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 Pledge of Allegiance

1.3 Welcome New Board Member Martha Durkin

1.4 Faculty Emeritus Awards
   [The Governing Board will grant Faculty Emeritus status to ten retired faculty members: Gun Elisabet Bailey, Guadalupe Castillo, Anne Franklin, Richard Fridena, Margaret Fried, Mary Kay Gilliland, Jo Ann Little, Nancy Wall, George Welch and Paul Welsh]

1.5 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.

1.6 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]
2. **Information Items**

   2.1 Employment Information

   2.2 Adjunct Faculty Appointments


   2.4 Board Policy Changes – First Reading
   [BP 2.02: Hiring and Assignment of Personnel]
   [BP 2.05: Use of Facilities]
   [BP 3.21: Transfer Students and Credit]

   2.5 All College Council Meeting Minutes

3. **Action Items**

   3.1 Consent Agenda

   (1) Approval of Minutes of the following meetings:
   A. Special Meeting of July 30 - 31, 2015 (Recap and Planning Session)
   B. Special Meeting to conduct Executive Session on July 31, 2015
   C. Study Session of July 31, 2015
   D. Special Meeting to conduct Executive Session on August 12, 2015
   E. Regular Meeting of August 12, 2015

   (2) New Position – Academic Dean of Instruction and Student Development

   (3) Grant Proposal – Sub-recipient Grant Award: University of Arizona, Department of Physics
   [Research Experience for Undergraduates (REU) Summer Bridge Program. Performance period is August 15, 2015 through September 30, 2017, totaling $17,560.80]

   (4) Grant Proposal – Sub-recipient Grant Award: University of Arizona, Department of Geosciences
   [GP-IMPACT: Pathways into Geosciences at the University of Arizona. Performance period is August 5, 2015 through July 31, 2018, totaling $39,960.00]

   (5) Intergovernmental Agreement: Pascua Yaqui Tribe and Pima Community College 2015-2020
   [To collaborate in offering educational opportunities to Tribal and local community members]
Action Items (Continued)

(6) Intergovernmental Agreement: Tubac Fire District
[To provide educational programs to Tubac Fire District employees and vehicular rotations to PCC students]

(7) Intergovernmental Agreement: Drexel Heights Fire District
[To provide educational programs to Drexel Heights Fire District employees and vehicular rotations to PCC students]

(8) Intergovernmental Agreement: Golder Ranch Fire District
[To provide educational programs to Golder Ranch Fire District employees and vehicular rotations to PCC students]

(9) Intergovernmental Agreement: Pascua Yaqui Tribe
[To allow Pima’s Public Safety and Emergency Services Institute to establish a framework within which both parties will exchange services and/or goods that will benefit Pascua Yaqui Tribe and Pima]

(10) Contract: Dual Enrollment – Portable Practical Educational Preparation, Inc. (PPEP TEC)
[Term: August 1, 2015 through June 30, 2018]

3.2 Other Action Items

(1) Chancellor’s Goals, Objectives and Timelines 2015-2016

(2) Chancellor’s 2014-15 Evaluation

(3) Board of Governors 2014-15 Self-Assessment

4. Reports

4.1 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 for consideration]

- Student – Liz Pennington
- Temporary Staff –
- Staff – Don Harp
- Adjunct Faculty – Carlo Buscemi
- Faculty – Mays Imad
- Administrator – Brian Stewart
Reports (Continued)

4.2 Administration Reports
   • Accreditation Update – Bruce Moses
   • Student Success Showcase – Erica Holmes
   • Student Services Qualification Update – Karrie Mitchell

4.3 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]

Adjournment

Regular Meeting
October 21, 2015, 5:30 p.m.
District Office
Community/Board Room
4905 E. Broadway Blvd.
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.

* 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.
GENERAL MATTERS

Meeting Date: 9/9/15

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<th>Item Title</th>
<th>Contact Person</th>
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<tr>
<td>General Matters</td>
<td>Chancellor’s Office</td>
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<td>(206-4747)</td>
</tr>
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</table>

1.1 Call to Order

1.2 Pledge of Allegiance

1.3 Welcome New Board Member Martha Durkin

1.4 Faculty Emeritus Awards

1.5 Public Comment

1.6 Remarks by Governing Board Members

Approval

Chancellor__________________________

Lee D. Lambert, J.D.
Information:

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

Faculty:

Brown-Smith, Dorothy
Title: Instructional Faculty, Reading, 1-year Provisional Appointment
Rate of Pay: $50,555
Start Date: 08/19/2015
Highest Degree Earned: Master of Education, Teaching, Learning & Assessment
Awarding Institution: National Louis University
Most Recent Previous Job: English Teacher

Cushing, Lynn
Title: Instructional Faculty, Radiologic Technology
Rate of Pay: $54,475
Start Date: 08/17/2015
Highest Degree Earned: Associate of Applied Science, Radiologic Technology
Awarding Institution: Pima Community College
Most Recent Previous Job: Radiologic Technologist

Fruchtman, Ph.D., David
Title: Instructional Faculty, Administration of Justice, 1-year Provisional Appointment
Rate of Pay: $52,299
Start Date: 08/19/2015
Highest Degree Earned: Doctor of Philosophy, Psychology
Awarding Institution: Walden University
Most Recent Previous Job: Forensic Psychophysiologist and Adjunct Instructor
**Ford, Colleen**
Title: Instructional Faculty, Nursing
Rate of Pay: $57,032
Start Date: 08/26/2015
Highest Degree Earned: Master of Science, Nursing with a focus in Nursing Education
Awarding Institution: Grand Canyon University
Most Recent Previous Job: Registered Nurse

**Gautier, Pamela**
Title: Educational Support Faculty, Librarian, 1-year Provisional Appointment
Rate of Pay: $43,580
Start Date: 08/31/2015
Highest Degree Earned: Master of Library Science, Information Resources and Library Science
Awarding Institution: Pima Community College
Most Recent Previous Job: Librarian

**Gorbette, J.D., Gwen**
Title: Instructional Faculty, Paralegal, 1-year Provisional Appointment
Rate of Pay: $52,299
Start Date: 08/19/2015
Highest Degree Earned: Juris Doctorate
Awarding Institution: University of Arizona
Most Recent Previous Job: Attorney

**Hansey, Diane**
Title: Instructional Faculty, Mathematics, 1-year Provisional Appointment
Rate of Pay: $50,555
Start Date: 08/19/2015
Highest Degree Earned: Master of Science, Mathematics; Master of Science, Human Movement and Performance
Awarding Institution: University of Colorado
Most Recent Previous Job: Adjunct Faculty

**Just, Ph.D., Dennis**
Title: Instructional Faculty, Astronomy, 1-year Provisional Appointment
Rate of Pay: $50,555
Start Date: 08/19/2015
Highest Degree Earned: Doctor of Philosophy, Astronomy
Awarding Institution: University of Arizona
Most Recent Previous Job: Postdoctoral Fellow
Prasciunas, Ph.D., Mary  
Title: Instructional Faculty, Archaeology, Anthropology, 1-year Provisional Appointment  
Rate of Pay: $52,299  
Start Date: 08/19/2015  
Highest Degree Earned: Doctor of Philosophy, Anthropology  
Awarding Institution: University of Wyoming  
Most Recent Previous Job: Visiting Scholar/Adjunct Faculty  

Staff:  
Gallardo, Marcos  
Title: Information Technology Specialist  
Rate of Pay: $20.16  
Start Date: 07/27/2015  
Highest Degree Earned: Master of Science, Computer Information Systems  
Awarding Institution: University of Phoenix  
Most Recent Previous Job: Information Technology Technician  

Gill, Raphael  
Title: Information Technology Analyst  
Rate of Pay: $50,383  
Start Date: 08/31/2015  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Senior Systems Administrator  

Offret, Anthony  
Title: Advanced Program Manager, AZ State Prison Complex  
Rate of Pay: $72,617  
Start Date: 08/31/2015  
Highest Degree Earned: Master of Art, Liberal Studies  
Awarding Institution: University of Oklahoma  
Most Recent Previous Job: Dean of Academic Affairs  

Ruiz, Mariacruz  
Title: Program Coordinator, Center for Early Childhood Studies  
Rate of Pay: $44,463  
Start Date: 08/31/2015  
Highest Degree Earned: Master of Science, Mexican American Studies  
Awarding Institution: University of Arizona  
Most Recent Previous Job: Senior Program Manager  

(Continued)
Yoshinaga, Mark
Title: Environmental Program Coordinator
Rate of Pay: $50,383
Start Date: 08/31/2015
Highest Degree Earned: Master of Public Health
Awarding Institution: University of Hawaii
Most Recent Previous Job: Tutor

Young, Elsa
Title: Human Resources Advanced Analyst, Employee Relations
Rate of Pay: $62,153
Start Date: 08/31/2015
Highest Degree Earned: Master of Science, Human Resource Management
Awarding Institution: The American University
Most Recent Previous Job: Human Resources Manager

Temporary:

Anderson, Kaylei
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Waitress

Besich, Emily
Title: Laboratory Specialist
Rate of Pay: $18.83
Start Date: 09/10/2015
Highest Degree Earned: Master of Art, Humanities
Awarding Institution: University of Chicago
Most Recent Previous Job:

Berg, Terri
Title: Instructor
Rate of Pay: $21.38
Start Date: 08/19/2015
Highest Degree Earned: Master of Higher Education
Awarding Institution: University of Arizona
Most Recent Previous Job: Small Business Owner

(Continued)
Best, Lisa  
Title: Instructor  
Rate of Pay: $21.38  
Start Date: 09/10/2015  
Highest Degree Earned: Bachelor of Science, Nursing  
Awarding Institution: University of Arizona  
Most Recent Previous Job: Caregiver

Blomquist, Jake  
Title: Workforce Trainer  
Rate of Pay: $20.00  
Start Date: 09/10/2015  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Host/Busser

Brower, Jesse  
Title: Workforce Trainer  
Rate of Pay: $20.00  
Start Date: 09/10/2015  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Paramedic

Cantrell, Edward  
Title: Tutor I  
Rate of Pay: $8.05  
Start Date: 08/15/2015  
Highest Degree Earned: Associate in Occupational Studies, Printing Production Technology  
Awarding Institution: Rochester Institute of Technology  
Most Recent Previous Job: Website Owner/Webmaster

Carrasco, Gerardo  
Title: Workforce Trainer  
Rate of Pay: $20.00  
Start Date: 09/10/2015  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Border Patrol Operations Officer
Casey, Echo
Title: Instructor
Rate of Pay: $21.38
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Science, Environmental Science
Awarding Institution: University of Arizona
Most Recent Previous Job: Enrichment Instructor- Dance

Chandler, Shaun
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Firefighter/EMT

Cortez, Imelda
Title: Program Coordinator
Rate of Pay: $21.38
Start Date: 09/10/2015
Highest Degree Earned: Master of Art, Higher Education
Awarding Institution: University of Arizona
Most Recent Previous Job: Graduate Assistant

Dean, James
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Paramedic

Dionne, Katie
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Waitress

Dolahghan, Wilson
Title: Tutor I
Rate of Pay: $8.05
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Art, English Literature and Writing
Awarding Institution: Southern Oregon University
Most Recent Previous Job: Gardener/Delivery Driver

(Continued)
Employment Information

Date: 9/9/15
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Fajardo, Peter
Title: Assistant Coach
Rate of Pay: $10.00
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Art, Elementary Education
Awarding Institution: Prescott College
Most Recent Previous Job: Physical Education Specialist

Fimbres, Lenny
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Associate of Applied Science, Fire Science
Awarding Institution: Pima Community College
Most Recent Previous Job: Fire Captain/Paramedic

Garcia Salcido, Jose
Title: Tutor I
Rate of Pay: $8.05
Start Date: 09/10/2015
Highest Degree Earned: Associate of Science, Science
Awarding Institution: Pima Community College
Most Recent Previous Job: Teaching Assistant

Gomez, Omar
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Art, Political Science
Awarding Institution: University of Arizona
Most Recent Previous Job: Substitute/Long-term Substitute

Hamrick, Blake
Title: Instructor
Rate of Pay: $21.38
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Art, Mathematics
Awarding Institution: University of Arizona
Most Recent Previous Job: Mathematics Teacher

Hernandez, Isaac
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Busser

(Continued)
Hopkins-Smith, Leda
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Cashier

Hudman, Gary
Title: Information Technology Principal Analyst
Rate of Pay: $31.40
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Science, Electrical Engineering
Awarding Institution: University of Arizona
Most Recent Previous Job: Information Technology Principal Analyst

Hunt, Josiah
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Concession Worker and Usher

Jones, Laureana
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Bank Teller

Jones, Spencer
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Amazon Marketplace Seller

Joyner, Marlon
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Behavioral Health Technician
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<tr>
<th>Name</th>
<th>Title</th>
<th>Rate of Pay</th>
<th>Start Date</th>
<th>Highest Degree Earned</th>
<th>Awarding Institution</th>
<th>Most Recent Previous Job</th>
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<tr>
<td>Larkin, Richard</td>
<td>Instructional Aide</td>
<td>$8.05</td>
<td>09/10/2015</td>
<td>No Post-Secondary Degree</td>
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<td>Student Aide</td>
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<td>Lizarraga II, Francisco</td>
<td>Instructor</td>
<td>$21.38</td>
<td>09/10/2015</td>
<td>Master of Education, Counseling-Human Relations</td>
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<td>Technology Trainer</td>
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<td>Loevenguth, Annalisa</td>
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<td>Associate of Applied Art, Graphic Design/Illustration</td>
<td>Pima Community College</td>
<td>Print Specialist</td>
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<tr>
<td>Manuel, Chad</td>
<td>Workforce Trainer</td>
<td>$20.00</td>
<td>09/10/2015</td>
<td>Bachelor of Art, Speech Communication</td>
<td>California State University, Long Beach</td>
<td>Firefighter/Paramedic</td>
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<td>Mayer, Candace</td>
<td>Tutor I</td>
<td>$8.05</td>
<td>08/15/2015</td>
<td>Associate of Liberal Arts, Liberal Arts</td>
<td>Pima Community College</td>
<td>Childcare Provider</td>
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<td>Mayfield, Cole</td>
<td>Workforce Trainer</td>
<td>$20.00</td>
<td>09/10/2015</td>
<td>Bachelor of Science, Business Administration</td>
<td>Northern Arizona University</td>
<td>Firefighter</td>
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</table>
McCusker, Megan
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Associate of Applied Science, Fire and Emergency Services
Awarding Institution: Pima Community College
Most Recent Previous Job: Paramedic

