832,956		832,956	848,182
Commission and Rents	22,500	187,311		209,811	200,411
Other Operating Revenues	389,560	324,100	21,100	734,760	890,277
<b>Total Operating Revenues</b>	<b>45,234,720</b>	<b>1,345,952</b>	<b>1,115,452</b>	<b>47,696,124</b>	<b>47,455,907</b>
<b>Nonoperating Revenues</b>					
State Appropriations					5,320,125
Property Taxes	68,734,667		(2,044)	68,732,623	65,571,405
Federal Grants		35,476,275		35,476,275	38,917,704
State and Local Grants		1,212,974		1,212,974	1,049,690
State Shared Sales Taxes		1,525,774		1,525,774	1,571,157
Gifts		37,104		37,104	
Investment Income	307,878	4,075		311,953	320,346
<b>Net Nonoperating Revenues</b>	<b>69,042,545</b>	<b>38,256,202</b>	<b>(2,044)</b>	<b>107,296,703</b>	<b>112,750,427</b>
<b>Total Revenues</b>	<b>\$ 114,277,265</b>	<b>\$ 39,602,154</b>	<b>\$ 1,113,408</b>	<b>\$ 154,992,827</b>	<b>\$ 160,206,334</b>
<b>Operating Expenses</b>					
Educational and General					
Instruction	36,475,842	2,660,553	294,136	39,430,531	43,261,974
Academic Support	16,337,237	3,186,287	616,740	20,140,264	18,795,746
Student Services	18,313,484	2,096,213	128	20,409,825	20,791,896
Institutional Support	23,588,657	(224,222)	1,353,193	24,717,628	28,695,114
Operation and Maintenance of Plant	9,432,338	357,605	1,927,818	11,717,761	12,802,085
Depreciation			5,974,201	5,974,201	5,979,932
Student Financial Aid	1,038,109	31,555,016		32,593,125	35,204,486
Auxiliary Enterprises		485,842		485,842	722,256
Contingency					
<b>Total Operating Expenses</b>	<b>\$ 105,185,667</b>	<b>\$ 40,117,294</b>	<b>\$ 10,166,216</b>	<b>\$ 155,469,177</b>	<b>\$ 166,253,489</b>
<b>Income Before Other Expenses</b>	<b>\$ 9,091,598</b>	<b>\$ (515,140)</b>	<b>\$ (9,052,808)</b>	<b>\$ (476,350)</b>	<b>\$ (6,047,155)</b>
Transfers	1,910,800	(3,125,800)	1,215,000		
Capital Appropriations					
Capital Gifts and Grants			28,500	28,500	105,000
<b>Increase (Decrease) in Net Position</b>	<b>\$ 11,002,398</b>	<b>\$ (3,640,940)</b>	<b>\$ (7,809,308)</b>	<b>\$ (447,850)</b>	<b>\$ (5,942,155)</b>
<b>Net Position</b>					
Total Net Position - Beginning of Year	(76,130,540)	13,855,336	130,261,148	67,985,944	207,226,938
<b>Total Net Position - End of Period</b>	<b>\$ (65,128,142)</b>	<b>\$ 10,214,396</b>	<b>\$ 122,451,840</b>	<b>\$ 67,538,094</b>	<b>\$ 201,284,783</b>
<b>Total Net Position - End of Period: Current Year vs. Prior Year</b>					<b>\$ (133,746,689)</b>



# Pima County Community College District

## Summary of Expenditures - General & Designated Funds - Actuals vs. Budget

Year To Date For Nine Months Ending March 31, 2016

(Preliminary)

	FY 2015/16				FY 2014/15	
	Adjusted Annual Budget	Year to Date Actuals	%	Available Budget	Year to Date Actuals	%
<b>Expenditures by Function</b>						
<b>Educational and General</b>						
Instruction	\$ 57,801,252	\$ 36,475,842	63.1 %	\$ 21,325,410	\$ 39,649,012	69.4 %
Academic Support	25,460,511	16,337,237	64.2 %	9,123,274	16,396,559	64.5 %
Student Services	28,886,279	18,313,484	63.4 %	10,572,795	17,604,679	67.9 %
Institutional Support	38,641,856	23,588,657	61.0 %	15,053,199	27,326,716	77.6 %
Operation and Maintenance of Plant	14,003,283	9,432,338	67.4 %	4,570,945	9,799,263	70.2 %
Student Financial Aid	1,224,646	1,038,109	84.8 %	186,537	960,145	85.4 %
<b>Other Expenses</b>						
Transfers	(2,335,000)	(1,910,800)	81.8 %	(424,200)	3,186,000	99.7 %
Fund balance reserved for contingency	3,360,175			3,360,175		
<b>Total Expenditures by Function</b>	<b>\$ 167,043,002</b>	<b>\$ 103,274,867</b>	<b>61.8 %</b>	<b>\$ 63,768,135</b>	<b>\$ 114,922,374</b>	<b>66.3 %</b>
<b>Expenditures by Account</b>						
<b>Personal Services</b>						
Administrative Personnel	\$ 6,564,850	\$ 4,642,815	70.7 %	\$ 1,922,035	\$ 4,931,413	72.4 %
Faculty	23,981,713	16,858,148	70.3 %	7,123,565	19,234,350	82.1 %
Additional Compensation - Faculty	1,395,097	737,768	52.9 %	657,329	780,464	62.1 %
Adjunct Faculty	12,555,700	9,036,294	72.0 %	3,519,406	9,593,022	85.3 %
Classified Staff	47,844,919	32,116,428	67.1 %	15,728,491	32,127,604	72.5 %
Other Compensation	4,290,576	2,729,455	63.6 %	1,561,121	3,079,250	68.0 %
Student Employment / Workstudy					(61)	
Fringe Benefits	28,860,744	19,422,628	67.3 %	9,438,116	20,850,780	72.8 %
<b>Total Personal Services</b>	<b>125,493,599</b>	<b>85,543,536</b>	<b>68.2 %</b>	<b>39,950,063</b>	<b>90,596,822</b>	<b>75.3 %</b>
<b>Services and Supplies</b>						
Communications and Utilities	6,248,006	3,563,234	57.0 %	2,684,772	4,192,611	68.2 %
Travel	2,990,184	1,058,546	35.4 %	1,931,638	1,163,349	42.0 %
Contractual Services	13,768,560	8,186,315	59.5 %	5,582,245	9,018,996	68.0 %
Supplies and Materials	6,565,494	2,613,929	39.8 %	3,951,565	2,841,171	41.4 %
Student Financial Aid	1,225,000	1,038,109	84.7 %	186,891	960,145	73.7 %
Current Fixed Charges	2,613,049	2,545,598	97.4 %	67,451	1,933,482	81.6 %
<b>Total Services and Supplies</b>	<b>33,410,293</b>	<b>19,005,731</b>	<b>56.9 %</b>	<b>14,404,562</b>	<b>20,109,754</b>	<b>61.5 %</b>
Capital Equipment	511,990	328,431	64.1 %	183,559	319,893	71.1 %
Transfers	(2,335,000)	(1,910,800)	81.8 %	(424,200)	3,186,000	99.7 %
Other Expenditures	1,513,564	307,969	20.3 %	1,205,595	602,127	46.6 %
Contingency and Reserves	8,448,556			8,448,556	107,778	0.7 %
<b>Total Expenditures by Account</b>	<b>\$ 167,043,002</b>	<b>\$ 103,274,867</b>	<b>61.8 %</b>	<b>\$ 63,768,135</b>	<b>\$ 114,922,374</b>	<b>66.3 %</b>


**Pima County Community College District**
**Statement of Net Position**

March 31, 2016

(Preliminary)

	FY 2015/16				FY 2014/15
	General & Designated Funds	Auxiliary & Restricted Funds	Plant & Other Funds	Total All Funds	Total All Funds Prior Year as of March 30, 2015
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	\$ 12,283,184	\$ 9,343,294	\$ 16,029,947	\$ 37,656,425	\$ 31,588,145
Short-term Investments	25,139,806			25,139,806	25,105,786
Receivables:					
Property Taxes	4,348,517		33,802	4,382,319	4,443,461
Accounts (net of allowances)	5,348,591			5,348,591	6,825,559
Government Grants and Contracts		880,644		880,644	1,567,528
Student Loans			2,389	2,389	13,060
Other	387,864	28,950	2,546,643	2,963,457	2,917,602
Inventories	132,386			132,386	123,137
Prepaid Expenses	772,502		39,887	812,389	878,705
<b>Total Current Assets</b>	<b>48,412,850</b>	<b>10,252,888</b>	<b>18,652,668</b>	<b>77,318,406</b>	<b>73,462,983</b>
<b>Noncurrent Assets</b>					
Restricted Cash and Cash Equivalents			(2,104,743)	(2,104,743)	(462,416)
Notes Receivable (net of allowances)					(44,651)
Other Long-term Investments	30,961,001			30,961,001	30,868,628
Investments in Capital:					
Land			15,291,311	15,291,311	15,291,311
Buildings & Leasehold improvements (net of depreciation)			83,878,556	83,878,556	89,076,282
Construction in Progress					
Equipment (net of depreciation)			5,398,470	5,398,470	5,859,162
Library Books (net of depreciation)			1,814,123	1,814,123	1,837,572
<b>Total Noncurrent Assets</b>	<b>30,961,001</b>		<b>104,277,717</b>	<b>135,238,718</b>	<b>142,425,888</b>
<b>Total Assets</b>	<b>\$ 79,373,851</b>	<b>\$ 10,252,888</b>	<b>\$ 122,930,385</b>	<b>\$ 212,557,124</b>	<b>\$ 215,888,871</b>
<b>Deferred Outflows of Resources</b>					
Deferred Outflows Related to Pensions	16,340,337			16,340,337	
<b>Total Deferred Outflows of Resources</b>	<b>\$ 16,340,337</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,340,337</b>	<b>\$ -</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accrued Payroll and Benefits	3,965,054			3,965,054	5,777,916
Accounts Payable and Accrued Liabilities	653,658	38,492	69,358	761,508	525,301
Deposits Held in Custody			409,187	409,187	447,124
Current Portion of Long-term Liabilities	4,494,530			4,494,530	4,296,437
<b>Total Current Liabilities</b>	<b>9,113,242</b>	<b>38,492</b>	<b>478,545</b>	<b>9,630,279</b>	<b>11,046,778</b>
<b>Noncurrent Liabilities</b>					
Unearned Revenue	5,250			5,250	5,384
Long-term Liabilities	3,552,922			3,552,922	3,551,926
Net Pension Liability	126,727,908			126,727,908	
<b>Total Noncurrent Liabilities</b>	<b>130,286,080</b>			<b>130,286,080</b>	<b>3,557,310</b>
<b>Total Liabilities</b>	<b>\$ 139,399,322</b>	<b>\$ 38,492</b>	<b>\$ 478,545</b>	<b>\$ 139,916,359</b>	<b>\$ 14,604,088</b>
<b>Deferred Inflows of Resources</b>					
Deferred Inflows Related to Pensions	21,443,008			21,443,008	
<b>Total Deferred Inflows of Resources</b>	<b>\$ 21,443,008</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,443,008</b>	<b>\$ -</b>
<b>Net Position</b>					
Net Investment in Capital Assets			106,382,461	106,382,461	112,064,328
Restricted for:					
Loans			170,583	170,583	1,010,351
Debt Service			66,516	66,516	1,840,846
Other (Capital Projects)					
Grants and Contracts		642,712		642,712	635,551
Unrestricted	(65,128,142)	9,571,684	15,832,280	(39,724,178)	85,733,707
<b>Total Net Position</b>	<b>\$ (65,128,142)</b>	<b>\$ 10,214,396</b>	<b>\$ 122,451,840</b>	<b>\$ 67,538,094</b>	<b>\$ 201,284,783</b>
<b>Total Net Position: Current Year vs. Prior Year</b>					<b><u>\$(133,746,689)</u></b>



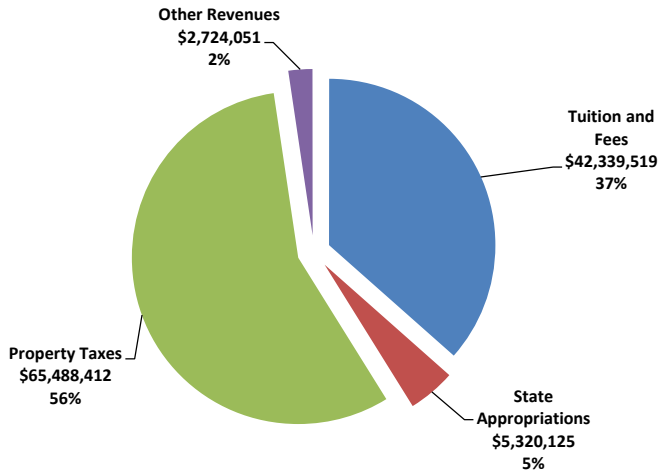
# Pima County Community College District