McKown, Travis
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Associate of Applied Science, Emergency Medical Services
Awarding Institution: Shasta College
Most Recent Previous Job: Paramedic/Lead Instructor

Meredith, Marc
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Master of Art, Education/Counseling
Awarding Institution: California State University, Dominguez Hills
Most Recent Previous Job: Director of Employee Development and Special Operations

Mettey, Seth
Title: Tutor I
Rate of Pay: $8.05
Start Date: 08/15/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Line Cook

Montano-Rock, Elena
Title: Program Coordinator
Rate of Pay: 21.38
Start Date: 09/10/2015
Highest Degree Earned: Master of Public Health, Family & Child Health-Global
Awarding Institution: University of Arizona
Most Recent Previous Job: Graduate Research Assistant

Moon, Billie
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Associate of Applied Science, Fire Science
Awarding Institution: Pima Community College
Most Recent Previous Job: Firefighter/EMT

(Continued)
Morris, Mark
Title: Assistant Coach
Rate of Pay: $10.00
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Science, Communication
Awarding Institution: University of Arizona
Most Recent Previous Job: Operations Manager

Radliff, Terra
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: Bachelor of Science, Biology-Molecular and Cell Emphasis
Awarding Institution: Western Washington University
Most Recent Previous Job: Customer Service Associate

Rando, Frank
Title: Tutor 1
Rate of Pay: $8.05
Start Date: 09/10/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: EMT Consultant/Instructor

Raya, Luis
Title: Tutor 1
Rate of Pay: $8.05
Start Date: 09/10/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Cashier

Santoro, Robert
Title: Workforce Trainer
Rate of Pay: $20.00
Start Date: 09/10/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Firefighter/EMT

Sorensen, Pamela
Title: Van Driver
Rate of Pay: $10.31
Start Date: 09/12/2015
Highest Degree Earned: No Post-Secondary Degree
Awarding Institution: N/A
Most Recent Previous Job: Phlebotomist

(Continued)
Stoffel, Denice  
Title: Tutor I  
Rate of Pay: $8.05  
Start Date: 08/15/2015  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: Customer Service Representative  

Strader, Linda  
Title: Workforce Trainer  
Rate of Pay: $20.00  
Start Date: 09/10/2015  
Highest Degree Earned: Master of Science, Planning  
Awarding Institution: University of Arizona  
Most Recent Previous Job: Garden Program Coordinator  

Sumeeya, Shaqlane  
Title: Tutor I  
Rate of Pay: $8.05  
Start Date: 09/10/2015  
Highest Degree Earned: No Post-Secondary Degree  
Awarding Institution: N/A  
Most Recent Previous Job: N/A  

Westmoreland, Brandon  
Title: Workforce Trainer  
Rate of Pay: $20.00  
Start Date: 09/10/2015  
Highest Degree Earned: Master of Science, Public Safety: Emergency Management  
Awarding Institution: Capella University  
Most Recent Previous Job: Paramedic  

Administrators:  

Gall, Joy  Acting Academic Dean of Instruction and Student Development  
Salary: $100,663  Community and East Campus  
Effective: 08/24/2015  
Education: Bachelor of Science, Health Sciences; University of the Incarnate Word; Master of Business Administration, Midwestern State University  
Experience: Ms. Gall has seven years of experience in multiple capacities with Pima Community College to include grant project director, lead faculty/academic program director, instructional faculty, and adjunct faculty. She has five years of experience as assistant professor and adjunct faculty in the department of dental hygiene at Weber State University. She also has 26 years of experience in dental hygiene clinical practice with Indian Health Services- Pascua Yaqui Tribe.  

(Continued)
Recruitment Overview:
An internal recruitment was conducted. Three candidates were invited to interview. Two candidates were invited to final interview. The finalist was recommended by Dr. Darla Zirbes, Vice President of Instruction, East Campus.

**Acting Assignments:**

**Guzman, Michael**
Effective: 8/17/2015  
From: Support Technician, Faculty Resource Center  
To: Program Assistant, Faculty Resource Center

**Retirements:**

**Yoklic, Deborah P.**
Assistant Vice Chancellor  
DO – Chancellor’s Office  
Start Date: 8/22/1983  
End Date: 10/2/2015

**Separations:**

**Felix, Adalberto**
IT Specialist  
WC – IT Campus Staff  
End Date: 08/18/2015

**Hanson, Michael J.**
Director  
DO – Library Operations  
End Date: 08/13/2015

**Mason, Timothy J.**
IT Analyst  
WC – Campus Staff  
End Date: 08/03/2015

**Selby, David J.**
Student Services Specialist  
DO – Admissions Operations  
End Date: 7/09/2015

**Solis, Maria J.**
Program Coordinator  
NW – Student Services  
End Date: 7/31/2015

(Continued)
Employment Information

Date: 9/9/15

Smith, Jasmine S.
Library Services Specialist
WC - Academic Support Services
End Date: 8/20/2015

2014-17 Strategic Plan:
Employment Information not applicable

Approvals

Contact Person ____________________________

D.C. Berryman

Chancellor ________________________________

Lee D. Lambert, J.D.
Adjunct Faculty Appointments

Dr. Erica Holmes
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: Anderson, Dean C.
Discipline(s): Administration of Justice, Business 220, Political Science (Academic); Paralegal (Occupational)
Start Date: 8/26/15
Education: Bachelor of Arts, Special Major (International Research), California State University-Sacramento, Sacramento, California; Master of Arts, National Security Affairs, Naval Postgraduate School, Monterey, California; Master of Arts, National Security and Strategic Studies, Naval War College, Newport, Rhode Island; Juris Doctor, George Mason University, Arlington, Virginia
Experience: Over 30 years of experience as an adjunct professor, military intelligence officer and trainer, and chief operating officer for an international education business.

Name: Beran, Cheryl L.
Discipline(s): Education, Reading (Academic)
Start Date: 8/26/15
Education: Bachelor of Science Education, Secondary Education, University of Idaho, Moscow, Idaho; Master of Library Science, University of Arizona, Tucson, Arizona; Educational Specialist, Educational Leadership, University of Arizona, Tucson, Arizona
Experience: Teacher/librarian and K-12 facilitator/instructor for over 30 years.
Name: **Blair, Lynne E.**  
Discipline(s): Education (Academic); Computer Aided Design/Drafting, Computer Information Systems, Computer Software Applications (Occupational); Mathematics, Writing (Developmental)  
Start Date: 8/26/15  
Education: Bachelor of Arts, English, Michigan State University; Bachelor of Architecture, University of Arizona, Tucson, AZ; Master of Education, Secondary Education; Master of Science, Computer Science, both master’s degree awarded by the University of Arizona, Tucson, AZ  
Experience: Over 30 years of experience teaching in secondary schools and at Pima Community College, and working as an architect and computer programmer.

Name: **Bloss, Jeanette S.**  
Discipline(s): Paralegal (Occupational/Workforce)  
Start Date: 8/26/15  
Education: Undergraduate coursework, Pima Community College, Tucson, Arizona  
Experience: More than eleven years of experience as a paralegal.

Name: **Bracker, Ph.D., Lynne C.**  
Discipline(s): Business, Management, Mathematic, (Academic); Computer Information System (Occupational/Workforce)  
Start Date: 8/26/15  
Education: Bachelor of Science, Auburn University, Auburn, Alabama; Master of Science, Purdue University, West Lafayette, Indiana; Doctor of Philosophy, Business Administration, University of Arizona, Tucson, Arizona  
Experience: Three year experience as a real estate agent. One year work experience with retail. Twenty eight year experience as a software designer.

Name: **Bracker, Ph.D., William E.**  
Discipline(s): Business, Management, (Academic); Computer Information System (Occupational/Workforce), Mathematics (Developmental)  
Start Date: 8/26/15  
Education: Bachelor of Arts, Applied Physics and Information Science, University of San Diego, San Diego, California; Master of Science, Purdue University, West Lafayette, Indiana; Doctor of Philosophy, Business Administration, University of Arizona, Tucson, Arizona  
Experience: Eighteen year-experience as a senior principal information technology manager.

Name: **Castro, Carlet**  
Discipline(s): Business & Management (Academic), General Technology Mathematics (Occupational)  
Start Date: 8/26/15  
Education: Bachelor of Science in Engineering, Mechanical Engineering, Arizona State University, Tempe, Arizona; Master of Business Administration Business Administration, University of Phoenix, Arizona  
Experience: Over eight years’ experience as a supervisor of resource management team for Tucson Electric Power.
Name: Cho, Ph.D., Byungmoon  
Discipline(s): Chemistry (Academic)  
Start Date: 8/26/15  
Education: Bachelor of Arts, Chemistry; Master of Chemistry, both degrees awarded by University of Oxford, United Kingdom; Doctor of Philosophy, Chemistry, University of London, London, United Kingdom.  
Experience: More than three years of chemistry lab teaching experience in the United Kingdom.

Name: Cupp, Rachael C.  
Discipline(s): Literature; Writing (Academic)  
Start Date: 8/26/15  
Education: Bachelor of Fine Arts, Media Arts, University of Arizona, Tucson, Arizona; Master of Fine Arts, Creative Writing, Northern Arizona University, Flagstaff, Arizona  
Experience: Taught undergraduate English courses at various institutions in different capacities for over three years.

Name: Dawson, Ph.D., Douglas D.  
Discipline(s): Astronomy (Academic), Accounting (Academic), Business (Academic), Management (Academic)  
Start Date: 8/26/15  
Education: Bachelor of Arts, Physics, Rice University, Houston, Texas; Master of Accounting; Master of Business; Doctor of Philosophy, Planetary Sciences, all three degrees (masters and doctorate) awarded by the University of Arizona, Tucson, Arizona  
Experience: Professor of physics and astronomy for more than two years.

Name: Dodson, Erin W.  
Discipline(s): Biology (Academic); Chemistry (Developmental)  
Start Date: 8/26/15  
Education: Bachelor of Science, double major in Pre-Veterinarian Medicine, and Chemistry, Auburn University, Auburn, Alabama; Master of Science, Forensic Genetics, University of North Texas Health Science Center, Fort Worth, Texas  
Experience: Adjunct taught biology courses, both lecture and lab settings, at a community college for five years.

Name: Dursema, Ezra L.  
Discipline(s): Emergency Medical Technology (Occupational)  
Start Date: 8/26/15  
Education: Undergraduate coursework, Pima Community College, Tucson, Arizona  
Experience: Emergency Medical Technician/Paramedic for over five years.

(Continued)
Name: **Evered, J.D., Jacline R.**  
Discipline(s): Administration of Justice; Business 220; Political Science (Academic); Paralegal (Occupational)  
Start Date: 8/26/15  
Education: Bachelor of Science, Political Science, San Jose State University, San Jose, California; Juris Doctor, Seattle University School of Law, Seattle, Washington  
Experience: Assistant Professor of Law at Chapman University for four years.

Name: **Foster, Douglas**  
Discipline(s): Administration of Justice, Public Administration (Academic); Law Enforcement (Occupational)  
Start Date: 8/26/15  
Education: Bachelor of Arts, Public Administration; Master of Public Administration, both degrees awarded by the University of Arizona, Tucson, Arizona  
Experience: Over fifteen years’ experience as an Arizona Peach Officer in various positions and assignments.

Name: **Finfrock, Daryl E.**  
Discipline(s): Natural Gas Technology (Occupational/Workforce)  
Start Date: 8/26/15  
Education: Bachelor of Business Administration, Management, Northern Arizona University, Flagstaff, Arizona  
Experience: A crew leader for Southwest Gas Corporation for over 5 years.

Name: **Friedland, Ph.D., Yanara**  
Discipline(s): Writing (Academic)  
Start Date: 8/26/15  
Education: Doctor of Philosophy, English, Creative Writing, University of Denver, Denver, Colorado  
Experience: Taught undergraduate composition courses for more than five years.

Name: **Kelleher, Ph.D., Josephine A.**  
Discipline(s): Biology; Education; Education-General/Post-Degree (Academic); Mathematics (Developmental)  
Start Date: 8/26/15  
Education: Bachelor’s degree, Science-Mathematics; Master of Arts for Teachers, Biology, both degrees awarded by Rhode Island College, Providence, Rhode Island; Doctor of Philosophy, Educational Administration, University of Connecticut, Storrs, Connecticut  
Experience: Adjunct faculty, teacher, and education administrator for over 30 years.

Name: **Langlais, Scott M.**  
Discipline(s): Japanese (Academic); English as a Second Language (Developmental)  
Start Date: 8/26/15  
Education: Bachelor of Arts, dual majors: Japanese and Linguistics, San Diego State University, San Diego, California; Master of Arts, East Asian Studies, University of Arizona, Tucson, Arizona

(Continued)
Experience: Has taught Japanese courses as a Graduate Associate at the University of Arizona for over six years.

Name: McCombs, Yubitza
Discipline(s): Art (Academic); Art for Personal Development (Developmental)
Start Date: 8/26/15
Education: Bachelor of Fine Arts, Studio Arts, Southwest University of Visual arts, Tucson, Arizona; Master of Fine Arts, Art, University of Arizona, Tucson, Arizona
Experience: Worked as a Graduate Assistant creating course syllabi, grading and doing presentation for art courses at the undergraduate level for two years.

Name: Miller, Mary L.
Discipline(s): Mathematics (Developmental)
Start Date: 8/05/15
Education: Bachelor of Science, Mathematics, University of Arizona, Tucson, Arizona
Experience: Taught mathematics classes for high school level for one year.

Name: Neely, Jennifer L.
Discipline(s): Literature; Writing (Academic)
Start Date: 8/26/15
Education: Bachelor of Arts, English, Creative Writing; Master of Arts, English, both degrees awarded by the University of Arizona, Tucson, Arizona
Experience: English instructor and student support services professional for over seven years.

Name: Newberg, Christopher E.
Discipline(s): Art (Academic); Art for Personal Development (Developmental)
Start Date: 8/26/15
Education: Bachelor of Fine Arts, Studio Art; Master of Fine Arts, Art, both degrees awarded by the University of Arizona, Tucson, Arizona
Experience: Art teacher, arts and crafts program director, graphic designer and illustrator for over five years.