General & Designated Fund Revenue Year to Date  
Comparison with Prior Year

## General & Designated Funds YTD

### Revenues - FY15 - Prior Year

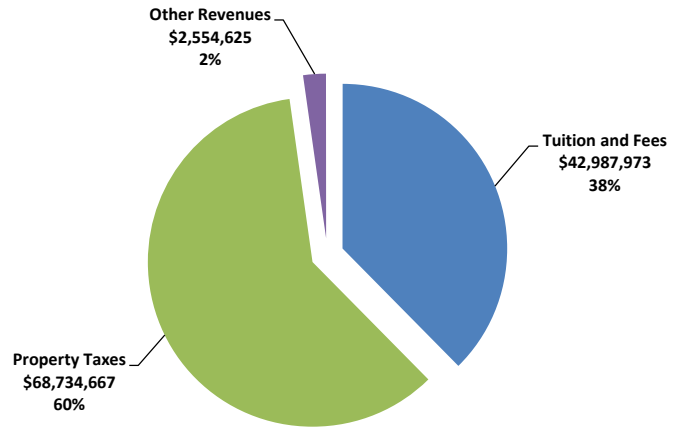
For the Nine Months Ending March 31, 2015  
Total of \$115,872,107



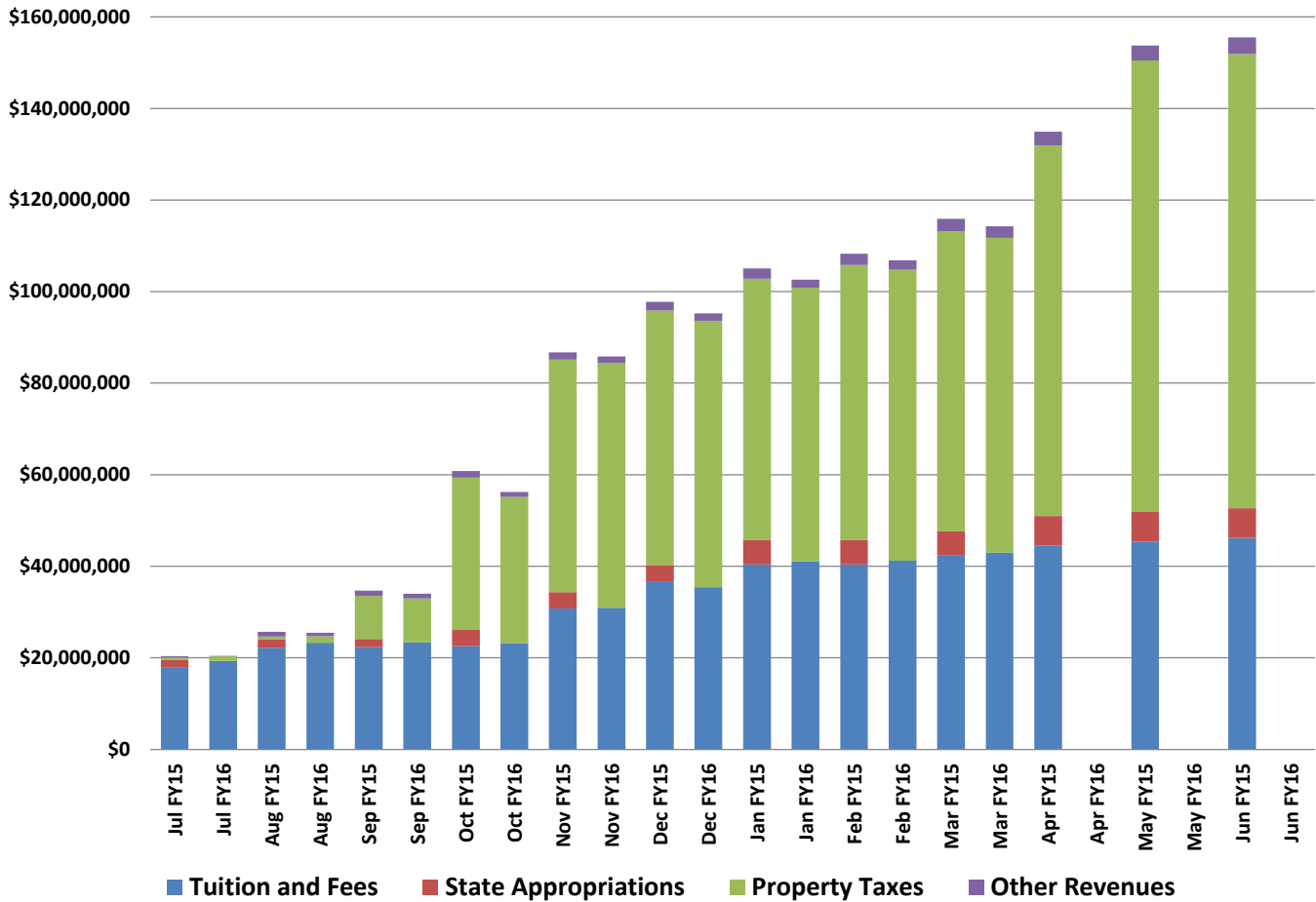
## General & Designated Funds YTD

### Revenues - FY16 - Current Year

For the Nine Months Ending March 31, 2016  
Total of \$114,277,265



## General & Designated Funds YTD Revenues

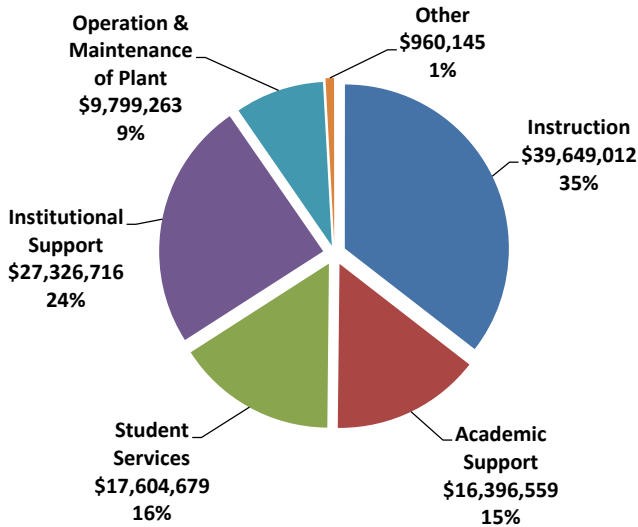


# PimaCountyCommunityCollegeDistrict

General & Designated Fund Expenditures Year to Date (excluding Transfers)  
Comparison with Prior Year

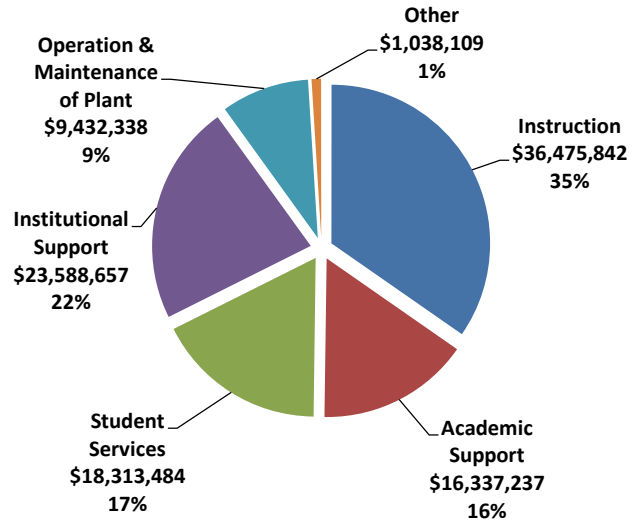
## General & Designated Funds YTD Expenditures by Program - FY15 - Prior Year

For the Nine Months Ending March 31, 2015  
Total of \$111,736,374

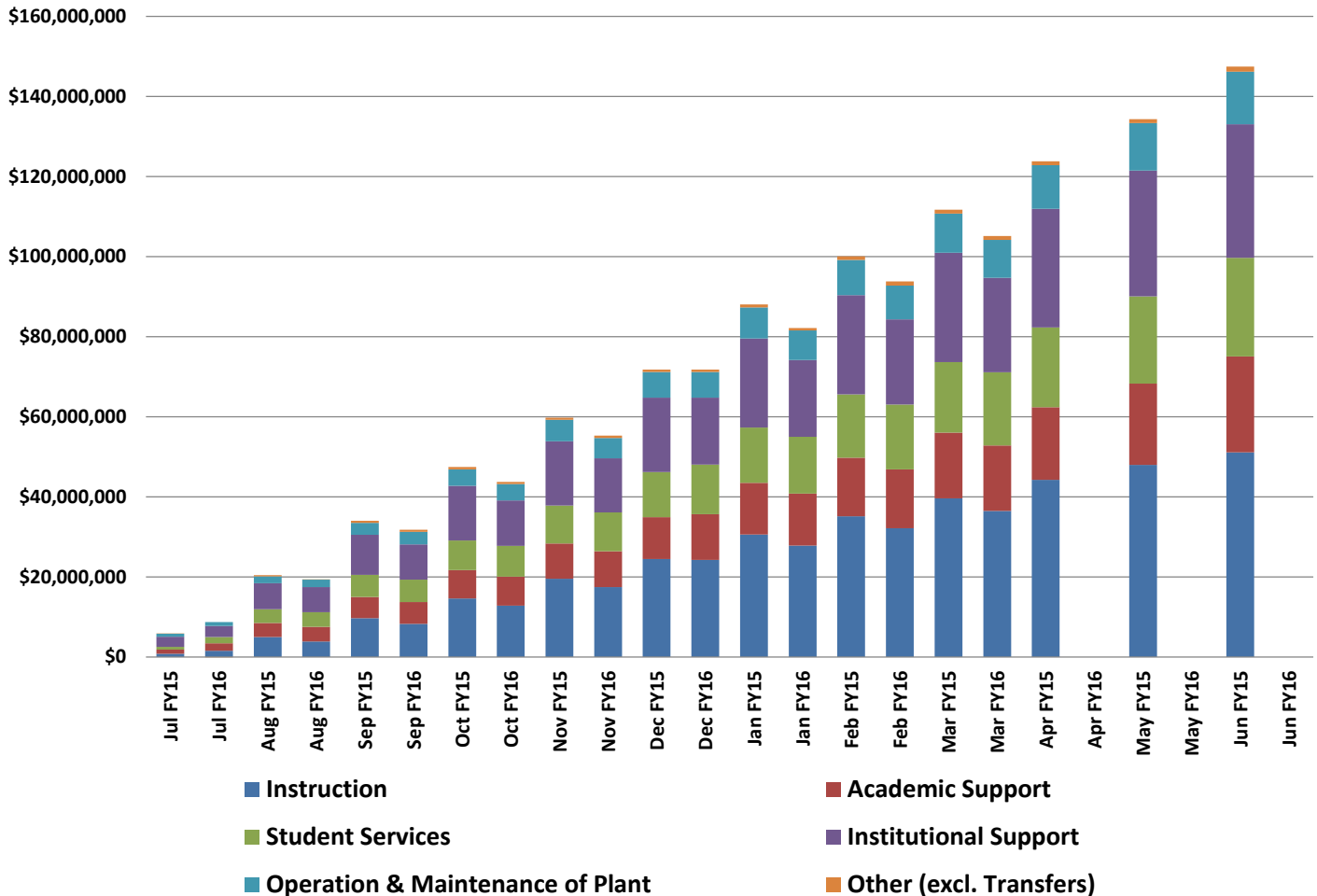


## General & Designated Funds YTD Expenditures by Program - FY16 - Current Year

For the Nine Months Ending March 31, 2016  
Total of \$105,185,667



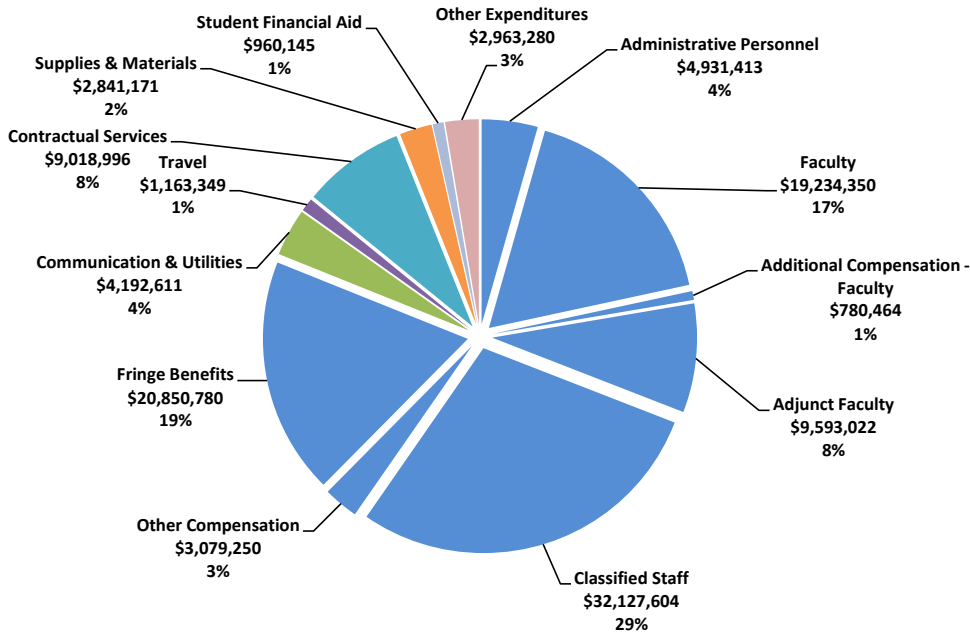
## General & Designated Funds YTD Expenditures by Program