Name: Okegbile, Elizabeth O.
Discipline(s): Nursing (Academic)
Start Date: 8/26/15
Education: Bachelor of Science, Nursing; Master of Science, Nursing, both degrees awarded by the Grand Canyon University, Phoenix, Arizona
Experience: More than five years working as a registered nurse in various settings.

Name: Rhodes, Ph.D., Ryan A.
Discipline(s): Philosophy (Academic)
Start Date: 8/26/15
Education: Bachelor of Arts, Philosophy, Pepperdine University, Malibu, California; Master of Arts, University of Oklahoma, Norman, Oklahoma; Doctor of Philosophy, Philosophy, University of Oklahoma, Norman, Oklahoma
Experience: Graduate teaching assistant for six years and two years as visiting instructor teaching philosophy.

(Continued)
Name: **Rojas, Denise E.**  
**Discipline(s):** Dental Hygiene; Dental Assisting (Occupational/Workforce)  
**Start Date:** 8/26/15  
**Education:** Associate General Studies, General Studies, Pima Community College, Tucson, Arizona; Bachelor of Science, Dental Hygiene, Northern Arizona University, Flagstaff, Arizona  
**Experience:** Over seven years working as a registered dental hygienist.

Name: **Romano, Thomas R.**  
**Discipline(s):** Fitness and Wellness (Occupational/Workforce)  
**Start Date:** 8/26/15  
**Education:** Bachelor of Science, Sociology, University of Oregon, Eugene, Oregon  
**Experience:** Three years working as an assistant basketball coach.

Name: **Rothschild, Isaac D.**  
**Discipline(s):** Paralegal (Occupational)  
**Start Date:** 8/26/15  
**Education:** Bachelor of Arts, Political Science, University of Denver, Denver, Colorado; Juris Doctor, Law, University of Arizona, Tucson, AZ  
**Experience:** Over five years working as an attorney.

Name: **Seiferle-Valencia, Ph.D., Ann C.**  
**Discipline(s):** Anthropology (Academic); Archaeology (Academic)  
**Start Date:** 8/26/15  
**Education:** Bachelor of Arts, Anthropology, University of Arizona, Tucson, Arizona; Master of Arts, Anthropology; Doctor of Philosophy, Anthropology, both master’s and doctorate degrees awarded by Harvard University, Cambridge, Massachusetts  
**Experience:** Over 12 years working in various teaching and research capacities.

Name: **Severson, S. Heather**  
**Discipline(s):** Reading; Writing, both (Academic); English as a Second Language (Developmental)  
**Start Date:** 8/26/15  
**Education:** Bachelor of Arts, Interdisciplinary Studies; master of Arts, Language, Reading and Culture, both degrees awarded by the University of Arizona, Tucson, Arizona  
**Experience:** Taught Reading and Writing courses as an adjunct faculty at Pima Community College for nine years.

Name: **Sheridan, J.D., Siovhan, A.**  
**Discipline(s):** Administration; Religion (Academic); Paralegal (Occupational/Workforce)  
**Start Date:** 8/26/15  
**Education:** Bachelor of Arts, dual majors: Philosophy and Religion, Northwestern University, Evanston, Illinois; Master of Theological Studies, Harvard Divinity School, Cambridge, Massachusetts; Juris Doctor, University of Washington, Seattle, Washington  
**Experience:** Over fourteen years of practicing law in various capacities with immigration law as specialty.

(Continued)
Name: **Sweeney, Nathan W.**  
Discipline(s): Biology (Academic)  
Start Date: 8/26/15  
Education: Bachelor of Science, Psychology, University of Utah, Salt Lake City, Utah; Currently active in graduate program: Doctor of Philosophy in Cancer Biology (all but dissertation), University of Arizona, Tucson, Arizona  
Experience: Over four years working as a teaching assistant, and lab and research technician.

Name: **Switzer, Jennifer L.**  
Discipline(s): Mathematics (Academic)  
Start Date: 8/26/15  
Education: Bachelor of Science, Mathematics; Master of Science, Mathematics, both degrees awarded by the University of Texas, El Paso, Texas  
Experience: Over four years working in various teaching capacities.

Name: **Theus, Sean**  
Discipline(s): Health Care; Health Continuing Education; Nursing Assistant; Phlebotomy (Occupational); Nursing (Academic)  
Start Date: 8/26/15  
Education: Bachelor of Arts, Economics, University of California-Los Angeles; Master of Science, Nursing, University of Arizona, Tucson  
Experience: Three years working as a Staff Nurse.

Name: **Thwaits, Anne Y.**  
Discipline(s): Art (Academic); Art for Personal Development (Developmental); Digital Arts (Occupational)  
Start Date: 8/26/15  
Education: Bachelor of Fine Arts, General Fine Arts Studies; Master of Arts, Media Arts, both degrees awarded by the University of Arizona, Tucson, Arizona  
Experience: Graphic design, and media arts marketing professional for over 15 years.

*Name: **Vlcan, Ed.D., Wayne A.**  
Discipline(s): Education; Theater (Academic); Digital Arts (Occupational/Workforce)  
Start Date: 8/26/15  
Education: Bachelor of Fine Arts, General Theater, Ohio University, Athens, Ohio; Master of Speech and Theater, University of Cincinnati, Cincinnati, Ohio; Doctor of Education, Instructional Leadership, Argosy University, Phoenix, Arizona  
Experience: More than twenty-five years of work experience in video and media arts production.

Name: **Willis, Samuel J.**  
Discipline(s): Emergency Medical Technology; Fire Science (Occupational/Workforce)  
Start Date: 8/26/15  
Education: Undergraduate coursework, Pima Community College, Tucson, Arizona  
Experience: Firefighter/paramedic for more than 25 years.
Approvals

Contact Person _______________ Erica Holmes

Chancellor ____________________________
Lee D. Lambert, J.D.
INFORMATION ITEMS

Meeting Date: 9/9/15


Item Number: 2.3

Contact Person: Dr. David Bea
Executive Vice Chancellor for Finance and Administration
(206-4519)

Recommendation:

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

Justification:

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

The preliminary results indicate that Pima Community College concluded July with total revenues in General and Designated funds slightly higher than the previous fiscal year by about $94 thousand. Tuition and fees revenue has increased by $1.5 million and property tax revenue has increased by $534 thousand. State appropriations have decreased by $1.8 million due to the elimination of state aid. Overall, year to date actual revenues are slightly lower than the adjusted budget revenue level as shown in the accompanying chart.

Compared with the same time period in fiscal year 2015, actual expenditures have decreased by about $377 thousand. When compared to the same time period of the previous fiscal year, personal services increased by $3.4 million due to an additional payroll in July 2015. Services and supplies expenditures decreased by about $600 thousand. Other expenditures have decreased by about $3.2 million mainly due to a decrease in transfers which have not yet been recorded for fiscal year 2016. Overall, as shown in the accompanying chart, year to date actual expenditures are higher than the adjusted budget expenditure level.

The July preliminary results indicate that total year-to-date revenue has exceeded total year-to-date expenditures by about $11.7 million.

Statement of Revenues, Expenses and Changes in Net Position:

The preliminary results indicate that the College concluded July with a year-to-date increase in net position of about $11.1 million. This is a decrease from the previous year’s increase of $13.5 million which is primarily due to the additional payroll in July 2015.

(Continued)
Summary of Expenditures – General and Designated Funds:

In terms of budget to actual performance, General and Designated Fund revenues and expenditures are in line with budget. Personal Services expenditures are 5.3 percent of budget, which is higher than the previous year due to the additional payroll in July 2015. In absolute terms, year-to-date Personal Services expenditures were $6.6 million, which is $3.4 million higher than the same period of fiscal year 2015.

Services and Supplies expenditures are approximately 6.3 percent of the budget, which is lower than the previous year. In absolute terms, Services and Supplies expenditures were $2.1 million, which is about $600 thousand lower than the amount from the same period of fiscal year 2015. Transfers are lower than the previous year because transfers have not yet been recorded for fiscal year 2016.

Statement of Net Position:

As shown in The Statement of Net Position, the total net position at the end of July was $208.3 million, which is a decrease of about $13.6 million compared to the same time last year. This represents a decrease of $4 million in cash and investments, a decrease in capital assets of $4.7 million for depreciation and an increase in liabilities of $3.4 million.

Approvals

Contact Person__________________________________

David Bea, Ph.D.

Chancellor______________________________________

Lee D. Lambert, J.D.
### Summary of Revenues & Expenditures - General & Designated Funds - Actuals vs. Budget

Year to Date For the One Month Ending July 31, 2015

(Preliminary)

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Adjusted Year to Date</td>
<td>Actuals %</td>
</tr>
<tr>
<td><strong>Tuition and Fees</strong></td>
<td>$53,699,000</td>
<td>$19,349,679</td>
</tr>
<tr>
<td><strong>State Appropriations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Property Taxes</strong></td>
<td>104,315,000</td>
<td>1,011,327</td>
</tr>
<tr>
<td><strong>Other Revenue</strong></td>
<td>3,448,000</td>
<td>91,833</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$161,462,000</td>
<td>$20,452,839</td>
</tr>
</tbody>
</table>

#### Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Adjusted Year to Date</td>
<td>Actuals %</td>
</tr>
<tr>
<td><strong>Personal Services</strong></td>
<td>124,983,425</td>
<td>6,569,878</td>
</tr>
<tr>
<td><strong>Services and Supplies</strong></td>
<td>33,409,117</td>
<td>2,117,907</td>
</tr>
<tr>
<td><strong>Other Expenditures</strong></td>
<td>(315,892)</td>
<td>22,223</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$158,076,650</td>
<td>$8,710,008</td>
</tr>
</tbody>
</table>

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

**Year To Date For One Month Ending July 31, 2015**

*(Preliminary)*

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General &amp; Designed Funds</td>
<td>Auxiliary &amp; Restricted Funds</td>
</tr>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$19,349,679</td>
<td>$385</td>
</tr>
<tr>
<td>Contracts</td>
<td>83,810</td>
<td></td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>19,603</td>
<td></td>
</tr>
<tr>
<td>Commission and Rents</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>4,368</td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>$19,440,357</td>
<td>$158,419</td>
</tr>
<tr>
<td><strong>Nonoperating Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Appropriations</td>
<td>1,011,327</td>
<td>28</td>
</tr>
<tr>
<td>Property Taxes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Grants</td>
<td>381,538</td>
<td></td>
</tr>
<tr>
<td>State and Local Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Shared Sales Taxes</td>
<td>159,697</td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,155</td>
<td>777</td>
</tr>
<tr>
<td><strong>Net Nonoperating Revenues</strong></td>
<td>$1,012,482</td>
<td>$542,012</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$20,452,839</td>
<td>$700,431</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>1,605,372</td>
<td>212,176</td>
</tr>
<tr>
<td>Academic Support</td>
<td>1,851,109</td>
<td>233,918</td>
</tr>
<tr>
<td>Student Services</td>
<td>1,515,681</td>
<td>160,417</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>2,787,323</td>
<td>(30,077)</td>
</tr>
<tr>
<td>Operation and Maintenance of Plant</td>
<td>951,411</td>
<td>3,671</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>660,414</td>
</tr>
<tr>
<td>Student Financial Aid</td>
<td>(888)</td>
<td>565,990</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>15,024</td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$8,710,008</td>
<td>$1,157,448</td>
</tr>
<tr>
<td><strong>Income Before Other Expenses</strong></td>
<td>$11,742,831</td>
<td>$(457,017)</td>
</tr>
</tbody>
</table>

| Transfers |            |            |            |            |                      |
| Capital Appropriations |            |            |            |            |                      |
| Capital Gifts and Grants |            |            |            |            |                      |
| **Increase (Decrease) in Net Position** | $11,742,831 | $(457,017) | $(214,335) | $11,071,479 | $13,500,570 |
| **Net Position** |            |            |            |            |                      |
| Total Net Position - Beginning of Year | 55,167,346 | 11,158,494 | 130,941,501 | 197,267,341 | 208,486,340 |
| **Total Net Position - End of Period** | $66,910,177 | $10,701,477 | $130,727,166 | $208,338,820 | $221,986,910 |

**Total Net Position - End of Period: Current Year vs. Prior Year** | $(13,648,090)
## Summary of Expenditures - General & Designated Funds - Actuals vs. Budget

### Year To Date For One Month Ending July 31, 2015

(Preliminary)

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Adjusted Year to Date</td>
<td>Available Year to Date</td>
</tr>
<tr>
<td></td>
<td>Annual Budget</td>
<td>Actuals</td>
</tr>
<tr>
<td><strong>Expenditures by Function</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$58,043,617</td>
<td>$1,605,372</td>
</tr>
<tr>
<td>Academic Support</td>
<td>25,626,358</td>
<td>1,851,109</td>
</tr>
<tr>
<td>Student Services</td>
<td>29,001,933</td>
<td>1,515,681</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>38,146,983</td>
<td>2,787,323</td>
</tr>
<tr>
<td>Operation and Maintenance of Plant</td>
<td>14,363,263</td>
<td>951,411</td>
</tr>
<tr>
<td>Student Financial Aid</td>
<td>1,224,646</td>
<td>(888)</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>(2,335,000)</td>
<td>(2,335,000)</td>
</tr>
<tr>
<td>Fund balance reserved for contingency</td>
<td>2,971,200</td>
<td>2,971,200</td>
</tr>
<tr>
<td><strong>Total Expenditures by Function</strong></td>
<td>$167,043,000</td>
<td>$8,710,008</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2015/16</th>
<th>FY 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures by Account</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Personnel</td>
<td>$6,624,000</td>
<td>$523,785</td>
</tr>
<tr>
<td>Faculty</td>
<td>24,432,000</td>
<td>355,305</td>
</tr>
<tr>
<td>Additional Compensation - Faculty</td>
<td>1,395,613</td>
<td>38,150</td>
</tr>
<tr>
<td>Adjunct Faculty</td>
<td>11,773,000</td>
<td>738,559</td>
</tr>
<tr>
<td>Classified Staff</td>
<td>47,918,878</td>
<td>3,145,502</td>
</tr>
<tr>
<td>Other Compensation</td>
<td>4,095,302</td>
<td>189,194</td>
</tr>
<tr>
<td>Student Employment / Workstudy</td>
<td>28,744,632</td>
<td>1,579,383</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Personal Services</td>
<td>124,983,425</td>
<td>6,569,878</td>
</tr>
</tbody>
</table>

| Services and Supplies |            |            |       |         |         |       |
| Communications and Utilities | 6,260,227 | 421,100  | 6.7%  | 5,839,127 | 641,297  | 10.4% |
| Travel                 | 2,667,054  | 72,586    | 2.7%  | 2,594,468 | 79,478   | 3.0% |
| Contractual Services   | 13,713,589 | 945,699   | 6.9%  | 12,767,940 | 1,238,586 | 10.0% |
| Supplies and Materials | 6,970,494  | 137,548   | 2.0%  | 6,832,946  | 143,935  | 2.1% |
| Student Financial Aid  | 1,225,000  | (888)     | -0.1% | 1,225,888 | 97,573   | 7.6% |
| Current Fixed Charges   | 2,572,753  | 541,862   | 21.1% | 2,030,891 | 516,485  | 22.0% |
| **Total Services and Supplies** | 33,409,117 | 2,117,907 | 6.3%  | 31,291,210 | 2,717,354 | 8.6% |

| Capital Equipment       | 512,108    | 9,858     | 1.9%  | 502,250 | 8,168 | 1.7% |
| Transfers               | (2,335,000) | (2,335,000) |       |         | 3,186,000 | 99.7% |
| Other Expenditures      | 1,507,000  | 12,365    | 0.8%  | 1,494,635 | 10,950 | 0.8% |
| Contingency and Reserves | 8,966,350  | 8,966,350 |       |         |         |       |
| **Total Expenditures by Account** | $167,043,000 | $8,710,008 | 5.2%  | $158,332,992 | $9,086,508 | 5.2% |
### Statement of Net Position (formerly Statement of Net Assets)
#### July 31, 2015

(Preliminary) FY 2014/15

<table>
<thead>
<tr>
<th></th>
<th>General &amp; Designated Funds</th>
<th>Auxiliary &amp; Restricted Funds</th>
<th>Plant &amp; Other Funds</th>
<th>Total All Funds</th>
<th>Total All Funds Prior Year as of July 31, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$18,285,837</td>
<td>$9,557,769</td>
<td>$(1,317,139)</td>
<td>$26,526,467</td>
<td>$20,690,868</td>
</tr>
<tr>
<td>Short-term Investments</td>
<td>25,121,404</td>
<td>25,121,404</td>
<td></td>
<td></td>
<td>35,027,147</td>
</tr>
<tr>
<td>Receivables:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>4,337,510</td>
<td>105,951</td>
<td>4,443,461</td>
<td>4,135,689</td>
<td></td>
</tr>
<tr>
<td>Accounts (net of allowances)</td>
<td>19,586,907</td>
<td>19,586,907</td>
<td></td>
<td>19,779,593</td>
<td></td>
</tr>
<tr>
<td>Government Grants and Contracts</td>
<td>858,957</td>
<td>858,957</td>
<td></td>
<td>1,665,324</td>
<td></td>
</tr>
<tr>
<td>Student Loans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>448,141</td>
<td>288,807</td>
<td>665,611</td>
<td>962,461</td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>132,386</td>
<td>206,386</td>
<td>308,762</td>
<td>123,137</td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>885,540</td>
<td>288,807</td>
<td>1,174,347</td>
<td>1,355,696</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$68,797,725</td>
<td>$10,705,533</td>
<td>$(533,556)</td>
<td>$78,969,702</td>
<td>$83,752,985</td>
</tr>
<tr>
<td><strong>Noncurrent Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Cash and Cash Equivalents</td>
<td>1,498,869</td>
<td>1,498,869</td>
<td></td>
<td>1,674,050</td>
<td></td>
</tr>
<tr>
<td>Notes Receivable (net of allowances)</td>
<td>(258,522)</td>
<td>(258,522)</td>
<td></td>
<td>399,906</td>
<td></td>
</tr>
<tr>
<td>Other Long-term Investments</td>
<td>10,902,379</td>
<td>20,000,000</td>
<td>30,902,379</td>
<td>30,839,669</td>
<td></td>
</tr>
<tr>
<td>Investments in Capital:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>15,291,311</td>
<td>15,291,311</td>
<td></td>
<td>15,291,311</td>
<td></td>
</tr>
<tr>
<td>Buildings &amp; Leasehold improvements (net of depreciation)</td>
<td>87,508,439</td>
<td>87,508,439</td>
<td></td>
<td>81,847,249</td>
<td></td>
</tr>
<tr>
<td>Construction in Progress</td>
<td></td>
<td></td>
<td></td>
<td>10,978,882</td>
<td></td>
</tr>
<tr>
<td>Equipment (net of depreciation)</td>
<td>5,829,572</td>
<td>5,829,572</td>
<td></td>
<td>5,103,980</td>
<td></td>
</tr>
<tr>
<td>Library Books (net of depreciation)</td>
<td>1,837,572</td>
<td>1,837,572</td>
<td></td>
<td>1,832,591</td>
<td></td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td>10,902,379</td>
<td>30,902,379</td>
<td></td>
<td>30,839,669</td>
<td></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$79,700,104</td>
<td>$10,705,533</td>
<td>$131,173,685</td>
<td>$221,579,322</td>
<td>$231,820,623</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued Payroll and Benefits</td>
<td>4,899,885</td>
<td>4,899,885</td>
<td></td>
<td>1,646,477</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Liabilities</td>
<td>36,429</td>
<td>3,922</td>
<td>16,858</td>
<td>287,229</td>
<td></td>
</tr>
<tr>
<td>Deposits Held in Custody</td>
<td>429,661</td>
<td>429,661</td>
<td></td>
<td>399,166</td>
<td></td>
</tr>
<tr>
<td>Current Portion of Long-term Liabilities</td>
<td>4,296,437</td>
<td>4,296,437</td>
<td></td>
<td>4,219,839</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$9,232,751</td>
<td>3,922</td>
<td>$446,519</td>
<td>9,683,192</td>
<td>6,552,711</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unearned Revenue</td>
<td>5,250</td>
<td>134</td>
<td>5,384</td>
<td>5,250</td>
<td></td>
</tr>
<tr>
<td>Long-term Liabilities</td>
<td>3,551,926</td>
<td>3,551,926</td>
<td></td>
<td>3,275,752</td>
<td></td>
</tr>
<tr>
<td><strong>Total Noncurrent Liabilities</strong></td>
<td>$3,557,176</td>
<td>134</td>
<td>$3,557,310</td>
<td>$3,281,002</td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$12,789,927</td>
<td>$4,056</td>
<td>$446,519</td>
<td>$13,240,502</td>
<td>9,833,713</td>
</tr>
<tr>
<td><strong>Net Position</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Investment in Capital Assets</td>
<td>110,466,894</td>
<td>110,466,894</td>
<td></td>
<td>115,154,012</td>
<td></td>
</tr>
<tr>
<td>Restricted for:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans</td>
<td>786,193</td>
<td>786,193</td>
<td></td>
<td>1,406,041</td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,840,737</td>
<td>1,840,737</td>
<td></td>
<td>1,796,742</td>
<td></td>
</tr>
<tr>
<td>Other (Capital Projects)</td>
<td></td>
<td></td>
<td></td>
<td>(25,021)</td>
<td></td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>1,305,362</td>
<td>1,305,362</td>
<td></td>
<td>103,655,136</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>66,910,177</td>
<td>9,396,115</td>
<td>17,633,342</td>
<td>93,939,634</td>
<td></td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$66,910,177</td>
<td>$10,701,477</td>
<td>$130,727,166</td>
<td>$208,338,820</td>
<td>$221,986,910</td>
</tr>
<tr>
<td><strong>Total Net Position: Current Year vs. Prior Year</strong></td>
<td>$ (13,648,090)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
General & Designated Funds YTD Revenues

For the One Month Ending July 31, 2015
Total of $20,452,839

Tuition and Fees $19,349,679 95%
State Appropriations $1,011,327 5%
Other Revenues $91,833 0%

For the One Month Ending July 31, 2014
Total of $20,358,651

Tuition and Fees $17,850,857 88%
State Appropriations $1,773,375 9%
Property Taxes $477,144 2%
Other Revenues $257,275 1%

General & Designated Fund Revenue Year to Date
Comparison with Prior Year
General & Designated Funds YTD Expenditures by Program - FY15 - Prior Year
For the One Month Ending July 31, 2014
Total of $9,086,508

- Instruction $790,145 (9%)
- Academic Support $1,044,311 (11%)
- Student Services $713,946 (8%)
- Institutional Support $2,509,342 (28%)
- Operation & Maintenance of Plant $745,191 (8%)
- Other $3,283,573 (36%)

General & Designated Funds YTD Expenditures by Program - FY16 - Current Year
For the One Month Ending July 31, 2015
Total of $8,710,008

- Instruction $1,605,372 (19%)
- Academic Support $1,851,109 (21%)
- Student Services $1,515,681 (17%)
- Institutional Support $2,787,323 (32%)
- Operation & Maintenance of Plant $951,411 (11%)
- Other $888 (0%)
- Academic Support $1,605,372 (19%)

General & Designated Funds YTD Expenditures by Program
<table>
<thead>
<tr>
<th>Month</th>
<th>Revenue</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>$25,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>Aug</td>
<td>$20,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>Sep</td>
<td>$15,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>Oct</td>
<td>$10,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>Nov</td>
<td>$5,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>Dec</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Jan</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Feb</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mar</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Apr</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>May</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Jun</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**All Funds YTD Revenues & Expenses - FY16**

- Nonoperating Revenues
- Operating Revenues
- Instruction
- Academic Support
- Institutional Support
- Student Services
- Operation & Maintenance of Plant
- Other
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.
## Glossary for Financial Reports

### Noncurrent Assets

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.

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>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.</td>
</tr>
<tr>
<td>Buildings &amp; Leasehold improvements</td>
<td>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.</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>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.</td>
</tr>
<tr>
<td>Equipment</td>
<td>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.</td>
</tr>
<tr>
<td>Library Books</td>
<td>The College considers library books to be a group asset and capitalizes each year’s additions and adjusts for deletions to the holdings.</td>
</tr>
<tr>
<td>(net of depreciation)</td>
<td>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.</td>
</tr>
</tbody>
</table>

### Liabilities

#### Current Liabilities

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.

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued Payroll &amp; Benefits</td>
<td>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.</td>
</tr>
<tr>
<td>Accounts Payable &amp; Accrued Liabilities</td>
<td>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.</td>
</tr>
</tbody>
</table>
Glossary for Financial Reports

**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.

**Noncurrent Liabilities**
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 Position**
Net position is the calculation of assets, plus deferred outflows of resources, minus liabilities, minus deferred inflows of resources. The College does not currently have deferred outflows or 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.

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

**Operating Revenues**
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.
Glossary for Financial Reports

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.

Nonoperating Revenues
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.

Operating Expenses
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:
- The retention, preservation, and display of educational materials, such as libraries, museums, and galleries
- Media, such as audio-visual services, and technology, such as computing support
- Academic administration (including academic deans but not department chairpersons) and personnel providing administrative support and management direction to the three primary missions
- Separately budgeted support for course and curriculum development

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.
INFORMATION ITEM

Meeting Date: 9/9/15  Item Number: 2.4

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<tr>
<th>Item Title</th>
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<tbody>
<tr>
<td>Board Policy Changes – First Reading</td>
<td>Deborah Yoklic</td>
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<td>Assistant Vice Chancellor</td>
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<td>(206-4650)</td>
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Recommendation:

For your information, the Chancellor submits the first reading of the following revised Board Policies:

BP 2.02 Hiring and Assignment of Personnel
BP 2.05 Use of Facilities
BP 3.21 Transfer Students and Credit

Justification:

Recommended changes result from the comprehensive review and revision of Board Policies currently being undertaken by the Board.

Financial Considerations:

None.

Approvals

Contact Person ___________________________ Deborah Yoklic
Deborah Yoklic

Chancellor ____________________________________
Lee D. Lambert, J.D.
Hiring and Assignment of Personnel

The Board of Governors directs the Chancellor to establish standards to ensure that Pima Community College employs qualified faculty, staff, and administrators.

The Chancellor or designee shall adopt administrative procedures for the selection and assignment of employees. The goals of the selection process shall be to fill positions with qualified individuals in a timely manner, to ensure equal employment opportunities, and to promote diversity in the College workforce. All hires shall conform to these administrative procedures.

The Chancellor shall make recommendations to the Board for authorization of positions in any classification to be filled at the College and for the allocation of sufficient budget amounts to fund those positions. The Chancellor’s recommendation shall include at least the following information: title, job description listing of essential job functions, salary range, and justification of need. The Chancellor or designee is authorized to fill positions approved and funded by the Board or approved and funded through the acceptance of a grant.
The names of individuals hired by the College shall be submitted to the Board as an information item at the first possible regular Board meeting following the date of hire. The report to the Board shall also include, but is not limited to, title, rate of pay, start date, highest degree earned, awarding institution, and most recent previous job. Reports on administrator hires should also include all education, all relevant experience and a recruitment overview.

The Board of Governors recognizes that from time to time the College needs to fill vacancies on an acting a temporary basis as a result of an immediate need, sabbatical leaves, leaves of absence or other circumstances. Temporary may be acting or interim. When an incumbent permanently vacates a position, an acting a temporary assignment shall be limited to the shortest period necessary to fill the position on a regular basis. The Chancellor shall report acting temporary assignments to the Board as an information item at the first possible regular Board meeting following the assignment. The Chancellor shall develop administrative procedures for acting temporary appointments.
The Board of Governors affirms College facilities may be used for educational, cultural, and other community activities. The Board of Governors authorizes the Chancellor or designee to regulate the use of College facilities, provided the activities conducted therein are consistent with applicable policies, guidelines, laws, rules, and regulations.