General & Designated Fund Expenditures Year to Date (excluding Transfers)  
 Comparison with Prior Year

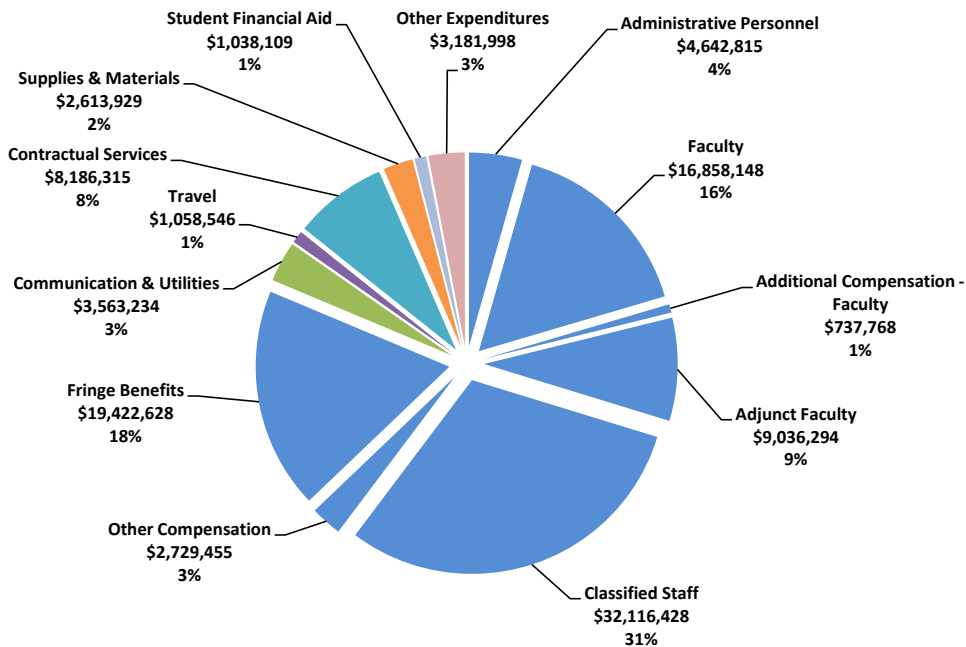
## General & Designated Funds YTD Operating and Personnel Expenditures by Account - FY15 - Prior Year

For the Nine Months Ending March 31, 2015  
 Total of \$111,736,374



## General & Designated Funds YTD Operating and Personnel Expenditures by Account - FY 16 - Current Year

For the Nine Months Ending March 31, 2016  
 Total of \$105,185,667









# Pima County Community College District

## Glossary for Financial Reports

### Statement of Net Position

#### Assets

##### Current Assets

Assets that will be converted into cash or consumed in a relatively short period of time, usually within a year.

##### Cash & Cash Equivalents

Short-term, highly liquid investments that are readily convertible to known amounts of cash and have insignificant risk of changes in value because of changes in interest rates. Generally, only investments of original maturities of three months or less meet this definition. Cash held by external investment managers may be considered to be investments.

##### Short-term Investments

Readily marketable securities that can easily be sold and converted back into cash. For example, coupon bonds that will mature this year. RBC Global Asset Management manages the College's additional short-term investments. The duration of the investments is less than one year.

##### Receivables

A financial instrument that gives the institution the right and another party the obligation, to make a payment at a future date, generally of cash.

##### Property taxes

The amount of property taxes that the College expects to collect in the next month. General Fund property taxes are used to support operations. The Plant Fund property taxes are used to pay down General Obligation bonds.

##### Accounts

Student account receivables. Student receivables arise from transactions related to tuition and fees. It's normal for students to register for classes in advance of the start of the term without first paying in full. When a student registers for classes a receivable is created. In the majority of instances, a portion of the receivable will be satisfied by financial aid—either in the form of scholarships, grants, tuition waivers, or loans. Any remaining balance is expected to be paid by the student, the student's parents, or a third party (e.g., the student's employer).

##### (net of allowances)

The collectability of receivables is reviewed at fiscal year-end and the value of the allowance for doubtful accounts is adjusted as necessary to ensure its adequacy. The allowance is increased or decreased when necessary to adjust the carrying value of receivables to the expected net realizable value.

##### Government Grants & Contracts

Higher education institutions routinely receive grants and contracts from the federal government or other entities to support research or training. Federal Pell Grants account for the majority of the College's government grants. The grants are applied to students' accounts and the remaining funds are reimbursed to the student. At the same time, a receivable is created to record the funds due the College from the Department of Education.

##### Student Loans

Student loans receivable consists of book loans made to students where the College is responsible for collecting the balance due.

##### Other

Other receivables include refund repayments, third party payments, International Student Insurance Fees, non-sufficient funds (NSF) checks and check fees, and late fees. Also included are Federal Family Educational Loans and Federal Direct Loans which are passed through the College to the student but are not managed by the College. These loans are applied to the student's account and the College is reimbursed after the fact.

##### Inventories

Facilities maintains parts and tools in inventory that are regularly needed. Facilities personnel manage and track these assets. Once a year for the annual financial report, finance adjusts the inventory value based on the available assets at June 30.

##### Prepaid Expenses

Prepaid Expenses are assets created by the early payment of cash. For example, an annual insurance payment is made in January that covers 6 months in the current fiscal year and 6 months in the next fiscal year. Half of this type of payment is classified as a prepaid expense.



# Pima County Community College District

## Glossary for Financial Reports

<b>Noncurrent Assets</b>	Assets that will not be converted into cash or consumed in a relatively short period of time, usually within a year.
Restricted Cash & Cash Equivalents	If cash and cash equivalents are restricted for use, for other than current operations, they should be classified as noncurrent assets. The College's restricted cash includes cash collected for debt payments, cash in the National Direct Student Loan fund and agency cash held for loans, third-party scholarships, and student clubs.
Notes Receivable	Various federal loan programs are available to students who meet eligibility requirements. Notes Receivable is for National Direct Student Loans (NDSL) and Perkins loans where the College is responsible for collecting the balance.
Other Long-term Investments	Investments have maturities greater than one year. For example, coupon bonds with maturities greater than one year. RBC Global Asset Management manages the College's other long-term investments. The maturities are generally from one to three years.
Investments in Capital	Assets of a durable nature that are used to provide economic benefits for more than one year including the following categories: land, buildings, and leasehold improvements, construction in progress, equipment, and library materials.
Land	This category includes all land that is purchased or acquired by gift or bequest. The institution must have title to the land. Land is not depreciated.
Buildings & Leasehold improvements	This category consists of all structures used for operating purposes. Included are all permanently attached fixtures, machinery, and other components that cannot be removed without damaging the buildings. Building improvements are capitalized if they extend the asset's useful life.
Construction in Progress	This category includes the cost of construction work, which is not yet completed. The item is not depreciated until the asset is placed in service. Normally, upon completion, a construction in progress (CIP) item is reclassified, capitalized, and depreciated. Costs associated with the construction of a new building would be included in this category.
Equipment	Equipment represents personal property that is movable. Examples of movable equipment include furniture, teaching equipment, laboratory equipment, and motor vehicles. The College's capitalization threshold is \$5,000.
Library Books	The College considers library books to be a group asset and capitalizes each year's additions and adjusts for deletions to the holdings.
(net of depreciation)	Buildings and building improvements, equipment and library books are depreciated over their useful lives. This adjustment is netted with the value of the asset reported in the categories above.
<b>Deferred Outflows of Resources</b>	The consumption of net position by the college that is applicable to a future reporting period.
Deferred Outflows Related to Pensions	The consumption of net position related to pensions arising from certain changes in the net pension liability.
<b>Liabilities</b>	
<b>Current Liabilities</b>	Current liabilities are the portion of obligations (amounts owed) due to be paid within the current operating cycle (normally a year) and that normally require the use of existing current assets to satisfy the debt.



# Pima County Community College District

## Glossary for Financial Reports

Accrued Payroll & Benefits	Institutions collect funds from the employer and the employee each payroll to pay for taxes and benefits. The amount collected and due to the government and vendors creates a liability until the payment is made. The College's payroll liabilities include Federal and State income taxes, FICA, Medicare, health and dental insurance, retirement contributions, medical and dependent care flexible spending plans, etc. A portion of the payable is also deferred pay for faculty.
Accounts Payable & Accrued Liabilities	When goods or services are received, a liability is created, unless cash is paid immediately. The College also records a liability when a payment or financial aid is approved, but not yet applied to a student account.
Deposits Held in Custody	These are funds held by the institution for others. The institution handles these accounts as agency funds. The College's deposits held in custody include the Federal Direct Loans and Federal Family Educational Loans, third party scholarships and student club funds. The College is a pass-through agency holding the funds temporarily.
Current Portion of Long-term Liabilities	This category includes the portion of long-term liabilities that are expected to be paid within the current operating cycle. The College's current portion of long-term liabilities includes a portion of the compensated absences. A liability is accrued for compensated absences that have been earned based on services already rendered and that are not contingent on a specific event outside the control of the employer or employee. This includes the dollar value of employee vacation and sick leave.
<b>Noncurrent Liabilities</b>	Noncurrent liabilities are the portion of obligations (amounts owed) not due to be paid within the current operating cycle.
Unearned Revenue	Unearned revenue results when payments have been received for services or goods not yet delivered. The College's main source of unearned revenue is generated by prepayments of tuition and fees by students, third parties, or financial aid.
Long-term Liabilities	Public institutions often issue long-term debt to finance construction or acquisition of academic, student service, or auxiliary enterprise facilities. Long term liability accounts are the portions of debts with due dates greater than twelve months.
Net Pension Liability	The liability to employees for benefits provided through a defined benefit pension plan.
<b>Deferred Inflows of Resources</b>	The acquisition of net position by the college that is applicable to a future reporting period.
Deferred Inflows Related to Pensions	The acquisition of net position related to pensions arising from certain changes in the net pension liability.
<b>Net Position</b>	Net position is the calculation of assets, plus deferred outflows of resources, minus liabilities, minus deferred inflows of resources. This title and definition of Net Position was changed with Governmental Accounting Standards Board (GASB) Statement No. 63, previously it was titled Net Assets.
Net Investment in Capital Assets	The net invested in capital assets includes the institution's carrying value of capital assets (cost minus accumulated depreciation) net of any debt outstanding that was used to finance the construction or purchase of such assets.
Restricted Assets	Restricted net assets is the portion of net position subject to externally-imposed constraints placed on their use by creditors (such as through debt covenants), grantors, contributors, or laws and regulations of other governments. The College has restricted net assets for loans, debt service, grants, and contracts.
Unrestricted Assets	Unrestricted net assets consist of net assets that do not meet the definition of restricted or invested in capital assets, net of related debt.



# Pima County Community College District

Glossary for Financial Reports

## Statement of Revenues, Expenses and Changes in Net Position

<b>Operating Revenues</b>	Revenues resulting from the normal operations of a business.
Tuition & Fees	All tuition and fees assessed for educational purposes.
Contracts	All amounts earned on contracts or agreements from other governmental or nongovernmental organizations. The College has instructional contracts with numerous outside entities.
Auxiliary Enterprises	An auxiliary enterprise is an entity that exists to furnish a service to students, faculty, or staff and charges a fee for the use of goods and services. Examples of auxiliary enterprises include bookstores and food services. Revenue associated with these auxiliary enterprises includes commissions.
Commission & Rents	Includes additional income earned from rent of College space including rent revenue from the College renting space for cellular phone towers, leasing building space, and other facility rentals.
Other Operating Revenues	Includes non-sufficient funds (NSF) check fees, payment installment plan fees, international student insurance fees, miscellaneous copy and printing charges and miscellaneous ticket revenue.
<b>Nonoperating Revenues</b>	Generally nonexchange revenues in which the institution receives values without directly giving equal value in return.
State Appropriations	Funds appropriated to the College through the State budget process.
Property Taxes	Funds levied and received by the College through Pima County property taxes as authorized by the Arizona Revised Statutes.
Federal Grants	Includes all amounts earned on grants from federal agencies. The grant funds are restricted in their use by grant agreements. The College must fulfill the terms of the grant to be eligible for the funding.
State & Local Grants	Includes all amounts earned on grants from state, local government and nongovernmental organizations.
State Shared Sales Taxes	Shared state sales taxes are provided by the Arizona Revised Statutes for workforce development. These funds are also known as Proposition 301 funds.
Gifts	Contributions are voluntary non-exchange revenues, which are recognized when all applicable eligibility requirements are met. Scholarships that the Foundation provides to students are an example of this type of nonoperating revenue.
Investment Income	Includes dividends, interest, or royalties and gains or losses on investments.
<b>Operating Expenses</b>	Expenses related to normal daily business operations such as wages, rent, advertising, insurance, etc.
Instruction	Includes expenses for all activities that are part of an institution's instruction program. For example, faculty salaries are included in the Instructional expenses.
Academic Support	Includes expenses incurred to provide support services for the institution's primary programs of instruction, research, and public service. It includes the following activities: <ul style="list-style-type: none"><li>• The retention, preservation, and display of educational materials, such as libraries, museums, and galleries</li><li>• Media, such as audio-visual services, and technology, such as computing support</li><li>• Academic administration (including academic deans but not department chairpersons) and personnel providing administrative support and management direction to the three primary missions</li><li>• Separately budgeted support for course and curriculum development</li></ul>



# Pima County Community College District

## Glossary for Financial Reports

Student Services	Includes expenses incurred for the offices of admissions and the registrar and activities that, as their primary purpose, contribute to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program. This classification includes expenses for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics (if the program is not operated as an auxiliary enterprise), counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health service (if not operated as an auxiliary enterprise).
Institutional Support	Includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution, such as the governing board, planning and programming operations, and legal services; fiscal operations; administrative information technology (when not accounted for in other categories); employee personnel and records; logistical activities that provide procurement, storerooms, printing, and transportation services to the institution; support services to faculty and staff that are not operated as auxiliary enterprises; and activities concerned with community and alumni relations, including development and fundraising.
Operation & Maintenance of Plant	Includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant. These expenses include items such as janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture, and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; security; emergency preparedness; safety; hazardous waste disposal; property, liability, and all other insurance relating to property; space and capital leasing; facility planning and management; and central receiving.
Depreciation	Includes both depreciation of the institution's plant, property, and equipment, and amortization of assets acquired by capital lease.
Student Financial Aid	Includes expenses for scholarships - from restricted or unrestricted funds - in the form of grants that neither require the student to perform service to the institution as consideration for the grant, nor require the student to repay the amount of the grant to the funding source.
Contingency	Commitments and contingencies that could materially affect the financial condition of the entity as reflected in its financial statements.
Transfers	Funds moved from one fund type to another, for example general fund support for capital projects.
Capital Appropriations	The capital appropriations category includes all appropriations from legislative acts of the federal, state, or local governments or by a local taxing authority specifically for capital expenditures. The state has suspended capital appropriations to community colleges for the last several years.
Capital Gifts & Grants	Restricted gifts or grants for capital purposes, for example a donation to construct an arts center.

*Definitions adapted from the Financial Accounting & Reporting Manual for Higher Education, a NACUBO online subscription service.*

**PimaCountyCommunityCollegeDistrict  
Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**INFORMATION ITEM**

**Meeting Date: 5/11/16**

**Item Number: 3.2**

<b>Item Title</b>	<b>Contact Person</b>
Employment Information	Dan Berryman Vice Chancellor for Human Resources (206-4586)

**Information:**

For your information and in accordance with BP 2.02 and SPG-4201/BA, the Chancellor submits the following employment information:

**Staff:**

**Andrews, Cindy** Organizational Effectiveness and Development Advanced Analyst  
Rate of Pay: \$56,308  
Start Date: 04/18/2016  
Highest Degree Earned: Master of Arts, Instructional Technology Design  
Awarding Institution: Western New Mexico University  
Most Recent Previous Job: Adjunct Instructor

**Bernal, Jason** Trades Maintenance Specialist, HVAC  
Rate of Pay: \$18.83  
Start Date: 04/18/2016  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: HVAC Service Technician

**Caballero, Montserrat** Advanced Program Coordinator  
Rate of Pay: \$50,383  
Start Date: 04/18/2016  
Highest Degree Earned: Bachelor of Arts, English and Woman's Studies  
Awarding Institution: University of North Carolina - Greensboro  
Most Recent Previous Job: Arizona State Director

**Franco Moreno, Katherine** Laboratory Specialist, Building and Construction Technology  
Rate of Pay: \$18.83  
Start Date: 04/18/2016  
Highest Degree Earned: Associate of Applied Science, Electrical  
Awarding Institution: Pima Community College  
Most Recent Previous Job: Laboratory Technician

(Continued)

**Lizarraga, Francisco** Instructor  
Rate of Pay: \$44,463  
Start Date: 05/09/2016  
Highest Degree Earned: Master of Education, Counseling- Human Relations  
Awarding Institution: Northern Arizona University  
Most Recent Previous Job: Technology Trainer

**Temporary:**

**Baker, Megan**  
Title: Instructor  
Rate of Pay: \$21.38  
Start Date: 05/12/2016  
Highest Degree Earned: Master of Arts, Development Studies  
Awarding Institution: Institute of Social Studies  
Most Recent Previous Job: Tutor

**Castillejo Silva, Beatriz**  
Title: Support Technician  
Rate of Pay: \$14.61  
Start Date: 05/12/2016  
Highest Degree Earned: Bachelor of Arts, Psychology  
Awarding Institution: Universidad del Norte  
Most Recent Previous Job: Spanish/Italian Language Teacher

**Gander, Ashley**  
Title: Instructor  
Rate of Pay: \$21.38  
Start Date: 04/13/2016  
Highest Degree Earned: Bachelor of Science, Psychology  
Awarding Institution: University of Arizona  
Most Recent Previous Job: Recovery Facilitator

**Gao Brown, Yan**  
Title: Tutor 0  
Rate of Pay: \$8.05  
Start Date: 05/12/16  
Highest Degree Earned: Associate of Arts, Business English  
Awarding Institution: Henan College of Finance and Taxation  
Most Recent Previous Job: Marketing Specialist

**Horner, Patricia**  
Title: Support Assistant  
Rate of Pay: \$13.54  
Start Date: 04/11/2016  
Highest Degree Earned: Associate of Applied Science, General Business  
Awarding Institution: El Paso Community College

Most Recent Previous Job: Parental Involvement Coordinator

**Jones, Monica**

Title: Instructor  
Rate of Pay: \$21.38  
Start Date: 05/12/2016  
Highest Degree Earned: Bachelor of Arts, Special Education  
Awarding Institution: Western Governors University  
Most Recent Previous Job: Special Education Teacher

**Kent, Tanner**

Title: Instructor  
Rate of Pay: \$21.38  
Start Date: 05/12/2016  
Highest Degree Earned: Master of Education, Teacher and Teacher Education  
Awarding Institution: University of Arizona  
Most Recent Previous Job: Educator

**Lamb, David**

Title: Special Project Professional  
Rate of Pay: \$19.50  
Start Date: 04/14/16  
Highest Degree Earned: Master of Fine Arts, Graphic Design  
Awarding Institution: University of Arizona  
Most Recent Previous Job: Visual Designer

**Lopez Arispuro, Maribel**

Title: Office Aide  
Rate of Pay: \$8.05  
Start Date: 04/11/2016  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Parent Involvement Assistant

**Louden, Christopher**

Title: Tutor 0  
Rate of Pay: \$8.05  
Start Date: 03/29/2016  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Waiter



**Mackie, Mariah**

Title: Van Driver  
Rate of Pay: \$10.31  
Start Date: 05/12/2016  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Disability Cart Driver/Dispatcher

**McNeil, Torbet**

Title: Instructor  
Rate of Pay: \$21.38  
Start Date: 05/12/2016  
Highest Degree Earned: Master of Public Administration  
Awarding Institution: University of Colorado  
Most Recent Previous Job: Instructor

**Martinez, Mary**

Title: Support Technician  
Rate of Pay: \$14.61  
Start Date: 05/12/2016  
Highest Degree Earned: Bachelor of Science, Business Management  
Awarding Institution: University of Phoenix  
Most Recent Previous Job: HR Coordinator

**Nesbitt, Barbara**

Title: Instructor  
Rate of Pay: \$21.38  
Start Date: 04/06/2016  
Highest Degree Earned: Master of Education  
Awarding Institution: Chapman University  
Most Recent Previous Job: Tutor

**Ong, Joe**

Title: Van Driver  
Rate of Pay: \$10.31  
Start Date: 05/12/2016  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Crime Scene Specialist

**Paredes, Jorge**

Title: IT Helpdesk Student Assistant  
Rate of Pay: \$8.05  
Start Date: 04/19/2016  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Poll Worker

**Regmi, Hem**

Title: Tutor 0  
 Rate of Pay: \$8.05  
 Start Date: 05/12/16  
 Highest Degree Earned: No Post-Secondary Degree  
 Awarding Institution: N/A  
 Most Recent Previous Job: N/A

**Seiler, Sarah**

Title: Tutor 0  
 Rate of Pay: \$8.05  
 Start Date: 03/22/2016  
 Highest Degree Earned: Bachelor of Arts, English Literature  
 Awarding Institution: College of William and Mary  
 Most Recent Previous Job: Book Seller

**Suhrwardy, Saba**

Title: Support Technician  
 Rate of Pay: \$14.61  
 Start Date: 05/12/2016  
 Highest Degree Earned: No Post-Secondary Degree  
 Awarding Institution: N/A  
 Most Recent Previous Job: Student Worker

**Ulrich, Mildred**

Title: Instructor  
 Rate of Pay: \$21.38  
 Start Date: 04/25/2016  
 Highest Degree Earned: Bachelor of Arts, German Studies  
 Awarding Institution: Geneva College  
 Most Recent Previous Job: Assistant Program Manager

**Acting Assignments:****Sermon, Ryan**

Effective: 05/02/16  
 From: Student Services Advanced Specialist  
 To: Acting Program Coordinator, Student Outreach and Recruitment

**Retirements:****Bishop, David R.**

Instructional Faculty  
 DC - Humanities  
 Start Date: 08/20/1997  
 End Date: 05/19/2016

**Dobyns, Susan D.**

Instructional Faculty

EC - Sociology

Start Date: 08/17/2002

End Date: 05/19/2016

**Ferguson, Scott N.**

Director

DO – Network Services Staff

Start Date: 01/21/2003

End Date: 06/30/2016

**Martin, William B.**

Instructional Faculty

EC - Mathematics

Start Date: 08/20/1984

End Date: 05/19/2016

**Separations:**

**Casares, Zerina**

Public Safety Dispatcher

DO – Public Safety Operations

End Date: 04/21/2016

**Contreras-Huerta, Diana L.**

Student Services Advanced Specialist

DV – Center for Training and Development

End Date: 03/29/2016

**Cruz, Suzanna B,**

Student Services Advanced Specialist

CC – Workforce and Business Development

End Date: 03/31/2016

**Finkelstein, Michael**

Assistant Vice Chancellor

DO – Foundation

End Date: 04/15/2016

**Jones, Hope E.**

Laboratory Specialist

WC - Nursing

End Date: 08/18/2016



# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### ACTION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 3.3

<b>Item Title</b>	<b>Contact Person</b>
Adjunct Faculty Appointments	Dr. Dolores Duran-Cerda Acting Provost (206-4999)

#### **Recommendation:**

The Chancellor recommends these individuals as certified adjunct faculty applicants. The Chancellor also recommends these individuals be approved for use as a pool of employees for current and future adjunct faculty assignments and as temporary non-credit instructors in areas for which they are qualified.