Further, the Board of Governors authorizes the College to permit the limited consumption of alcoholic beverages on College property at events hosted by non-College organizations. The Board directs the Chancellor or designee to develop procedures governing such use in a responsible manner and which ensure full compliance with all laws and regulations. The initial Administrative Procedure shall authorize consumption of alcoholic beverages on College property only during events hosted by the PCC Foundation.
Appropriate credit may be accepted for all course work completed at other accredited institutions with a grade of C, its equivalent, or better. This credit must be considered applicable towards the student program objective at Pima Community College. The Registrar’s Office must receive and evaluate transfer credit after receipt of an official transcript and a completed Transcript Evaluation Request Form for transferring students. Upon a student’s written request, the Registrar’s Office will evaluate all requests for transfer of credit.
INFORMATION ITEM

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<th>Item Number: 2.5</th>
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<th>Item Title</th>
<th>Contact Person</th>
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| All College Council Minutes | Deborah Yoklic  
Assistant Vice Chancellor  
(206-4650) |

**Information:**

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

May 11, 2015

**Approvals**

Contact Person ________________ Deborah Yoklic

Deborah Yoklic

Chancellor ________________________________

Lee D. Lambert, J.D.
All College Council  
May 11, 2015

Minutes

In Attendance: Carlo Buscemi, Kimlisa Duchicela (substituting for Joe Labuda), Don Harp, Mays Imad, Johanna Jimenez, Lorraine Morales (Chair pro tem), Alec Moreno, Paul Schwalbach, Jeff Silvyn, Brian Stewart, Deborah Yoklic, Mykle Zoback

Not In Attendance: Manny Amado, Esdras Cabezola, Joe Labuda, Lee Lambert

1. Agenda Modifications  Discussion of participation of substitutes

2. Approval of Minutes of 4/13/15. The minutes were approved.

3. Campus Staffing Hours, Aubrey Conover
   Aubrey Conover, VPSD at WC, presented the recommendations made by the VPSDs to the campus presidents to reduce hours in the Student Services Centers. The Student Services Center staff initiated the study; the data show that very few students come between 6pm and 7pm; each center has to have at least three staff members. Therefore, the recommendation is for Student Services Centers to close at 6 pm. Additionally, Saturday usage at the East Campus is very low; the VPSDs are recommending to no longer offer Saturday hours at EC, but to continue to have the Downtown Campus open on Saturday. The exception to these recommendations is during peak period, which has been the three weeks just before and the week immediately following the start of each semester. These closures will increase the College’s ability to better serve students through more effective utilization of staff.

   Mays noted that there does appear to be utilization at the Downtown campus. Aubrey acknowledged that usage at DC is greater than at other campuses but is not more than 3 or 4 per evening. There could perhaps be a rotation of district staff at DC similar to that done for Saturday coverage.

   Aubrey added that there has not been a decision about the hours for instructional testing at the East Campus. If the testing center is open for instructional testing it would have to be open for assessment testing as well. He also noted there is a commitment to work with students who show up at a Student Services Center shortly before closing.

   Carlo suggested that students deserve more time rather than less and losing even one student who comes in from 6-7 is not satisfactory. Aubrey submitted that we probably also lose students due to long daytime wait times, which having additional staff available should help alleviate.

   Lorraine noted that Kimlisa appeared to wish to speak and invited her to do so. Kimlisa remarked that these recommendations need to go to Faculty Senate as well as Staff Council. She asked what the data show for usage at the Testing Centers. Online students who need to come in to take proctored tests, particularly in math, probably come in after work. The College needs to accommodate working students. Aubrey did not have data about Testing Center usage.
Information Item

Lorraine said she is committing to have online Chat available. This will be more robust than our current online Chat. Brian suggested we need to really promote online advising. Mykle noted that a serious limitation of Chat is that you cannot give out individual information.

Aubrey agreed to return to All College Council and to provide information electronically to the ACC members.

4. **Participation of substitutes in ACC**
Kimlisa Duchicela attended this meeting to substitute for Joe Labuda. Lorraine initiated a discussion about participation of substitutes, as this is the first occurrence of a substitute. SPG-1401/AA specifies that guests will not participate in discussion nor offer opinions unless specifically asked by the Council chair, but does not speak to substitutes. As information, it was noted that Faculty Senate requires proxies to be members, but Staff Council proxies do not have to be members.

Brian noted that reassigning a voting position is unusual and is problematical without policy. Mykle, Carlo, and Don indicated they were ok with Kimlisa participating. Alec suggested she could participate but not vote. Mays said that the ACC needs to be cognizant of setting a precedent.

The group agreed that Kimlisa participate but not vote, and that this decision is for this meeting only. The matter of substitutes, including whether they can vote, should be fleshed out in the SPG. This will be placed on a future agenda.

5. **Strategic Plan for Internationalization**, Ricardo Castro-Salazar
Ricardo presented the Strategic Plan for Internationalization, with the vision of Global Education without Limits. He noted that he has been collaborating with Workforce Development, that the language institute has a different structure from our current ESL program and that the University of Arizona views us as a complement rather than a competitor. There was no discussion.

6. **Recommendations from Departmental Webpages Task Force**, Rachelle Howell
On the recommendation of All College Council and at the request of the Chancellor, Rachelle led a group of eight employees concerning departmental web pages. In their work, they asked if there was a business and student case to be made for departmental webpages and, if so, what does it look like? They also kept in mind the Chancellor’s statement to be careful about creating or promoting systems that continue to fragment the College. The Task Force struggled to define “department” and ultimately agreed to table that discussion until after the completion of the Department Chair Task Force.

The Departmental Webpages Task Force did identify a number of improvements and these will be implemented.

Lorraine asked whether department could be defined as subject area rather than campus-based. Rachelle asked who would be in charge of the webpage. And who referees if there is not agreement? Some disciplines are more alike across the campuses than others. Lorraine asked if we could start with those disciplines that are consistent. Rachelle suggested that we need to develop criteria for the area so there is consistency and develop
criteria for who is the owner both of content and maintenance. Brian suggested perhaps starting with occupational areas as they tend to be single-site programs.

7. **ACC Outreach**, Lorraine Morales  
   We need to take information about ACC out to the campuses, perhaps have forums. Lorraine was not able to complete this and plans to do so early in the Fall semester. The plan is to do a survey, similar to the one done this year, at the end of the Fall semester.  
   Other suggestions included providing an orientation to ACC for students.

8. **A.P. 2.15.01**, Debbie Yoklic  
   There were no comments on this A.P.

9. **Roles and responsibilities of ACC members; individual accountability**  
   Due to time, this has been moved to a special meeting of ACC on May 18.  
   *(Note: the 5/18/15 meeting was cancelled due to many schedule conflicts; the topic will be brought back in the Fall.)*

**Future Meetings:**  
- Monday, August 24, 2015, 3-5 pm, DO B-218  
- Monday, September 28, 2015, 3-5 pm, DO B-218  
- Monday, October 26, 2015, 3-5 pm, DO B-218  
- Monday, November 23, 2015, 3-5 pm, DO B-218  
- Monday, December 14, 2015, 3-5 pm, DO B-218  
- Monday, January 25, 2016, 3-5 pm, DO B-218
Pima County Community College District
Board of Governors
4905C East Broadway/Tucson, Arizona 85709-1010

ACTION ITEM

Meeting Date: 9/9/15

Item Number: 3.1

Item Title

Consent Agenda

Contact Person

Chancellor’s Office
(206-4747)

Recommendation:

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

3.1 (1) Approval of Minutes of the following meetings:
   A. Special Meeting of July 30 - 31, 2015 (Recap and Planning Session)
   B. Special Meeting to conduct Executive Session on July 31, 2015
   C. Study Session of July 31, 2015
   D. Special Meeting to conduct Executive Session on August 12, 2015
   E. Regular Meeting of August 12, 2015

3.1 (2) New Position – Academic Dean of Instruction and Student Development

3.1 (3) Grant Proposal – Sub-recipient Grant Award: University of Arizona, Department of Physics

3.1 (4) Grant Proposal – Sub-recipient Grant Award: University of Arizona, Department of Geosciences

3.1 (5) Intergovernmental Agreement: Pascua Yaqui Tribe and Pima Community College 2015-2020

3.1 (6) Intergovernmental Agreement: Tubac Fire District

3.1 (7) Intergovernmental Agreement: Drexel Heights Fire District

3.1 (8) Intergovernmental Agreement: Golder Ranch Fire District

3.1 (9) Intergovernmental Agreement: Pascua Yaqui Tribe

3.1 (10) Contract: Dual Enrollment – Portable Practical Educational Preparation, Inc. (PPEP TEC)

Approval

Chancellor______________________________

Lee D. Lambert, J.D.
ACTION ITEM

Meeting Date: 9/9/15

Item Number: 3.1(1) A

Item Title
Unapproved Minutes of the Special Meetings on July 30-31, 2015

Contact Person
Chancellor’s Office
(206-4747)

Recommendation:

The unapproved Minutes of the Special Meetings on July 30-31, 2015 are submitted for approval.

Approval

Chancellor ________________________________

Lee D. Lambert, J.D.
A Special Meeting-Recap and Planning Sessions of the Pima County Community College District Governing Board was held on Thursday, July 30 at 7:30 and Friday, July 31, 2015 at 7:45 a.m., in B-218 at the District Office, 4905C E. Broadway Blvd., Tucson, AZ 85709-1100.

**Persons in Attendance**

**Board Members:**
Sylvia Lee, Chair  
Mark Hanna  
David Longoria  
Scott Stewart

**General Counsel**  
Jeffrey Silvyn

**Recording Secretary**  
Denise M. Dudoit

**Administration/Staff**  
Lee Lambert  
David Bea  
Dan Berryman  
Erica Holmes  
Lorraine Morales  
Stella Perez  
Morgan Phillips  
William Ward  
Gabriela De Echavarri

**Facilitators**  
Cindra Smith  
Walter Packard

**July 30, 2015**

1. After introductions were made, Drs. Cindra Smith and Walter Packard gave an overview of the ground rules, protocol and expectations for both sessions. She encourage everyone to stay on task, endure understanding and keep communication open. Dr. Cindra Smith followed with mentioning the information to be presented.

Bruce Moses, Assistant Vice Chancellor of Accreditation, presented on Accreditation information regarding the Standard Pathway Cycle; key dates and milestones; Chancellor’s goals aligned with Accreditation; and what is needed from the Board of Governors. He noted that
what has been missing from discussion is the College is doing this because it is right for students and staff, not only because the HLC has said it must be done. He also mentioned that it will be a cultural change to think of accreditation in everything the College does.

Deborah Yoklic, Assistant Vice Chancellor, presented on Student Success information regarding having a good framework for student success. She noted that in order to have a student success (SS) framework, Pima would need to develop guided pathways; maps for transfer programs, contextualized development education; align curriculum with high schools; and research on loss/momentum points. She noted the goal is for students to transfer ready for junior level work.

Ian Roark, Vice President of Workforce Development, presented on Workforce and Community Engagement information regarding plans to increase the level of community engagement to foster partnerships and strengthen educational opportunities in response to community needs as well as to enhancing and improving the College’s engagement, alignment and responsiveness to the needs of the business community, and to economic development opportunities. He noted workforce development is not a matter of academics or technical, they go hand in hand.

Alison Colter-Mack, Vice Chancellor for Human Resources, presented on Diversity information regarding the College’s new formed Diversity program and also shared the Diversity Mission and Vision statements. She noted that valuing diversity is important for several reasons including supports awareness of unconscious/hidden biases; breeds innovation and business success which strengthens economic conditions; fosters strength in differences, not similarities; and supports that we should systemically address the issues we face.

Nicola Richmond, Assistant Vice Chancellor for Planning & Institutional Research, presented on Institutional Effectiveness information regarding what Institutional effectiveness is and its components. The key components are 1) Unit Mission Statements, 2) Operational Outcomes, and 3) Key Performance Indicators (KPIs). She noted that a culture shift in the College is needed to encourage units to collect meaningful data that supports improvement.

Jeffrey Silvyn, General Counsel, presented on Legal and Compliance standards information regarding the scope of compliance requirements and how accreditation and compliance are intertwined. He informed about the plans to develop a compliance plan with consistent standards across the district. He noted that primary work remains in the work unit – designated, responsible lead and that District Office provides support and oversight – designated, responsible compliance officer. The goal is to have more consistency and verification; be more proactive; and have a better response.

Dr. Smith gave an overview of functions of Board governance. The group discussed how Boards develop their strategic plan and priorities; they can use the institutions strategic plan as a framework to set annual priorities. She discussed that effective boards do not micromanage, they should be concerned with the overall health of the College and have a system of reporting oversight. She also noted the Board should prioritize need by talking to community members and attending functions, remove personal interests, align with agreed upon focus to determine priorities and work together to achieve a common goal.

Dr. Smith mentioned that the Board’s Prime Policy has been defined enough to feel comfortable.
July 31, 2015

Persons in Attendance

Board Members:
Sylvia Lee, Chair
Mark Hanna
David Longoria
Scott Stewart

Recording Secretary
Denise M. Dudoit

Administration/Staff
Lee Lambert
Gabriela De Echavarri

Drs. Smith and Packard review the highlights of the previous day. Everyone agreed the first session was led by open conversation and the free-flow of ideas was good and useful. Board members were impressed by the Executive team and their interactions with the Chancellor and themselves. It was discussed that it is important to create an environment where it is ok to show the good with the bad. Also there was a discussion regarding how meeting agendas are structured and the possibility of having more open conversations instead of only reports.

Nicola Richmond, Assistant Vice Chancellor for Planning and Institutional Research, presented on the College Mission and Vision with information regarding Mission fulfillment and its components under the current system and proposed system. She informed September 2014, the College began the process of reviewing the mission of the institution with broad input from employees and students. The final stage was in May 2015 when draft vision and mission statements were sent to employees via survey allowing them to select their favorite statements. She also noted dashboards will be developed to be used during the Chancellor’s All College Day presentation that will show this information.

Dr. Smith and Packard review with the Board its Self-Evaluation Results. They were interested in hearing from Board members what they learned by completing the Beta Test evaluation. Some of the comments referred this was the first experience with this type of evaluation and that this particular instrument was not well suited for our institution because it was not applicable or relevant. It also provided a way to compare it with ACCT’s instrument.

The results from ACCT’s 2015 self-evaluation were reviewed in comparison to the 2014 results. Highlights of areas with a score of 4.20 or higher were shared as well as those areas that scored below 3.40.

Drs. Smith and Packard review with the Board its priorities for 2015-2016. Discussion covered the following:
Strategic directions for 2014-2017 include reaffirming HLC accreditation and fully committing to the HLC guiding values; improving access and student success; and increasing diversity, inclusion and global education.
Next steps include developing an operational calendar which would include study sessions, major events and conferences, etc.
Discussion regarding changing the format of meeting agendas.
Develop a hybrid evaluation which would contain pieces from ACCT and Jepperson/Working Change.
Bringing a firm to assist with branding and declining enrollment was discussed.