#### **Justification:**

The positions identified below are necessary for the College to deliver its programs and services. The individuals recommended for hire were selected following a competitive process unless noted otherwise.

The current rate of pay for adjunct faculty is \$800.00 per load hour.

**Name:** Allred, PSM, Bryce  
**Discipline(s):** Physics (Academic), Mathematics (Developmental)  
**Start Date:** 5/31/16  
**Education:** Bachelor of Science, Physics, Brigham Young University, Provo, Utah;  
Professional Science Masters, Physics, University of Arizona, Tucson, Arizona  
**Experience:** Over five years' experience teaching science and academia for the University of Arizona and previously for Brigham Young University.

**Name:** Anderson, Ryan C.  
**Discipline(s):** Business 220 (Academic Limited Exemption)  
**Start Date:** 03/22/16  
**Education:** Bachelor of Art, Philosophy, The Colorado College, Colorado Springs, Colorado  
**Experience:** Over seven years' experience as an Academic Director and General Education Department Chair for Brown Mackie College in Tucson, Arizona.

**Name:** Babaeian, Masoud  
**Discipline(s):** Physics (Academic)  
**Start Date:** 5/31/16  
**Education:** University of Shahrekord, Shahrekord, Iran; Master of Science, Physics, Southern Illinois University, Carbondale, IL  
**Experience:** Over four years of experience as a teaching assistant in the Physics department of two different colleges.

**Name: Burns, Maureen R.**

Discipline(s): Writing (Academic), Literature (Academic)

Start Date: 08/24/16

Education: Bachelor of Art, English, University of Colorado, Boulder, Colorado; Master of Art, English Literature – Creative Writing, University of Colorado, Boulder, Colorado

Experience: Over ten years of experience teaching English courses at the College level.

**Name: Graham, Darryl E.**

Discipline(s): History (Academic)

Start Date: 08/24/16

Education: Bachelor of Art, History, Queens College, Flushing, New York; Master of Arts, History, University of Wisconsin, Madison, Wisconsin; Master of Arts, Urban Studies, Long Island University, Brooklyn, New York

Experience: Over twenty-two years' experience teaching history courses as a full time faculty at Pima Community College.

**Name: Houle, Ilse**

Discipline(s): English as a Second Language (Developmental)

Start Date: 5/31/16

Education: Master of Arts Teaching, English as a Second Language, SIT Graduate Institute, Brattleboro, Vermont

Experience: Over thirty years' experience teaching English as a Second Language at overseas institutions and most recently for the University of Arizona.

**Name: Mulholland, Ph.D., Erin L.**

Discipline(s): Biology (Academic)

Start Date: 05/31/16

Education: Bachelor of Science, Cell and Developmental Biology; Master of Arts, Molecular, Cellular, &amp; Developmental Biology; Doctor of Philosophy, Marine Science, all degrees awarded by The University of California, Santa Barbara, California.

Experience: Over several years' experience teaching biology courses at the undergraduate-level, both lecture and lab formatted.

**Name: Tercero, Tanya**

Discipline(s): English as a Second Language (Developmental)

Start Date: 05/31/16

Education: Bachelor of Arts, University of Arizona, Tucson, Arizona; Master of Arts, English as a Second Language, University of Arizona, Tucson, Arizona

Experience: Over ten years' experience teaching English language acquisition for adults for Pima Community College and other institutions.

**Name: Weymann, Lynn**

Discipline(s): Nursing (Occupational); Health Care; Health Continuing Education; Medical Assistant; Nursing Assistant; Phlebotomy (Occupational)

Start Date: 02/24/16

Education: Advanced Certificate, Practical Nursing, Pima Community College, Tucson, Arizona; Associate of Applied Science, Nursing, University of the State of New York Regent's College, Albany, New York; Bachelor of Science, Nursing, Grand Canyon University, Phoenix, Arizona

Adjunct faculty Appointments  
Experience: Registered nurse for over eight years.

5/11/16

**Approvals**

Acting Provost \_\_\_\_\_ *Dolores Duran-Cerda*  
Dolores Duran-Cerda, Ph.D.

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.

**PimaCountyCommunityCollegeDistrict  
Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**INFORMATION ITEM**

**Meeting Date:** 5/11/16

**Item Number:** 3.4

<b>Item Title</b>	<b>Contact Person</b>
All College Council Minutes	Stella Perez Interim Vice Chancellor for Operations (206-4792)

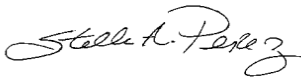
**Information:**

For your information, the Chancellor presents to the Board of Governors minutes of the All College Council meeting from the following date:

March 28, 2016

---

**Approvals**

Vice Chancellor \_\_\_\_\_  \_\_\_\_\_  
STELLA A. PEREZ, Ph.D.

(Continued)



**All College Council**  
Monday, March 28, 2016  
3:00pm-5:00pm  
District Office, B218

Minutes

**In Attendance:** Weston Stegall, Nick Meyers, Brian Stewart, Lorraine Morales, Mays Imad, Stella Perez, Carlo Buscemi, Skylar Webb, Bruce Moses, Paul Schwalbach, Nic Richmond

**Not in Attendance:** Lee Lambert, Jaime Calvao, Michael Tulino, Liz Pennington

**Guests:** Karrie Mitchell, Jacqie Allen, Libby Howell

**Note Taker:** Keri Hill

**1. Introductions**

**2. Agenda Modifications**

Items 7-9 were tabled until the next meeting to allow for Lorraine and Bruce's attendance at the study session. Lorraine will email the group and look for volunteers for the video.

Note: We need to look at the meeting day and time to avoid overlap with Study Sessions, as the BOG has requested additional sessions this year.

**3. Approval of Minutes of 02/22/16 Meeting**

There was no quorum at the meeting due to the absence of staff members. The minutes were electronically approved through Google Docs and there were no additions or corrections.

**4. Strategic Enrollment Management Plan (SEMP)**

Karrie began the discussion with a brief summary, including:

- Institutional profile
- HLC Criterion 4.C.
- New College vision, mission, values, core themes and objectives
- Impetus for SEMP and data analysis

There are three strategic initiatives in the SEMP. The initiatives have their own goals, mission KPIs, SEM KPIs, an owner, specific strategies, and data (target, comparison, results).

*Initiative 1: Establish a comprehensive and effective outreach and recruitment program that will capture all students within the enrollment funnel, identifying specific at-risk student populations and high return programs.*

- a. New admissions application will have 9 different applicant types to help determine student intent and to gain better data. Salesforce, Enrollment RX, and Marketo are all being used to support these efforts. The original implementation date was April, but the start has been delayed.
- b. Increased responsiveness will be key.

*Initiative 2: Improve student persistence and retention rates utilizing academic pathways data.*

- a. Mays asked about faculty involvement for this initiative. Karrie explained that faculty will have strong involvement.
- b. Brian noted that CTD already has a model in place that supports this initiative.

*Initiative 3: Support and increase student goal completion by offering Academic Pathways for every degree or certificate and developing systems to ensure continuous growth and improvement.*

- a. Improving student goal declaration will also improve data and reporting.
- b. Curriculum should align with industry credentials. Brian asked about advisory boards and how each operates differently depending on the industry; Karrie stated that they have not begun working on this yet, but they will.
- c. Lorraine noted that we need to look at course development - do new courses fit into a particular pathway, and will they help transfer students achieve their goals or will they just count as electives? Faculty and the College Curriculum Council will need to take this into consideration; this will help with advising. Lorraine stated that we need to look at how our pathways connect with four-year schools. Mays asked about tracking students that transfer to the UA and then do not complete their program there; Nic explained that we can track this data, and Karrie, Paul, and Nic have already begun discussing how to accomplish this and how we can reach out to these students.

## **5. Administrative Procedures**

The APs were approved electronically through Google forms. Seven ACC members responded to the survey; at least one representative from each area participated. The results are below:

- AP-8.08.01 - Firearms and Other Weapons  
Five approvals and one disapproval received. The disapproval noted the following comment from staff: "Format does not look like other APs. The timeline for the request process does not make sense. The request must be filed within 10 days of needing it. It has to go through three layers, then the Chief has 10 days to respond. I would approve if the time was clarified and if the format matched the other APs."
- AP-4.01.01 - Contracts & Purchasing  
Six approvals received, with the following note from the students: "After discussing this AP with students in the ICC meeting on 4/4/16, we don't have any comments to add."
- AP-5.10.03 - Complaint Procedure for Students with Disabilities  
Seven approvals received without comment.

## **6. Key Performance Indicators**

Nic began by discussing the process to review the mission of the College, which began in October 2014. The mission was approved at the end of 2015, and we are now looking at the Key Performance Indicators to measure ourselves within the newly developed framework. KPI development began last year, and IRPE has been gathering input from all of the

different groups. At the Future's Conference on 03/29/16, this work will be reviewed and discussed.

All mission fulfillment documents are posted online. Student success was a central theme during the development process. Nic described the Voluntary Framework of Accountability (VFA) and how it will be used as a system for measurement for PCC's KPIs. The purpose of this system is to give a clear picture of how the College is doing - areas of success and areas for improvement will be found, and we can use this to understand where we are and move forward.

Implementation of the VFA at PCC will include full and part-time students, graduation rates, retention, etc. The VFA can give us comparison data from other VFA schools and also assist us with setting targets to meet.

Carlo asked a question about hiring rates of graduates; we used to have a data-sharing agreement to aggregate and compare data. There are strict guidelines as to who can access the data through the new agreement - it can be the BOG members or the Chancellor. PCC is also looking at other companies that can provide this data to the College.

Infrastructure is being put into place to better warehouse data, and there will be significant training to assist staff in understanding how to utilize the data.

**7. ACC Video**

Held for next meeting.

**8. ACC Evaluation**

Held for next meeting.

**9. HLC Update**

Held for next meeting.

**10. Updates**

a. Students

i. Affordable textbook update

1. The next meeting is 03/31/16 at 1:30pm at DO, and students will be meeting soon with the CDACs. The survey was up for almost two months and there were 349 responses from students. They are looking at the book prices and program expenses that the respondents were most concerned about and will prioritize based on that; this will be a multiyear plan.

ii. Developmental education

1. Courses have been changed. Stella and Paul are working on some ways to reach out to students after they assess to help them continue with the modality that best suits their needs.

iii. Cafeteria

1. Still identified as an area of student concern. A few campuses have completed a survey. Stella asked about food trucks, but Nick

and Weston explained that they are not the best fit for PCC students.

2. Brian suggested that the students form a group modeled after the textbook task force and begin looking at long term strategies and initiatives. Skylar noted that the faculty also have an issue with this; Brian suggested that the students and faculty team up on this issue, and also gain feedback from staff.
- iv. ICC will be holding elections in the next few weeks.
- b. Faculty
  - i. Internal Audit of Campus Safety
    1. Carlo discussed the safety at campuses. Adjunct faculty are concerned about safety - there are no safety measures posted in the classrooms to provide instructions and guidelines. He also noted that some adjunct faculty are afraid to raise these issues with their administrators. There are emergency preparedness workshops that can be attended or viewed online. Brian also suggested bringing the chief in to talk to the ACC. Weston asked about requiring students to attend a safety training, and Nick suggested placing an item on the syllabus regarding safety and asking faculty to say something on the first day of class.
  - ii. Department Chair Reorganization
    1. Skylar spoke about the reorganization. Faculty Senate voted that they would like to pause the process of providing input on the department chair reorganization. They feel that the process is moving too fast. It was noted that the reorg could move forward without their input.
    2. Brian noted that the deans are about to be reorganized; this will take a year of adjustment for each dean to learn their positions and get settled into the new system. This will further delay the department chair reorganization as we figure out what is needed, funding structures, and other mechanisms.
- c. Staff
  - i. No staff present to provide an update.
- d. Administrators
  - i. Brian reaffirmed that the dean reorganization is underway.
  - ii. AP for Prior Learning will be coming up at the next meeting.

## **11. Open Forum**

There were no items.

Meeting adjourned at 4:38pm.

Next Meeting:

Monday, April 25, 2016 - District Office, B218

# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### INFORMATION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 3.5

Item Title	Contact Person
Unclassified Pay Rates for Temporary Employment – Access Assistant	Daniel Berryman Vice Chancellor for Human Resources (206-4586)

#### Information:

The Chancellor submits the following information regarding updates to the Unclassified Pay Rates for Temporary Employment to establish the two-level Access Assistant position to replace the Auxiliary Aide position in Access and Disability Resources.

The current Auxiliary Aide is entry-level work and assists disabled students. The current pay rate is \$8.05 per hour. The needs of the College's disabled student population have become more sophisticated, requiring assistants with a higher degree of skill and knowledge to better assist our students.

A comprehensive study of internal equity and external competitiveness has been completed and approved by the appropriate administrators.

Access Assistant - Access and Disability Resources		
Title	Rate Per Hour	Description
Access Assistant 1	\$9.50	<ul style="list-style-type: none"><li>• Create tactile models of diagrams in an accessible format during lecture.</li><li>• Assist with object manipulation (Ex: moving items, performing step-by-step directions for experiments).</li><li>• Verbally describe graphics or pictures used in the classroom.</li><li>• Read and scribe exams.</li><li>• Facilitate computer access for students who cannot operate a mouse.</li><li>• Re-type classroom notes for access.</li></ul> Job Requirement: A 12th grade reading level or completion of REA 112 or 2 successful semesters of college coursework.

<p>Access Assistant 2</p>	<p>\$11.00</p>	<ul style="list-style-type: none"> <li>• Create 3-D models and tactile diagrams that require an understanding of higher level STEM concepts during lecture.</li> <li>• Create accessible copy of board work provided to student in real time using computer generated math type or raised line drawings to enable the student to comprehend and complete STEM in-class exercises.</li> <li>• Create notes and accessible graphics for homework and classroom access using specialized software and hardware such as math type and Pictures in a Flash (PIAF).</li> <li>• Assist with object manipulation (Ex: moving items, performing step-by-step directions for experiments)</li> <li>• Verbally describe graphics or pictures used in the classroom.</li> <li>• Read and scribe exams using language and STEM vocabulary and symbols.</li> <li>• Facilitate computer access for students who cannot operate a mouse.</li> <li>• Tracking or updating database information or records.</li> <li>• Provide tutorial and/or research assistance, computer lab assistance.</li> <li>• ASR office support assistance.</li> <li>• Provide information to students regarding college schedules, policies, procedures.</li> </ul> <p>Job Requirements: A 12th grade reading level or completion of REA 112 or 2 successful semesters of college coursework. 200 level coursework in STEM or foreign languages.</p>
-------------------------------	----------------	--

**Financial Consideration:**

Currently, there are four Auxiliary Aides in the temporary pool for FY2016. Based on the budgeted salary encumbrance for Fiscal Year 2015/2016, the estimated annual cost increase is \$1,900 based on hours worked.

---

**Approvals**

Contact Person   
Daniel Berryman

Chancellor \_\_\_\_\_  
Lee D. Lambert

# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### INFORMATION ITEM

**Date:** 5/11/16

**Item Number:** 3.6

Item Title	Contact Person
Contract: Engineers Selection for Multi-term Open-Ended Contracts	William R. Ward, II Vice Chancellor for Facilities (206-2610)

#### **Information:**

The Chancellor informs the Board of Governors of the selection regarding engineering firms to provide civil, electrical, geotechnical, mechanical, and structural engineering services for College construction projects.

The College uses consulting engineers to provide drawings, plans, specifications, estimates and construction observation for College construction projects that require electrical, mechanical, civil, structural, and geotechnical engineering. Because capital outlay projects have short timelines for completion, it is not practical to conduct an engineering selection process for each capital project.

Arizona Revised Statute 41-2578 directs the selection process for engineers to be based on qualifications. The Purchasing department issued a Request for Proposals (RFP) for Multi-Term, Multi-Requirement Engineering Services to assist the College for one-year terms with the potential to be extended for four additional one-year terms. Each engineering firm may be asked to assist with more than one project. The College will have no obligation to extend the term, or to assign any projects to any of these firms.

The College received proposals from twenty-nine (29) engineering firms. A College committee screened the proposals using a structured evaluation form and open discussion. The committee subsequently selected twelve (12) firms based on criteria established by the committee, including: firm experience, project engineering teams, project cost history, quality control, schedule control, assumptions and owner responsibilities, firm size and work load, contract services, and references.

(Continued)

The twelve (12) firms selected are:

- Kimly Horn & Associates
- Psomas
- GLHN Architects and Engineers, Inc.
- M3 Engineering
- Spectrum Engineers
- KC Mechanical Engineering
- HEA
- Palmer Engineers
- Schneider Structural Engineers
- Terracon Consultants, Inc.
- Western Technologies, Inc.
- Ninyo and Moore Engineering

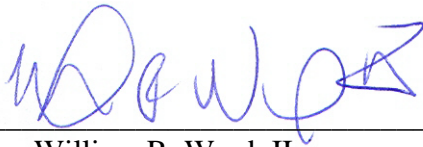
**College Plan Initiative:**

Initiative 5 – Improve the Use of Physical Assets

---

**Approvals**

Contact Person \_\_\_\_\_



William R. Ward, II

Chancellor \_\_\_\_\_

Lee Lambert



**PimaCountyCommunityCollegeDistrict  
Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**INFORMATION ITEM**

**Meeting Date: 5/11/16**

**Item Number: 3.7**

<b>Item Title</b>	<b>Contact Person</b>
Plan for Revision of Procurement Process	Mark Dworschak Director for Contracts, Risk Mgmt. & Operational Improvements (206-4759)

This represents a place holder for the Plan for Revision of Procurement Process Board Report that will be finalized and submitted to the Chancellor's office by May 11, 2016.

---

**Approvals**

Contact Person \_\_\_\_\_  
Lee D. Lambert, J.D.

# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### ACTION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 4.1

<b>Item Title</b>	<b>Contact Person</b>
Consent Agenda	Chancellor's Office (206-4747)

#### **Recommendation:**

The Chancellor recommends to the Board that the following items be considered as Consent Agenda Items.

- (1) Approval of Minutes of the following meetings:
  - A. Study Session of April 13, 2016
  - B. Special Meeting to conduct Executive Session on April 13, 2016
- (2) Non-substantive Changes to Board Policies
- (3) 2014-2017 Strategic Plan Key Performance Indicators

---

#### **Approval**

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.

**PimaCountyCommunityCollegeDistrict**

**Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**ACTION ITEM**

**Meeting Date:** 5/11/16

**Item Number:** 4.1(1) B

<b>Item Title</b>	<b>Contact Person</b>
Unapproved Minutes of the Special Meeting of April 13, 2016	Chancellor's Office (206-4747)

**Recommendation:**

The unapproved Minutes of the Special Meeting of April 13, 2016 are submitted for approval.

---

**Approval**

Chancellor \_\_\_\_\_

Lee D. Lambert, J.D.

## **PIMA COUNTY COMMUNITY COLLEGE DISTRICT**

A Study Session of the Pima County Community College District Governing Board was held on Wednesday, April 13, 2016 at 3:00 p.m. in the Community Board Room, C-105, at the District Office, 4905 E. Broadway Blvd., Tucson, AZ 85709-1005.

### **Persons in Attendance**

#### **Board Members:**

Mark Hanna, Chair  
Martha Durkin, Secretary/Vice Chair  
Demion Clinco  
Sylvia Lee  
Scott Stewart

#### **General Counsel**

Jeffrey Silvyn

#### **Recording Secretary**

Andrea Gauna

#### **Administration**

Lee Lambert, Chancellor

#### 1. Call to Order

Board Chair Mark Hanna called the meeting to order at 3:00 pm.

#### 2. Key Performance Indicators

Nic Richmond, Assistant Vice Chancellor for Planning and Institutional Research reported on Mission Key Performance Indicators. Ms. Richmond provided an introduction to Pima Community College's (PCC) development of key performance indicators and monitoring its progress against the mission fulfillment framework. She talked about the subgroups and operational data that will be released within the system for employees to see how their work aligns with the mission. The system supports an evidence-based culture with a focus on improvement. Ms. Richmond noted the discussions of KPIs with college session in December 2015 and February 2016, she also reported discussions with Faculty Senate, All College Council, Staff Council, the Executive Leadership Team, and finally at the 2016 Futures Conference which included internal and external stakeholders.

Ms. Richmond asked for input from the Board members to draft the final recommendations for the Board's consideration. This will be a starting point of continuous improvement for the College. The Board's input at this study session will be noted and a final draft of the KPIs will be submitted to the Board before tonight's Board of Governors meeting and be available on the PCC website before the BOG meeting.

There are 7 core themes to review, they include: student success, access, teaching and program excellence, student services, community engagement, diversity, inclusion and global

education, and institutional effectiveness. Here are the additions and changes made to the Mission Key Performance Indicators:

#### Student Success

The Board members made no changes to the student success portion of the KPIs.

Board member Stewart noted that he would like the Board members to have a simulation of the application process which will take them from applying to stating their goals, The Board members would like to walk through the application process as well.

Board member Lee would like to take a look at the Voluntary Framework of Accountability information and would like Nic Richmond to send them a link.

Ms. Richmond reported on the process they used to integrate the feedback gathered from the many discussions with committees and the Futures Conference

Board member suggestions included:

#### Access

- Collection of information to identify a pipeline for HSE completers and a way of evaluating students to find out if we are meeting their needs when it comes to class days/times/modalities.
- Engage with high schools to find out where their students are going after graduation or leaving high school.
- Develop a means to find out how well the College is engaging with potential students who are not recent high school graduates to include, older students, high school drop-outs, working adults and life-long learners.

The Board members would like to see a more simplified enrollment process and would like a way to find out what students think of our application process. Ms. Richmond suggested a survey to go out to students who have gone through the application process and get their feedback for future improvements. The Board members also suggested the collection of information to identify patterns of student loss within the pathway; where in the pipeline we are losing students and what the reasons are. Ms. Richmond stated that it's difficult to do at this time but the outreach team will add it as a planned future improvement as data becomes available.

#### Teaching and Program Excellence

- Ensure the KPIs include discipline to discipline connections between PCC and the state universities.
- Include peer evaluations of faculty.
- Add a KPI related to professional development/continuing education for adjunct faculty.
- Link from this Core Theme to the employee diversity KPI, specifically for faculty.
- Develop a KPI on year-to-year retention of faculty (with a discussion led by Human Resources on the potential need for a plan to retain faculty).

The Board members suggested the need for teaching demos when hiring adjunct faculty. The Provost office will take the lead on this.

#### Student Success

- Evaluate ways to report on mandatory professional development for employees, for example, the number of professional development hours or courses.

The Board members would like the review of micro-date from CCSSEE (disaggregation for specific demographic populations, e.g. first-generation) and an evaluation of the establishment of a rewards system for excellence in student services.

#### Community Engagement

- Add the number of partnership, subject to the development of a way to gather the information centrally. This will include surveying faculty and staff on how they are engaged with the community.

The Board members noted that a KPI on the number of contracts is not necessarily meaningful but it serves as a starting point for the system on the understanding that improvements will follow over the next few years.

#### Diversity, Inclusion and Global Education

- Assess the feasibility of gathering and report on LGBTQ student and employee populations.

#### Institutional Effectiveness

- Develop a KPI to report on the number of audits and the findings of those audits.
- Institutional Research, Planning and Effectiveness will discuss, with the Executive Vice Chancellor of Finance and Administration, the information used in the March 2016 budget presentation to determine data to include as a KPI in this area. This may include the use of tax levy information and a comparison of PCC tuition with the other in-state community colleges.

Ms. Richmond has asked the Board for a time loan, within the next year, to rollout the different indicators and the planned improvement indicators. The Board has asked for a timeline for the next phase of rollouts.