________________________________________
Secretary

__________________________________________
Date
ACTION ITEM

Meeting Date: 9/9/15 Item Number: 3.1(1) B

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<td>Unapproved Minutes of the Special Meeting to go into Executive Session on July 31, 2015</td>
<td>Chancellor’s Office (206-4747)</td>
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Recommendation:

The unapproved Minutes of the Special Meeting to go into Executive Session on July 31, 2015 are submitted for approval.

Approval

Chancellor ________________________________

Lee D. Lambert, J.D.
A Special Meeting of the Pima County Community College District Governing Board was held to go into Executive Session on Friday, July 31, 2015 at 1:30 p.m., in the Chancellor’s Conference Room, Room B-218, District Office, 4905 E. Broadway Blvd., Tucson, AZ 85709-1010.

Persons in Attendance

Board Members
Sylvia Lee, Chair
Mark Hanna
David Longoria
Scott Stewart

Recording Secretary
Denise M. Dudoit

Administration/Staff
Lee Lambert
Gabriela De Echavarri

Call to Order

Sylvia Lee called the meeting to order at 1:35 p.m.

Motion for Executive Session

Motion No. 201507-10

Scott Stewart – M; David Longoria – 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.

Chancellor’s Evaluation

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

Executive Session Discussion

Gabriela De Echavarri and Denise M. Dudoit left the room at 1:37 p.m.

Adjournment
The meeting adjourned at 2:55 p.m.

__________________________________________
Secretary

__________________________________________
Date
### ACTION ITEM

**Meeting Date:** 9/9/15  
**Item Number:** 3.1(1) C  

<table>
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<td>Unapproved Minutes of the Study Session on July 31, 2015</td>
<td>Chancellor’s Office (206-4747)</td>
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**Recommendation:**

The unapproved Minutes of the Study Session on July 31, 2015 are submitted for approval.

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**Approval**

Chancellor ________________________________  
Lee D. Lambert, J.D.
A Study Session of the Pima County Community College District Governing Board was held on Friday, July 31, 2015 at 3:00 p.m. in the Community/Board Room, at the District Office, 4905 E. Broadway Blvd., Tucson, AZ 85709-1005.

Persons in Attendance

Board Members:
Sylvia Lee, Chair
Mark Hanna
David Longoria
Scott Stewart

General Counsel
Jeffrey Silvyn (via Telephone)

Recording Secretary
Denise M. Dudoit

Administration/Staff
Lee Lambert, Chancellor
Gabriela De Echavarri

1. Call to Order
Board Chair Sylvia Lee called the meeting to order at 3:05 pm.

Board Chair Lee stated this was not a special meeting and the Board was not going to take any action. She noted this Study Session was scheduled to discuss and clarify the Student Services staff qualifications issue.

2. HLC Criteria 3.C related to qualifications of Staff

Chancellor Lambert began the discussion on staff qualifications by saying his goal is that no employee lose a job because of the application of criterion 3.6.C. That's the goal. He mentioned that as Pima is moving forward, our goal is to become a premier community college. So the standard in which we are going to be thinking about Pima is at a whole different level than just what the HLC is asking of all of the colleges in its region. The Chancellor noted HLC requirements and peer institutions standards needed interpretation that nothing is black and white and that the issue is complicated. He noted the HLC noted concerns in core components 3.6. He also mentioned guidelines are much clearer about what faculty have to have in order to be appropriately qualified but on the staff side, it doesn’t exist, so the document needs to be reviewed to assess what can be applied at the College.

The Chancellor mentioned we have to show a system that we have in place that has validity to it to provide evidence that if we are not using that as the standard, why that exception standard should be accepted. The problem is that the College doesn’t have one. PCC doesn’t
have an assessment structure with a rubric to say does employee X who doesn't meet this general standard have the equivalent of that general standard? It's not enough to say I have a job spec or a job class. The College needs be thinking about creating a system for folks who do not have the Bachelor's degree as the standard. Chancellor Lambert noted that all that is being done now is assessing the issue.

The Chancellor noted the College is going to have the advising group NACADA to gather information, evaluate and make recommendations.

Board members had opportunity to ask questions and attendees in the audience were able to make comments. Administrators were available to answer to questions.

Adjournment

The meeting adjourned at 5:05 p.m.

________________________________________
Secretary

________________________________________
Date
ACTIONS ITEM

Meeting Date: 9/9/15
Item Number: 3.1(1) D

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<td>Unapproved Minutes of the Special Meeting to go into Executive Session on August 12, 2015</td>
<td>Chancellor’s Office (206-4747)</td>
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</table>

Recommendation:

The unapproved Minutes of the Special Meeting to go into Executive Session on August 12, 2015 are submitted for approval.

Approval

Chancellor

Lee D. Lambert, J.D.
A Special Meeting of the Pima County Community College District Governing Board was held to go into Executive Session on Wednesday, August 12, 2015 at 3:00 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**
Sylvia Lee, Chair
Mark Hanna
David Longoria
Scott Stewart

**General Counsel**
Jeffrey Silvyn

**Recording Secretary**
Denise M. Dudoit

**Administration/Staff**
Lee Lambert
Stella Perez
Gabriela De Echávarri

**Call to Order**

Sylvia Lee called the meeting to order at 3:00 p.m.

**Motion for Executive Session**

**Motion No. 201508-01**

Scott Stewart – M; Mark Hanna – 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 3:01 p.m.
Resumption of Open Session

The Board resumed Open Session at 5:14 p.m.

Adjournment

The meeting adjourned at 5:15 p.m.

__________________________________________
Secretary

__________________________________________
Date
**ACTIONS ITEM**

**Meeting Date:** 9/9/15  
**Item Number:** 3.1(1) E

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<td>Unapproved Minutes of the Regular Meeting of August 12, 2015</td>
<td>Chancellor’s Office (206-4747)</td>
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**Recommendation:**

The unapproved Minutes of the Regular Meeting of August 12, 2015 are submitted for approval.

---

**Approval**

Chancellor______________________________  Lee D. Lambert, J.D.
The Regular Meeting of the Pima County Community College District Board of Governors was held on Wednesday, August 12, 2015 at 5:30 p.m., in the Community/Board Room, District Central Office, 4905C E. Broadway, Tucson, AZ 85709-1010.

BOARD MEMBERS

Sylvia Lee, Chair
Mark Hanna
David Longoria
Scott Stewart

REPRESENTATIVES TO THE BOARD

Don Harp, Staff
Brian Stewart, Administrator
Mays Imad, Faculty

RECORDING SECRETARY

Denise M. Dudoit

GENERAL COUNSEL

Jeffrey Silvyn

ADMINISTRATION

Lee Lambert, Chancellor
Lou Albert, President, West Campus
David Bea, Executive Vice Chancellor, Finance and Administration
Dan Berryman, Vice Chancellor, Human Resources
Yira Brimage, Vice President of Student Development
Alison Colter-Mack, Assistant Vice Chancellor, Human Resources
Aubrey Conover, Vice President of Student Development
Suzanne Desjardin, Vice President of Student Development, Acting
Cindy Dooling, Interim Vice Chancellor for Information Technology
David Doré, President, Northwest and Downtown Campus
Dolores Durán-Cerda, Senior Assistant to the Provost and Executive Vice Chancellor
John Gillis, Vice President of Instruction, Acting
Erica Holmes, Provost
Patricia Houston, Vice President of Instruction, Acting
Libby Howell, Executive Director for Media, Community and Government Relations
Lorraine Morales, President, Community and East Campus
Bruce Moses, Assistant Vice Chancellor for Accreditation
Ann Parker, Vice President of Student Development
Stella Perez, Interim Vice Chancellor for Operations
Morgan Phillips, President, Desert Vista and West Campus
Nic Richmond, Assistant Vice Chancellor for Planning and Institutional Research
Ian Roark, Vice President of Workforce Development
Irene Robles-Lopez, Vice President of Student Development
Ted Roush, Vice President of Instruction
Yvonne Sandoval, Academic Dean
Edgar Soto, Executive Director of Athletics
Brian Stewart, Academic Dean
Jeff Thies, Executive Director of Developmental Education
William Ward, Vice Chancellor, Facilities
Deborah Yoklic, Assistant Vice Chancellor
Darla Zirbes, Vice President of Instruction
GENERAL MATTERS

Call to Order

Sylvia Lee called the meeting to order at 5:30 p.m.

Pledge of Allegiance

Sylvia Lee led the Pledge of Allegiance.

Public Comment – Call to Audience

Carol A. Gorsuch addressed the Board regarding Student Services qualifications. Ms. Gorsuch stated HLC is about processing and following in the decision making with the expectation the college will provide truthful and documented evidence on effective implementation. She further states the decision to change qualifications appears without warning and the justification for the decision seems disconnected. Ms. Gorsuch urges the College to abide by its own rules in order to achieve premier status as well as immediately halting the current process and honoring the employment initially offered to the employees who may be affected. The College, she feels, has the time to do it right.

Mykle Zoback addressed the Board in order to clarify her statement from July 1, 2015 regarding Administration not being compassionate and empathetic to staff when describing qualifications. The statement was a generality and not reflective of all administrators; many have been generous empathetic. She also wanted the Board to know staff is behind the college.

Ana Angulo addressed the Board regarding student services qualifications. She shared how her career at Pima Community College began as a student aide in 1994 and how through continued work in student development, she decided her goal would be to earn an Associate’s degree in General Studies. She achieved that goal and in 1990 was hired as a regular employee. Ms. Angulo shared how during her time with Pima, she has been through comp/class restructuring and changes in leadership having embraced each initiative regardless of her own opinion and in her 30 years with the College, no one student has asked about her credentials; they have all been pleased with the services delivered. She respectfully asks the Board to look at the data and truly analyze what is being presented, to consider titles are interchangeable, and to develop a written contingency plan that will allow grandfathering the staff affected by this new policy.

Lucile Juarez addressed the Board regarding 3C6 by speaking out against what she called a lack of a credible process and the requirement Pima Community College has placed on current student services staff by mandating they must hold a Bachelor’s degree to continue advising students. She continues to say many cannot afford the cost of tuition and are employed full-time and family obligations. Her education and years of experience have allowed her to meet or exceed the requirements of her job as well as other employees who hold associates degrees, credit hours, or are working towards a degree. Ms. Juarez feels the fair solution is to grandfather these employees into their current positions and to strongly
consider experience and a combination or associates degree with experience, allowing them to continue serving students as they have done for many years.

Michael Bowling, one of Lucile Juarez’s advisees took a moment to address the Board regarding the same issue. Mr. Bowling credits his academic success to the advising and friendship he received from Ms. Juarez. In his experience, new policies are scaled in or grandfathered in and it is his hope that the Board will do right by the employees and protect them. There are a lot of advisors, good people that are nervous and scared about their jobs and their future and Mr. Bowling urged the Board to establish a process so these people are comforted and know you plan on grandfathering them because it’s what makes sense.

Chris Berens addressed the Board regarding student support services and would like to address the situation from a different perspective. As an Air Force Veteran, Mr. Berens served for almost 20 years and has returned to school to earn a degree. Mr. Berens expressed his concern for the lack of certifying officials and the treatment of two certifiers in particular who were not promoted. He is concerned the right people, who know the job, will not be hired due to new rules.

Arlene Muniz addressed the Board regarding student support service issues. As an AFSCME organizer for the local union, Ms. Muniz brought two concerns before the Board. The first issue addressed is the group grievance filed on July 31, 2015 to Chancellor Lambert regarding the student services bachelor degree requirements. After meeting with ODR staff, she was informed they did not have a grievance because the process had not been implemented as yet and no damage came as a result to employees. In order to have proper dialogue, a committee will be set to discuss the issue. It is their hope this will bring about open and transparent communication and a resolution to degrees and its impact on employees. The second issue addressed is the manner of treatment these employees have endured during the past 30 days. A second concern is the “no-grievance” from two employees denied placement per competitive employment the positions of advanced specialist. Per policy, an applicant cannot grieve the policy due to non-selection from a properly constituted list of candidates unless the grievance alleges policy violations. Ms. Muniz closed by stating the employees have come out on the losing end because the College arbitrarily changed the rules.

Maria Cordova addressed the Board on behalf of an advisor who assisted her throughout her studies at Pima. Whether or not she had a bachelor’s degree was never a concern stating the advice received was as good as from her counselor. She feels years of experience can make up for a degree.

Mario Gonzales addressed the Board members specifically stating they are under the gun and are looking at more than the 11 core components because of actions by Lee Lambert, Erica Holmes, Karrie Mitchell, Jeff Silvyn, Bruce Moses, Daniel Berryman, and Robert Shoun. Because of their actions, Mr. Gonzales states there are plans to file multiple EEO complaints against the College. Mr. Gonzales further states it appears as though the Board members are not involved.

Denise Kingman thanked Chancellor Lambert for the e-mail which contained updates on the staff qualifications and asked that the following be considered: explore the tested experience
or prior learning experience for employees who may not have a degree to ensure experience equates with the relevant degree; establishing a timeline which is something employees have been asking for; and lastly looking into the protected classes (women, people over 40, and Hispanics) to ensure our employees are as diverse as the student body.

Susan Hennessy addressed the Board regarding student services qualifications. Ms. Hennessy is grateful for her work at the College and although she feels employee’s credentials are important, Ms. Hennessey would like to see current employees grandfathered in or tested using experience as a measure and work towards making Pima a premier institution together. She also states it is easy to track credentials but less easy to track a caring attitude.

Remarks by Governing Board Members

Chairperson Lee thanked everyone for coming forward and addressed a few points from an email the Chancellor sent. Chairperson Lee also personally apologized for any fear this has caused and thanked them for attending this evening’s meeting.

Board member Mark Hanna shared if we want students to be successful, employees must be treated fairly and thinks the best way to help is by holding to standards. He also shared he attended a conference last week and all community colleges are experiencing low enrollment and accreditation issues but it is important to remember community colleges have the ability to change lives.

Board Member David Longoria stated it is the responsibility for all to be collaborative, exercise clear communication in both directions in order to resolve issues. He also took a moment to clarify misconceptions during public comment.