### 3. Future Study Session Scheduling Revision

The Board members discussed changes to the 2016 Study Session schedule. The Board decided on the following changes to the study session schedule for 2016 up to July 2016:

Monday, May 2, 2016                      DO C105              4:00-6:00 p.m.  
Meet and Confer Presentations (Employee Groups)-Dan Berryman

Wednesday, May 11, 2016              DO C105              1:00-3:00 p.m.  
Transparency Audit Results-Lori Cox  
HLC Workgroup Updates-Bruce Moses

Tuesday, May 31, 2016                      DO C105              4:00-6:00 p.m.  
Educational and Facilities Master Plan-Bill Ward

Wednesday, June 8, 2016      DO C105      1:00-3:00 p.m.  
Educational and Facilities Master Plan-Bill Ward

Chancellor Lambert suggested scheduling a study session, at a later time, for the Ellucian assessment of IT.

The Board will decide on other changes to the 2016 Study Session Schedule at future date.

Adjournment

The meeting adjourned at 4:32 p.m.

---

Secretary

---

Date

**PimaCountyCommunityCollegeDistrict**

**Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**ACTION ITEM**

**Meeting Date:** 5/11/16

**Item Number:** 4.1(1) C

<b>Item Title</b>	<b>Contact Person</b>
Unapproved Minutes of the Special Meeting to conduct Executive Session on April 13, 2016	Chancellor's Office (206-4747)

**Recommendation:**

The unapproved Minutes of the Special Meeting to conduct Executive Session on April 13, 2016 are submitted for approval.

---

**Approval**

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.



**PIMA COUNTY COMMUNITY COLLEGE DISTRICT**  
**GOVERNING BOARD MEETING MINUTES**  
**April 13, 2016**

A Special Meeting of the Pima County Community College District Governing Board was held to go into Executive Session on Wednesday, April 13, 2016 at 4:00 p.m., in the Board Conference Room, Room C-228, District Office, 4905 E. Broadway Blvd., Tucson, AZ 85709-1010.

**Persons in Attendance**

**Board Members**

Mark Hanna, Chair  
Martha Durkin  
Demion Clinco  
Sylvia Lee  
Scott Stewart

**General Counsel**

Jeffrey Silvyn

**Recording Secretary**

Andrea Gauna

**Administration/Staff**

Lee Lambert

**Call to Order**

Mark Hanna called the meeting to order at 4:42 p.m.

**Motion for Executive Session**

**Motion No. 201604-01**

Scott Stewar-M; Sylvia Lee-S; to conduct Executive Sessions pursuant to A.R.S. § 38-431.03(A)(1) (discussion and consideration of personnel issues, concerning the Chancellor's employment and assignment. A.R.S. § 38-431.03(A)(3) (legal advice). A.R.S. § 38-431.01(A)(4) (consultation and legal advice) and A.R.S. § 38-431.01(A)(5) (meet and confer).

Vote: All Board members present voted "aye" by voice vote. None were opposed.  
Motion carried.

Recess into Executive Sessions

The Board recessed into the above referenced Executive Sessions at 4:43 p.m.

Resumption of Open Session

The Board resumed Open Session at 5:27 p.m.

Recess into Executive Sessions

The meeting reconvened after the Board of Governors Meeting at 8:02 p.m.

Adjournment

The meeting adjourned at 9:28 p.m.

---

Secretary

---

Date





# Pima County Community College District Board Policy

<i>Board Policy Title:</i>	<b>Policy Transition Period 2015- <del>2016</del> <a href="#">2017</a></b>
<i>Board Policy Number:</i>	BP 1.03
<i>Adoption Date:</i>	2/4/15
<i>Schedule for Review &amp; Update:</i>	
<i>Review Date(s):</i>	9/3/14
<i>Revision Date(s):</i>	<a href="#">4/18/16</a>
<i>Sponsoring Unit/Department:</i>	Board of Governors
<i>Motion Number:</i>	201502-05
<i>Legal Reference:</i>	
<i>Cross Reference:</i>	

During 2014, the Board of Governors undertook a review, revision and reorganization of all policies. The purpose of this Board Policy is to establish the timeline for the transition from the structure in effect during Fall 2014, consisting of Board Policies (BPs), Regulations (RGs) and Standard Practice Guides (SPGs), to the revised structure, consisting of Board Policies and Administrative Procedures (APs).

## Timeline

December 31, 2014

- All Board Policies will be reviewed and transition to the revised numbering system.

January 2015 through June ~~2016~~ [2017](#)

- All Regulations and Standard Practice Guides will be reviewed and revised by the responsible unit. RGs and SPGs will be replaced by Administrative Procedures.

- During this time, RGs and SPGs will retain the numbering system in effect during Fall 2014, but will be cross walked to the revised numbering system for BPs.

June 30, ~~2016~~ 2017

- All RGs and SPGs which have not been reviewed and transitioned to APs will be eliminated.

June 30, ~~2016~~ 2017

- This Board Policy will sunset on June 30, ~~2016~~ 2017 and will no longer be in effect.



# Pima County Community College District Board Policy

<i>Board Policy Title:</i>	<b>Delegation of Authority to the Chancellor</b>
<i>Board Policy Number:</i>	BP 1.05
<i>Adoption Date:</i>	4/16/14
<i>Schedule for Review &amp; Update:</i>	Every three years
<i>Review Date(s):</i>	<a href="#">5/4/16</a>
<i>Revision Date(s):</i>	4/11/14, <a href="#">5/4/16</a>
<i>Sponsoring Unit/Department:</i>	Board of Governors/Chancellor
<i>Motion Number:</i>	201404-03
<i>Legal Reference:</i>	ARS § 15-1444 through 15-1445
<i>Cross Reference:</i>	

The Chancellor serves as the Chief ~~Executive Officer~~ [Administrator](#) of Pima Community College, reporting directly to the Board of Governors. On [an](#) annual basis, the Board, in consultation with the Chancellor, will define the goals for the Chancellor and evaluate the Chancellor's performance, including the progress in achieving the goals.

## **SECTION 1. The Chancellor's Role:**

The Board of Governors defines the role of the Chancellor as follows:

- A. Serves as primary link between the Board and the College's day-to-day operations.
- B. Provides information to the Board that is timely, accurate and clear about key issues that impact the College.
- C. Leads the development and execution of short and long term plans of the College.

- D. Provides leadership to the College through academic and resource management, community involvement, fiscal management, relationship building, and strategic planning.
- E. Oversees day-to-day operations of the College.
- F. Serves as the primary spokesperson for the College to students, employees, government authorities, and the public.

## SECTION 2. Powers and Duties of the Chancellor:

The Board delegates to the Chancellor the responsibility to implement and administer the policies governing the College, subject to limitations set in this policy and in Arizona law.

- A. The Chancellor shall design, implement, and evaluate an organizational structure for the College.
- B. The Chancellor shall ensure that the Board receives information that is sufficiently thorough and timely so that the Board may carry out its legal and oversight duties.
- C. The Chancellor is authorized, to the extent permitted by law, to conduct the following on behalf of the College:
  1. Execute ~~all~~ contracts on behalf of the College up to \$100,000 related to goods or services or to the lease of real property; execute other forms of agreement related to real property, except purchase, sale or permanent encumbrances. The authority to execute contracts does not include; exclusive of employment contracts; or intergovernmental agreements; or contracts with architects and bank depositories, ~~and agreements for purchase and sale of real property;~~
  - ~~2. Review and sign as lessor all leases of District-owned real property and as lessee all leases of non-owned property, not to exceed an annual rent of \$100,000; and~~
  - 3.2 Dispose of equipment, personal property, and supplies which become surplus to the requirements of the District and which either (a) do not exceed a total item value of \$100,000 original cost, or (b) result from a Board-approved capital project, using a process that promotes the best return of value for the College.

43. Apply for external funds provided the purposes of such funds are in keeping with College goals and objectives and that financial requirements can be met.
- D. The Chancellor is authorized to adopt such administrative procedures, make all decisions, and take all actions as needed to implement the policies adopted by the Board, to achieve the goals set by the Board, and to ensure financial and operational integrity and College compliance with all applicable local, state, and federal laws. In every case, the standard for compliance shall be a reasonable interpretation of the Board Policies by the Chancellor.
- E. The Chancellor is authorized to delegate any powers and duties entrusted by the Board to the appropriate member of [the](#) College administration. While the Chancellor may delegate to others, the Chancellor remains ultimately responsible to the Board.
- F. The Chancellor shall ensure that all Board Policies are reviewed and updated at least every three years, or sooner when necessary.

### **SECTION 3. The Chancellor's Limitations:**

As the Chief ~~Executive Office~~ [Administrator](#) of the College, the Chancellor shall not cause, create, or allow any decision, activity, practice, or circumstances involving College personnel, students, or resources that are unlawful, imprudent, unsafe, unethical, or in violation of generally-accepted business, professional, and higher-education standards and practices.

### **SECTION 4. Monitoring the Chancellor's Performance:**

The Board shall conduct a formal evaluation of the Chancellor on [an](#) annual basis for the performance during the previous twelve months. In addition to any method of evaluation it may select, the Board shall consider the following:

1. Input from the Chancellor; and
2. Input from the College employees, students, and members of the public.



# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### ACTION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 4.1 (3)

Item Title	Contact Person
2014-2017 Strategic Plan Key Performance Indicators	Dr. Dolores Duran-Cerda, Acting Vice Chancellor and Provost (206-4999)

#### **Recommendation:**

The Chancellor recommends that the Board of Governors approve the recommendations on key performance indicators to be embedded in the 2014-2017 Strategic Plan.

#### **Justification:**

The 2014-2017 Strategic Plan, which includes six strategic directions and associated strategic goals, went into effect on July 1, 2014. Key performance indicators were not included in the plan when it was first adopted. At the time it was approved, PCC was developing a process through which it would carry out a comprehensive review of the mission of the institution and identify key performance indicators through which the progress of the College could be monitored. That review was completed in April 2016 and the College has a new mission fulfillment framework.

The Strategic Planning Committee (SPC) met in late April and early May to review the mission fulfillment framework and the strategic plan to ensure alignment between the two and discuss any needed revisions. As there is one year left on the plan, no changes to the directions or goals are recommended as emerging needs and priorities can be evaluated through the 2016-2017 planning cycle and incorporated into the next strategic plan. However, it is recommended that the College adopts key performance indicators for the strategic plan to more clearly monitor progress and continue the College's move to a more evidence-based system. Where possible, the indicators have been drawn from the mission fulfillment framework, to support alignment between the strategic plan and the mission of the institution.

#### **Financial Considerations:**

There are no financial impacts related to the adoption of key performance indicators for the strategic plan.

---

#### **Approvals**

Contact Person *Dolores Duran-Cerda*  
Dolores Durán-Cerda, Ph.D.

Chancellor Lee Lambert, J.D.

**PimaCountyCommunityCollegeDistrict**  
**Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

## ACTION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 4.2 (1)

Item Title	Contact Person
Fiscal Year 2017 Proposed Budget	Dr. David Bea Executive Vice Chancellor for Finance and Administration (206-4519)

**Recommendation:**

The Chancellor recommends that the Board of Governors approve the fiscal year 2017 proposed budget to be published in the *Arizona Daily Star* on May 23, and May 31, 2016 according to statutory requirements; and to conduct a public hearing and a special board meeting on June 8, 2016 for the purpose of adopting the budget and setting property tax rates and levies. Specifically, the Chancellor recommends a proposed budget that includes a 1 percent increase to the primary tax levy. A comprehensive budget presentation will be provided at the May meeting.

**Justification:**

The proposed fiscal year 2017 budget is being presented for consideration by the Board of Governors. The process for review and adoption of the District budget is fixed in several sections of State law and is intended to facilitate the public review of all budgets that affect the county taxpayers. *A.R.S. §15-1461* and *A.R.S. §15-1461.01* provide the guidelines each district must follow in terms of the development and public dissemination of its annual budget.

The “Fiscal Year 2017 Proposed Budget” document, to be presented May 11, 2016, will summarize estimated sources of funds and expenditures of funds for the entire District budget. Individual line items may change as the details are finalized by College administration. By approving the proposed budget for publication, the Board establishes maximum revenue and expenditure amounts and enables the District’s primary and secondary property tax levies to become fixed for taxpayer review. The administration is requesting that the Board approve the proposed budget for publication to meet statutory requirements and approve the following activities:

- May 23 Publish the proposed budget, first public notice of the public hearing and special board meeting, and first Truth in Taxation notice (if required) in the *Arizona Daily Star*.
- May 31 Publish the proposed budget, the second public notice of the public hearing and special board meeting, and second Truth in Taxation notice (if required) in the *Arizona Daily Star*.