INFORMATION ITEMS

Employment Information
Chairperson Lee noted the retirements of Louis S. Albert, Linda A. Ellis, Armida Martinez, Dolores R. Reece, Anna B. Richards, Stanley J. Steinman and Gretchen L. Zimmerman and thanked them for their service to the College and wished them well on their future endeavors.

This item was noted as an information item.

Administrative Procedure Changes
This following are noted as information items: AP 2.18.01 College Compliance Program; AP 3.10.05 Academic Fresh Start; AP 6.01.01 Legal Services; and AP 9.01.04 College-Issued Mobile Device Security.

Board Member Mark Hanna asked for additional information regarding AP 3.10.05 Academic Fresh Start. This allows students who may not have had the best academic performance to return to Pima, whose previous grades may prohibit an acceptable GPA, and request grade forgiveness.
ACTION ITEMS

Consent Agenda

Motion No. 201508-02

David Longoria – M, Scott Stewart – S, to approve the Consent Agenda.

3.1 (1) Approval of Minutes of the following meetings:
   A. Special Meeting to conduct Executive Session on June 29, 2015
   B. Special Meeting to conduct Executive Session on June 30, 2015
   C. Special Meeting to conduct Executive Session on July 8, 2015
   D. Regular Meeting of July 8, 2015

3.1 (2) New Position – Assistant General Counsel
   Jeff Silvyn explained $200,000.00 has been budgeted for legal expenses although $81,000.00 was spent this year. This allocation of funds will be used to pay for the new employee and is therefore budget neutral.

3.1 (3) New Position – Support Specialist

3.1 (4) New Position – Advanced Program Manager

3.1 (5) Grant Proposal: Substance Abuse & Mental Health Services Administration (SAMHSA), The Aztec Proactive Prevention Program (APPP)

3.1 (6) Grant Proposal: Arizona Department of Education-AZ Adult Education Workforce Innovation and Opportunity Act of 2014 (WIOA) Transition Grant

3.1 (7) Grant Proposal: State of Arizona Department of Education Carl Perkins IV- Basic Grant

3.1 (8) Intergovernmental Agreement: Rincon Valley Fire District (RVFD)

3.1 (9) Lease Agreement: Marana Health Clinic

Vote: All Board members present voted “aye” by voice vote. None were opposed. Motion CARRIED.

Other Action Items

Employment Contract: Chancellor

It was noted the Chancellor’s contract will be made public next month.

Motion No. 201508-03

Scott Stewart – M, David Longoria – S, to approve the employment contract of the Chancellor.

Vote: All Board members present voted “aye” by voice vote. None were opposed. Motion CARRIED.

Proposed Out-of-State Tuition Reduction for Human Resources Certificate Online Program, effective Spring 2016
Discussion regarding how soon feedback / outcome may be received and although this will not have an impact on current revenue, this is an opportunity to test the waters with a small program and expects to have information fairly quickly.

**Motion No. 201508-04**

Mark Hanna – M, David Longoria – S, to approve a reduced out-of-state tuition structure of $200 per credit for online courses offered in the Human Resources Certificate (HRS) program. This is the first phase of exploring reducing the per credit hour tuition rate for online out-of-state students to increase enrollment.

Vote: All Board members present voted “aye” by voice vote. None were opposed. **Motion CARRIED.**

**Mission Fulfillment Framework**

Board Members thanked Nic Richmond and everyone involved in preparing the framework. It was also noted this information will be presented during All College Day. The development of the Mission Fulfillment Framework now allows for measurable goals as well as key performance indicators that will reflect how the College moves forward.

**Motion No. 201508-05**

David Longoria – M, Scott Stewart – S, to approve the mission fulfillment framework, with an annual report-out on progress per the Board of Governors Annual Report Calendar.

Vote: All Board members present voted “aye” by voice vote. None were opposed. **Motion CARRIED.**

**Personnel Policy Statement for Non-Exempt Staff, Fiscal Year 2015/2016 Amendment Regarding Shift Differential**

**Motion No. 201508-06**

David Longoria – M, Scott Stewart – S, to approve the proposed changes to the Personnel Policy Statement for Non-Exempt Staff.

Vote: All Board members present voted “aye” by voice vote. None were opposed. **Motion CARRIED.**
REPORTS

Reports by Representatives to the Board

Student – There was no report.

Temporary Staff – There was no report.

Staff – Don Harp
Staff Representative Don Harp presented the Staff update. Mr. Harp informed the Board AFSCME will be holding Division meetings the second Thursday of each month around the District in order to encourage attendance. In addition, surveys will be sent regularly to non-exempt employees to solicit input; the Professional Development work group meets the third Tuesday of each month to review applications and session on how to apply for funds have been scheduled.

The ACES Board is now complete with the election of a Member-at-Large of Professional Development. A new mentoring committee has been established and tasked with developing a process for an exempt staff mentorship program at the College. In addition, the Professional Development, Networking, and Membership committees are active and a volunteer opportunity at the Casa Maria Soup Kitchen was held Friday, August 7, 2015.

The current Chair Elect of Staff Council has stepped down due to his taking educational leave during the Fall semester; the Vice-Chair was voted to take over this position for the remainder of the year. Staff Council has made the decision to revert back to a Chair/Vice-Chair structure as part of the revision to the by-laws with one-year terms for officers.

Campus events were shared including Blackboard is now live for Virtual Advising at Community Campus; Northwest Campus is discussing a STEM scholarship in honor of faculty member Denise Meeks; District has distributed faculty contracts and is looking to create a Women in Technology program; Pima County Library held a comic book festival at Downtown Campus on July 11; and at West Campus the HIS STEM grant is finishing up its fourth year with PHYS lab remodels, Dental Hygiene is in phase II of its remodel, and the new Director of International Student Recruitment is on campus.

Lastly, Mr. Harp addressed the Board regarding the situation regarding student services and shared he felt encouraged by the study session held on July 31, 2015. He stated it is up to all of us to work together not just for the HLC but for our students.

Adjunct Faculty – Carlo Buscemi – There was no report.

Faculty – Mays Imad – There was no report.

Administrator – Brian Stewart
Administrator Representative Brian Stewart presented the Administrators’ update. Mr. Stewart reported the graduate exit survey is being redesigned in order to collect more meaningful information on success after Pima.
The Government Relations team in conjunction with Desert Vista and Finance Operations has arranged tours for state legislators to visit PCC programs and facilities so they may see firsthand the funding challenges the College is facing. The Government Affairs team is also preparing for the upcoming Legislative Special Study Committee focusing on community college’s expenditure limitations.

The College held its first “Twitter Convention” which included discussion about many types of social media and how the College can use these tools to engage students and increase our reach into the community.

The Culinary Arts and Automotive Technology Dual Credit Academy projects with JTED and multiple school districts are progressing nicely. Additionally, the restructuring of the Workforce and Business Development Unit in the Workforce and Continuing Education Division has begun.

Northwest and Community Campuses collaborated with Pima County One Stop in June and July to enroll 16 students in a Wastewater Management Certificate program. The College developed the program, oversaw the student’s studies and awarded the certificates.

Course scheduling has been shifting to become more district focused with the campuses collaborating on scheduling needs. Plans for additional changes are ongoing with the change in the College organizational structure; updates will be provided as the structure becomes more defined.

Lastly, various welcome back activities have been scheduled including the new District Adjunct Orientation, Faculty Learning Academy, All College Day, and welcome back activities for students begin August 24 and run the first few weeks of the semester.

Administration Report

Alcohol on Campus
Jeff Silvyn and Deborah Yoklic presented information regarding PCC Foundation Events on College campuses with alcohol. The Board was presented with a variety of options for allowing events held on campus to serve alcohol. After the presentations, discussion was held regarding the various options including ways to minimize the risks associated with allowing alcohol on campus.

The Board agreed to Option #2: The PCC Foundation secures a special events license for each event (may obtain up to 12 such licenses per year) at an expense of $25.00 per day per event. It was also noted the policy should be reviewed each year which allows the policy to expand if necessary.

Accreditation Update
Bruce Moses provided an update on accreditation and what lies ahead to the Board. Mr. Moses identified upcoming critical reports / events which include: Notice Report due July 1, 2016; Focus Evaluation visit in September 2016; and in February 2017 the HLC Board of
Trustees will review the evaluation results of the Notice Report and Focus Evaluation Visit and make the decision to remove Pima from Notice.

The challenge is to pay attention to all components and not just the 11 highlighted areas as well as looking ahead to the comprehensive visit in 2018-2019.

The rigor has been amped up among all schools under the HLC; it is no longer acceptable to write a good study without the proof. The hope is to put the College out front of expectations; in other words, look at areas for improvement before the HLC tells us we must.

Student Success Showcase
Dr. Erica Holmes addressed the Board regarding the addition of this informational item to the Board as a result of their Planning and Re-cap session held at the end of July.

The admissions process has been revised so the system does not automatically default to non-resident status. Barriers have also been removed from the application which has the added benefit of helping with reporting data.

It is no longer necessary to file an appeal if a student forgets to apply for graduation.

Chancellor’s Report
The Chancellor began his report by stating his care and concern for each and every employee and does not take lightly any decision that will be made. Chancellor Lambert reminded everyone in attendance he has stated no one should lose a job over the 3C issue and all will be approached with empathy and compassion. He asked that we give each other the benefit of the doubt and to be kind to one another.

Highlights of Chancellor’s report included:
A recent visit to an anthropology class with a student-centered, student-facilitated learning environment taught by Gene Tresser. Chancellor Lambert asked faculty to invite him and Board members to their classes.

The opportunity to join the Mayor on an important trip to Israel where much was learned about their talent development system.

Chancellor Lambert thanked Pima’s lobbyist Jonathan Peyton for working diligently to look at how the College connects with Pima County and other communities with legislators in and beyond Maricopa. His work resulted in Justin Olson, the House Appropriation Chair visiting the aviation center and organizing Governors business luncheons.

Participating in a meetings related to the modern streetcar and how we engage in private-public investments.

The opportunity to speak at the third graduating class of the paramedics program that Pima has in partnership with the US Air Force who chose PCC because we are operating one of the better programs in the country.
The chance to speak at a Staff Council meeting regarding the future direction of the College presenting an preview of what will be presented at All College Day.

The U of A has a new Women’s Gymnastics coach who comes from Stanford and Chancellor Lambert was invited to her reception to provide some insight on living in Tucson.

Highlighted the work of the International department and the importance of learning about other cultures and building relationships with other countries such as Mexico.

Highlighted NC3 and those involved with the national certification centers and the launching of Pima’s first training program under this umbrella for tork certification.

Chancellor Lambert also spoke about the information staff provided regarding their duties and providing the information to NACADA. This outside agency is approximately 90% done in terms of their review and once completed, we will be able to take the next step in the development of a plan. There is a folder or tab in My Pima that contains benchmarking information for employees to review if they choose.

Three employee groups have been working on re-examining the evaluation system and step plans and their findings were presented during a meeting. Conversations will continue but progress has been made in the development of a new set of tools and way of thinking that integrates evaluations with step progression. The tool still needs work but it is a good starting point.

Chancellor Lambert closed by reminding everyone to be kind and civil to one another.

ADJOURNMENT

Adjournment

The meeting adjourned at 8:38 p.m.

___________________________________________
Secretary

___________________________________________
Date
New Position – Academic Dean of Instruction and Student Development

Daniel Berryman
Vice Chancellor for Human Resources (206-4740)

Recommendation:

The Chancellor recommends that the Board of Governors approve the new Academic Dean of Instruction and Student Development position.

Justification:

This is a new position as a result of reclassifying the vacant Deputy Executive Administrator position (ECG102) to the Administrator classification. At the direction of the Campus President for Community and East Campuses, the Vice President of Student Development was converted to an Academic Dean position as part of the campus reorganization of Campus leadership.

Duties and Responsibilities:

- Program and curriculum development.
- Program and personnel evaluation.
- Grant and contract development.
- Innovative course scheduling.
- Long-range and short-range planning.
- Project management.
- Allocate physical resources.
- Coordinate activities with other college divisions, departments, and campuses and developing external business industry and agency relationships.
- Assist with the recruitment, retention, and professional development of faculty and staff.
- Directly supervising department chairs, faculty, and staff of division.
- Provide highly responsible and complex administrative support to the campus Vice President of Instruction.
- Participate in the development and administration of the campus budget.
- Using and promoting new and emerging technology in support of teaching and learning.
- Utilize problem solving methodologies, strategies, and techniques, as well as conflict resolution techniques.
- Interpret and apply regulations, laws, policies and procedures.
- Interpret and apply College policies, procedures, laws and regulations.

(Continued)
Financial Considerations:

The salary grade for this position is D64 – starting base salary of $100,663. Realized cost savings of $15,896 from elimination of the vacant Vice President of Student Development position (ECG102) with a base salary of $116,559.

Approvals

Contact Person  
D.C. Berryman

Chancellor  
Lee D. Lambert, J.D.
ACTION ITEM

Meeting Date: 9/9/15

Item Number: 3.1 (3)

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<td>Grant Proposal – Sub-recipient Grant Award: University of Arizona, Department of Physics</td>
<td>Dr. Morgan Phillips President Desert Vista and West Campus (206-6752)</td>
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Recommendation:

The Chancellor recommends that the Board of Governors approve the Sub-recipient grant award between The University of Arizona and Pima Community College for the “Research Experience for Undergraduates (REU) Summer Bridge Program.” The grant performance period is from August 15, 2015 through September 30, 2017, totaling $17,560.80.

Justification:

The Summer Bridge Program in Experimental Physics will recruit up to thirteen students for a summer internship experience in University of Arizona research labs. The program will provide students with first-hand experience in a research setting, much needed information about careers in physical sciences and in research, cultural knowledge that will support their success as they move forward with their education, and mentorship through the transfer process to a four-year institution. This program will also help support and encourage students to think beyond a four-year degree to graduate work in the sciences. The time and effort will reflect the work of two primary faculty members in Physics and Engineering, who will take the lead in communication, organization, and recruitment, with the support of up to three additional faculty members, for a total of up to 100 hours of faculty work to recruit students who fit the general parameters of the grant, and especially to recruit and support undeserved students with an interest and demonstrated ability and commitment in the physical sciences, who are ready to transfer to the University of Arizona.

2014-17 Strategic Plan:

Strategic Direction 2: Improve access and student success

Strategy 2.4: Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university.