(Continued)

- June 8 Conduct a public hearing on the proposed budget, property tax levies, and tax rates and, immediately following the public hearing, conduct a special board meeting for the purpose of adopting the budget, property tax levies, and property tax rates.
- June 10 Transmit the result of the Board of Governors' vote, a statement of publication, and copy of the Truth in Taxation notice (if required), to the Property Tax Oversight Commission.

The proposed fiscal year 2017 budget is based on a series of Board communications and actions that have occurred during the 2016 fiscal year. These include: numerous budget planning presentations discussed in study sessions that have occurred in December 2015, February, and March 2016; approving a tuition increase in March; and approving various contracts and grant proposals. The Board of Governor's Finance and Audit Committee has also discussed fiscal year 2017 budget parameters at meetings in March and April 2016 and has made recommendations to the Board of Governors at the Board's regular meetings in March and May 2016.

In terms of revenue, the proposed fiscal year 2017 budget includes: a \$2.0 million increase in property tax revenue due to growth/new property added to the tax roll. If the Board of Governor's approves the maximum primary property tax levy increase permitted by Arizona Revised Statutes of 2.0 percent, revenues will increase an additional \$2.1 million. A primary property tax levy increase of 1.0 percent will instead increase revenues an additional \$1.1 million. A reduced property tax rate will help Pima County with the fiscal challenges presented in its proposed fiscal year 2017 budget. If either of these additional property tax levy scenarios is approved, the funds will be used to support capital projects for fiscal year 2017, and will enable the College to implement the initial elements of the educational and facilities master plans that are currently being shaped. A funding contingency will be included as part of the fiscal year 2017 budget.

Changes to in-state and out-of-state tuition approved in March 2016 are budgeted to generate a decrease in revenue of about \$0.7 million. Tuition changes for academic year 2017 include a \$3.00 increase to in-state resident tuition along with a new Life-Long Learner tuition discount, and a tuition cap at 15 credit hours. In order to ensure that we are competitive with peer institutions we are also implementing decreases to out-of-state non-resident tuition rates. Even with this \$3.00 in-state resident tuition increase, the College has the 2<sup>nd</sup> lowest in-state resident tuition rate among Arizona community colleges for fiscal year 2017.

There are numerous mandatory expenditure increases that have been incorporated into the fiscal year 2017 budget including an overall increase in employee health insurance costs of approximately \$1.0 million from changes in medical and pharmaceutical contract costs. Utilities and contractual services, and athletics expenses are expected to increase another \$1.1 million. In order to offset these costs, the budget also includes reductions in operations of approximately \$2.3 million. The majority of these reductions will be the result of the continued reorganization and reduction of positions. The College plans to eliminate a number of positions that have been held vacant for the purpose of significant cost reductions in the upcoming budget.

The fiscal year 2017 capital project budget was approved by the Board of Governor's at their April 2016 regular meeting. In light of budgetary challenges, all fiscal year 2017 proposed capital projects were deemed critical in importance to meet College needs and objectives. Due to

expenditure limitation and budget constraints, the College plans to explore using capital lease financing for some of the fiscal year 2017 capital projects.

**Financial Considerations:**

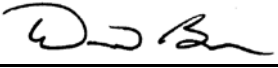
Proposed fiscal year 2017 budget information will be presented in detail at this May 11, 2016 Board of Governors meeting. At the Board of Governors meeting scheduled for June 8, 2016, the fiscal year 2017 budget is scheduled to be adopted and the College's fiscal year 2017 property tax rates and levies are scheduled to be approved. Overall, the proposed fiscal year 2017 budget is a significant reduction compared to the current year budget.

**Strategic Plan:**

The entire Strategic Plan is supported by this action item.

---

**Approvals**

Contact Person   
David Bea, Ph.D.

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.

# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### ACTION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 4.2 (2)

<b>Item Title</b>	<b>Contact Person</b>
Contract: Gordley Group - Marketing and Advertising Services for FY17	Stella A. Perez Interim Vice Chancellor for Operations (206-4792)

#### **Recommendation:**

The Chancellor recommends that the Board of Governors approve a one year extension of the contract with Gordley Group for the purchase of Marketing and Advertising Services. The total contract costs are not expected to exceed \$400,000 for Fiscal Year 2016-2017.

#### **Justification:**

In June 2013, the Board of Governors awarded a contract to Gordley Group for Marketing and Advertising Services for Fiscal Year 2013-2014, with the option to renew for four additional one-year terms. This contract has been renewed for each of the subsequent years as the College's marketing strategies evolve. Marketing and Advertising Services reached a peak award of \$684,700 for Fiscal Year 2014-2015. The budget was reduced to \$490,000 in Fiscal Year 2015-2016 as existing staff in Marketing & Communications and PCCTV enhanced their collaboration with Gordley Group to produce content and develop marketing plans.

<b>Contract Year</b>	<b>Contract Amount</b>
2013-2014	\$200,000
2014-2015	\$684,700
2015-2016	\$490,000
2016-2017	\$400,000

For Fiscal Year 2016-2017, \$400,000 is requested. PCC staff will continue to collaborate with Gordley Group and the College community regarding audience, message, and media mix and will work with campuses to determine programs to be featured in marketing campaigns. Gordley Group leverages its buying power as an advertising agency to secure competitively priced advertising; approximately 70 percent of the \$400,000 will be used to purchase advertising in a variety of media outlets. Moreover, it averages an additional 15-20 percent of the total cost of media purchased in free advertising, providing further value to the College.

Gordley Group is a well-respected Tucson company that has won local and national awards for College-related advertising. Most recently, it received a Gold Award from the National Council of Marketing and Public Relations for its Fall 2015 Recruitment Ad series. It has been a nimble, responsive partner as the College embarks on new FTSE-generating initiatives in the fast-changing, technologically advanced world of digital marketing.



# PimaCountyCommunityCollegeDistrict

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

### ACTION ITEM

**Meeting Date:** 5/11/16

**Item Number:** 4.2 (3)

Item Title	Contact Person
Contract: Student Management System	Dolores Duran-Cerda Acting Executive Vice Chancellor and Provost (206-4723)

#### **Recommendation:**

The Chancellor recommends that the Board of Governors approve the purchase of two student management modules from Hobsons: Starfish Early Alert and Starfish Connect. The projected first year cost is \$147,000. Years two and three of the 3-year license agreement would be \$139,000 and \$137,000 respectively. This includes a yearly \$3,000 fee for a data exporter.

#### **Justification:**

The need - The College has identified improvement of successful student outcomes, including completion rates, as a high priority. To move students to completion, the College needs to provide proactive support services after the first communication and through the first year experience. These support services require clear and coherent communication between the student, support staff, and faculty.

The recommended solution - Hobsons Starfish software system, the Connect and Early Alert modules, provides the College with the tools required to engage students in a meaningful way. The product focuses on wrap around services with a student centered philosophy, allowing for an assigned advising model to maximize communication with students. For instance, Starfish allows tracking and analysis of student data that can indicate challenges and alert advising staff to contact a student regarding available support services. The product also provides faculty opportunities to both congratulate students on effort, called kudos, and also alert support staff of potential challenges.

The selection process - The College selected Hobsons as the vendor of choice following an RFP process. The College received 5 proposals and invited 2 to make in-person presentations. A team representing advising, counseling, faculty, IT and administration evaluated the proposals and the presentations, recommending Hobsons. The final contract terms were negotiated through Purchasing and reviewed by College legal counsel.

Assessment and improvement - The system will be evaluated by functional and technical staff and administration, and students during and after each semester. The evaluations will target improving implementation and maximizing use of the software. Hobsons provides both technical and functional support throughout the length of the 3-year agreement.

(Continued)





**PimaCountyCommunityCollegeDistrict**

**Board of Governors**

4905C East Broadway/Tucson, Arizona 85709-1010

**ACTION ITEM**

**Meeting Date:** 5/11/16

**Item Number:** 4.2 (4)

Item Title	Contact Person
Personnel Policy Statement Faculty, 2016/2017 Fiscal Year	Dan Berryman Vice Chancellor for Human Resources (206-4586)

**Recommendation:**

The Chancellor recommends that the Board of Governors approve the attached changes to the Personnel Policy Statement for Non-Exempt Staff, Exempt Staff and Faculty.

**Justification:**

Board Policy 1.25 (Meet and Confer with Employee Representatives) permits individual employees and employee groups to participate in a formally structured meet and confer process to assist in making its decisions regarding compensation, benefits and terms and conditions of employment.

In the 2016 meet and confer process, Proposals concerning Meet and Confer for the Classified Exempt, Classified Non-Exempt and Faculty employee groups have been provided to the members of the Board of Governors. Upon conclusion of the Meet and Confer process, language changes are to be brought forward to the Governing Board for approval.

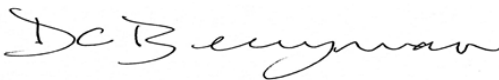
The attachments summarize the proposed changes. The effective date of these changes will be July 1, 2016.

**Financial Considerations:**

There are no additional financial considerations.

---

**Approvals**

Contact Person  \_\_\_\_\_  
D.C. Berryman

Chancellor \_\_\_\_\_  
Lee D. Lambert, J.D.

(Continued)

**Personnel Policy Statement for Faculty  
Proposed Changes for 2015/2016**

All policy statements will be re-lettered or renumbered as necessary to incorporate approved changes. Minor wording, editorial, titling, calendar/fiscal year renumbering, and formatting changes will be made.

**Article II. Conditions of Work, General Responsibilities, No. 5**

- a. New language regarding retaining faculty gradebooks.

**Article IV. Professional Status**

**B. Faculty Success Program**

- a. Title change to “Faculty Evaluation and Success Program”.
- b. The entire opening paragraph and items one through six replaced with new language.

**D. Campus Faculty Enrichment Funds**

- a. Under Application and Authorization, number two, replaced enrichment with annual and deleted “or the Step Progression Plan.”

**Appendix J: Faculty Success Program**

- a. Title change from “Faculty Success Program” to “Faculty Evaluation and Success Program.”
- b. Current language deleted and replaced with new language.

**Article VII. Faculty Professional Development Program**

**B. Sabbatical Program**

- a. New language added to item number three, Submission and Evaluation of Sabbatical Proposals indicating where examples of proposals and final reports.
- b. Updated language to identify title changes of forms and reviewers/approvers.
- c. Language added to indicate the College may post the sabbatical report on the College’s intranet.

**Article III. Faculty Employment**

**A. Recruitment for Faculty Positions**

- a. Changed 14 calendar days to 21 calendar days.
- b. Replaced SPG 4201/BB with Revised SPG/AP.

**B. Selection of New Faculty**

- a. Item number 12, replaced SPG 4201/BB with Revised SPG/AP.

**C. Faculty Provisional Appointments**

- a. New language regarding Provisional Faculty appointment process.
- b. Removed reference to where information can be found in policy and listed the new SPG/AP information.

**E. New Contract and Term of Employment**

- a. Updated the academic year, removing specific dates.

(Continued)

**Article VII. Transfers**

**A. Voluntary Transfers**

- a. New language added regarding position vacancies and the process for transfer opportunities.
- b. Reference to Appendix P: Task Force to Review Full-time regular faculty hiring was deleted.

**Appendix Q: Task Force to Review Horizontal Movement on the Faculty Salary Schedule**

- a. New language indicating PCCEA and Management agreed to extend the Task Force another year.
- b. Changes to dates as appropriate.

**Article XI. Retrenchment of Faculty**

**A. Statement of Intent**

- a. Title change from “Retrenchment of Faculty” to “Retrenchment and Reduction-in-Force”
- b. New language added regarding providing notice to faculty.

**B. Definitions**

- a. Deleted first paragraph.
- b. Added new language clarifying the meanings of an enrollment decline, a financial exigency, retrenchment and reduction-in-force.

**C. Program Reduction**

- a. Current language removed and replaced with new language.

**D. College Wide Enrollment Decline or Financial Exigency**

- a. This section was deleted in its entirety.

**E. Criteria for Determining a Reductions-in-Force**

- a. This is now section D; original language deleted and replaced with new language outlining the criteria.

**F. Procedures**

- a. Now section E.
- b. Item number one, first paragraph deleted and new language regarding the amount of notice added.
- c. New language added to item number two regarding how notification shall be given.
- d. New language, “pursuant to this policy” added to item number six.
- e. Item number eight is new language regarding faculty members subject to a RIF shall be paid for unused personal days.