(Continued)
Financial Considerations:

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Approvals

Contact Person  

Morgan Philips

Morgan Phillips, Ed.D.

Chancellor

Lee D. Lambert, J.D.
Meeting Date: 9/9/15  
Item Number: 3.1 (4)

Item Title
Grant Proposal – Sub-recipient Grant Award: University of Arizona, Department of Geosciences

Contact Person
Dr. David Dore  
President  
Downtown and Northwest Campus (206-6752)

Recommendation:

The Chancellor recommends that the Board of Governors approve the Sub-recipient grant award between The University of Arizona and Pima Community College for the “GP-IMPACT: Pathways into Geosciences at the University of Arizona”. The grant performance period is from August 15, 2015 through July 31, 2018, totaling $38,960.32.

Justification:

University of Arizona (UA) undergraduate students will mentor Pima Community College (PCC) students through presentations in PCC geoscience classes (of their transfer experience, their major, their research project(s), etc.), participate in PCC classroom activities w/PCC students (act as teachers), and lead geology field trips. New transfer students will participate in a course on professional skills that will prepare them for paid internships with local businesses in the mining industry, hydrologic consulting agencies, and with Non-Governmental Organizations. UA and Pima faculty will facilitate match-making and formal mentoring. Both faculty will mentor and organize UA undergraduate class visits, presentations, and field trips. Both faculty will be responsible to mentor and transfer students and coordinate internships.

2014-17 Strategic Plan:

Strategic Direction 2: Improve access and student success

Strategy 2.4: Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university.

Financial Considerations:

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(Continued)
Approvals

Contact Person  
David Dore  
David Dore, Ed.D.

Chancellor  
Lee D. Lambert, J.D.
Pima County Community College District
Board of Governors
4905 E. Broadway/Tucson, Arizona 85709-1010

ACTION ITEM

Meeting Date: 9/9/15

Item Number: 3.1 (5)

Item Title

Intergovernmental Agreement: Pascua Yaqui Tribe and Pima Community College 2015-2020

Contact Person

Dr. Morgan Philips
President, Desert Vista and West Campus
(206-5001)

Recommendation:

The Chancellor recommends that the Board of Governors approve the acceptance of a five (5) year Intergovernmental Agreement to allow Pima County Community College District to continue to collaborate in offering educational opportunities to Tribal and local community members. Attachments are developed as needed that detail the nature of each educational activity including scope, type of services, cost, payment, points of contact, requirements of both parties, and other expectations. Attachments financial considerations follow the guidelines of the College contract finances, including returning to the Board of Governors should any exceed the standard operational allowances. They may be added and modified during the five-year cycle by approval of both Pima Community College and the Pascua Yaqui Tribe.

Justification:

The Pascua Yaqui Tribe requests that Pima County Community College District continue the partnership with the Pascua Yaqui Tribe to provide educational opportunity and services to the tribal members and community members in their region. The Pascua Yaqui Tribe and Pima Community College have had continuous IGA’s since 2005 and various agreements prior to that time.

The partnership has allowed tribal and community members to follow educational pathways that support the Pascua Yaqui Tribes growth as a community and have provided education and workforce opportunities for the individuals themselves. The College has provided customized training through the Workforce and Business Development division, career pathways for low-income and TANF participants through the Center for Training and Development, and a variety of credit classes and pathway support opportunities.

As part of this Intergovernmental Agreement clinical and externship opportunities with the Pascua Yaqui Tribe are also possible for Pima College students.

2014-17 Strategic Plan:

Strategic Direction 3. Foster partnerships to strengthen educational opportunities in response to community needs.

Strategy 3.1. Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations.

(Continued)
Strategy 3.4. Engage with community partners to provide a welcome and supportive pathway to PCC.
Strategy 3.5. Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in College.

Financial Considerations:

Pima County Community College District will submit quotes and document services using attachments to the IGA as services are requested. These quotes will be based on current tuition and operational rates as well as miscellaneous fees.

The College has evaluated the risks associated with the proposed activities and has determined they do not represent an undue liability

Approvals

Contact Person  Morgan Philips
Morgan Philips, EdD

Chancellor  Lee D. Lambert, J.D.
**ACTION ITEM**

**Meeting Date:** 9/9/15  
**Item Number:** 3.1 (6)

<table>
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<tr>
<th>Item Title</th>
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| Intergovernmental Agreement: Tubac Fire District | Dr. Lorraine Morales  
President  
Community and East Campus  
(206-6577) |

**Recommendation:**

The Chancellor recommends that the Board of Governors approve the acceptance of a one (1) year Intergovernmental Agreement to allow Pima County Community College District Public Safety and Emergency Services Institute to establish a framework within which both parties will exchange services and/or goods that will benefit Tubac Fire District and Pima County Community College District. This includes a Community Partnership for Fire Science and Emergency Medical Technology, Vehicular Rotations and Paramedic Training.

**Justification:**

Tubac Fire District requests that Pima County Community College District Public Safety and Emergency Services Institute partner with Tubac Fire District to provide Fire Science, Emergency Medical Technology, and Paramedic training to their employees. As part of this Intergovernmental Agreement, Tubac Fire District will allow Pima County Community College District students to participate in vehicular rotations to gain field experience.

**2014-17 Strategic Plan:**

Strategic Direction 4: Improve responsiveness to the needs of business community and economic development opportunities.

Strategy 4.2: Partner with industry to customize educational/training programs (content and format).

**Financial Considerations:**

Pima County Community College District will submit quotes to Tubac Fire District as services are requested. These quotes will be based on current tuition rates as well as miscellaneous fees.

The College has evaluated the risks associated with the proposed activities and has determined they do not represent an undue liability.

(Continued)
Approvals

Contact Person ________________________________

Dr. Lorraine Morales

Chancellor_____________________________________

Lee D. Lambert, J.D.
Recommendation:

The Chancellor recommends that the Board of Governors approve the acceptance of a one (1) year Intergovernmental Agreement to allow Pima County Community College District Public Safety and Emergency Services Institute to establish a framework within which both parties will exchange services and/or goods that will benefit Drexel Heights Fire District and Pima County Community College District. This includes a Community Partnership for Fire Science and Emergency Medical Technology, Vehicular Rotations and the American Heart Association (AHA) Training Center Support.

Justification:

Drexel Heights Fire District requests that Pima County Community College District Public Safety and Emergency Services Institute partner with Drexel Heights Fire District to provide Fire Science, Emergency Medical Technology, and the American Heart Association (AHA) Training Center Support to their employees. As part of this Intergovernmental Agreement, Drexel Heights Fire District will allow Pima County Community College District students to participate in vehicular rotations to gain field experience.

2014-17 Strategic Plan:

Strategic Direction 4: Improve responsiveness to the needs of business community and economic development opportunities.

Strategy 4.2: Partner with industry to customize educational/training programs (content and format).

Financial Considerations:

Pima County Community College District will submit quotes to Drexel Heights Fire District as services are requested. These quotes will be based on current tuition rates as well as miscellaneous fees.

The College has evaluated the risks associated with the proposed activities and has determined they do not represent an undue liability.
Approvals

Contact Person __________________

Dr. Lorraine Morales

Chancellor ____________________

Lee D. Lambert, J.D.
**ACTION ITEM**

**Meeting Date:** 9/9/15  
**Item Number:** 3.1 (8)

<table>
<thead>
<tr>
<th>Item Title</th>
<th>Contact Person</th>
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</table>
| Intergovernmental Agreement: Golder Ranch Fire District | Dr. Lorraine Morales  
President  
Community and East Campus  
(206-6577) |

**Recommendation:**

The Chancellor recommends that the Board of Governors approve the acceptance of a one (1) year Intergovernmental Agreement to allow Pima County Community College District Public Safety and Emergency Services Institute to establish a framework within which both parties will exchange services and/or goods that will benefit Golder Ranch Fire District and Pima County Community College District. This includes a Community Partnership for Fire Science and Emergency Medical Technology, Vehicular Rotations and Paramedic Training.

**Justification:**

Golder Ranch Fire District requests that Pima County Community College District Public Safety and Emergency Services Institute partner with Golder Ranch Fire District to provide Fire Science, Emergency Medical Technology, and Paramedic training to their employees. As part of this Intergovernmental Agreement, Golder Ranch Fire District will allow Pima County Community College District students to participate in vehicular rotations to gain field experience.

**2014-17 Strategic Plan:**

Strategic Direction 4: Improve responsiveness to the needs of business community and economic development opportunities.

Strategy 4.2: Partner with industry to customize educational/training programs (content and format).

**Financial Considerations:**

Pima County Community College District will submit quotes to Golder Ranch Fire District as services are requested. These quotes will be based on current tuition rates as well as miscellaneous fees.

The College has evaluated the risks associated with the proposed activities and has determined they do not represent an undue liability.

(Continued)
Approvals

Contact Person ________________________________
Dr. Lorraine Morales

Chancellor____________________________________
Lee D. Lambert, J.D.
ACTION ITEM

Meeting Date: 9/9/15

Item Number: 3.1 (9)

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<tr>
<td>Intergovernmental Agreement: Pascua Yaqui Tribe</td>
<td>Dr. Lorraine Morales</td>
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<tr>
<td></td>
<td>President</td>
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<td>Community and East Campus</td>
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<td>(206-6577)</td>
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Recommendation:

The Chancellor recommends that the Board of Governors approve the acceptance of a one (1) year Intergovernmental Agreement to allow Pima County Community College District Public Safety and Emergency Services Institute to establish a framework within which both parties will exchange services and/or goods that will benefit Pascua Yaqui Tribe and Pima County Community College District. This includes a Community Partnership for Fire Science and Emergency Medical Technology, Vehicular Rotations and Paramedic Training.

Justification:

Pascua Yaqui Tribe requests that Pima County Community College District Public Safety and Emergency Services Institute partner with Pascua Yaqui Tribe to provide Fire Science, Emergency Medical Technology, and Paramedic training to their employees. As part of this Intergovernmental Agreement, Pascua Yaqui Tribe will allow Pima County Community College District students to participate in vehicular rotations to gain field experience.

2014-17 Strategic Plan:

Strategic Direction 4: Improve responsiveness to the needs of business community and economic development opportunities.

Strategy 4.2: Partner with industry to customize educational/training programs (content and format).

Financial Considerations:

Pima County Community College District will submit quotes to Pascua Yaqui Tribe as services are requested. These quotes will be based on current tuition rates as well as miscellaneous fees.

The College has evaluated the risks associated with the proposed activities and has determined they do not represent an undue liability.
Approvals

Contact Person ________________________________
Dr. Lorraine Morales

Chancellor ________________________________
Lee D. Lambert, J.D.
Recommendation:

The Chancellor recommends that the Board of Governors approve the Contract between Pima County Community College District and Portable Practical Educational Preparation, Inc. (PPEP TEC).

The term for this Dual Enrollment Contract is for August 1, 2015 through June 30, 2018. The tuition rates and scope of work specific to this umbrella Contract will be reviewed and revised on an annual basis during the Contract term.

Justification:

This contract and its use are mandated under A.R.S. § 15-1821.01(1) and the College and School District are authorized to enter into this Contract pursuant to A.R.S. § 15-342(13), § 15-701.01(G), § 15-1444(B)(4), and § 15-1821.01.

The Dual Enrollment Contract allows juniors and seniors at the district high schools to earn college credit while completing secondary school requirements towards graduation, during the school day. Course offerings include a variety of general education and occupational courses as agreed upon by administrators of the high school and the College. Under the terms of the Contract, the school will work with the College to meet State requirements for inclusion as college enrollments.

2014-17 Strategic Plan:

This action supports the 2014-2017 Pima Community College Strategic Plan, specifically Strategic direction 3.2 which states: Develop high school partnerships to increase college-readiness for all high school graduates.

Financial Considerations:

Fiscal considerations for these Agreements are summarized as reciprocal services. The College will issue a Statement of Value for Reciprocal Services to the school district at the end of each term that calculates a value of the instructional services provided to students enrolled in Dual Enrollment courses under the IGAs.
The College will issue an invoice for payment due on such occasions when a school district requests services from the College that are not reciprocal such as facility rental or adjunct faculty.

Approvals

Contact Person ________________________________

[Signature]

Erica Holmes

Chancellor____________________________________

[Signature]

Lee D. Lambert, J.D.
ACTION ITEM

Meeting Date: 9/9/15

Item Number: 3.2 (1)

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<th>Item Title</th>
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<tr>
<td>Chancellor’s Goals, Objectives and Timelines 2015-2016</td>
<td>Lee D. Lambert, Chancellor (206-4747)</td>
</tr>
</tbody>
</table>

Recommendation:

This is a placeholder in the event the Chancellor’s Goals, Objectives and Timelines 2015-2016 is finalized and ready for Board approval.

Approvals

Chancellor __________________________________________

Lee D. Lambert, J.D.
Pima Community College
Chancellor’s Goals, Objectives and Timelines
2015-16

Pima Community College exists to meet the needs of our students, our community and our nation. The following goals and objectives are set forth with those purposes in mind. Moreover, recommendation(s) tied to goals and objectives should be data-informed and evidence-based.

**Goal 1: Engage the College community in efforts to "Reaffirm HLC accreditation and fully commit to the HLC guiding values."**

Objectives:
A. Complete and submit the College focus study report no later than July 2016.
B. Prepare the College, its employees, students and Board for the upcoming focus visit by the HLC to take place in September 2016.
C. Conduct a HLC debrief session with internal and external constituents as part of the College’s commitment to continuous improvement no later than Spring 2017.
D. Monitor newly established accountability systems to ensure changes based on action reports submitted to the HLC and task force recommendations as part of continuous improvement process. (On-going)

**Goal 2: Increase focus and efforts on recruitment, enrollment, retention and goal attainment.**

Objectives:
A. Integrate a Board approved student success model into all facets of the College’s operation beginning Fall 2015.
B. Present marketing plan to the Board, with metric measures, Fall 2015.
C. Present recruitment plan to the Board, Fall 2015.
D. Strengthen the College’s plan to increase enrollment by 1,000 FTES a year for the next four years. (On going)
E. Form task force to examine a new advising model, Spring 2016.
F. Monitor the work underway to strengthen developmental education. (On-going)
G. Monitor the implementation of the dual enrollment task force recommendation. (On-going)
H. Begin work to operationalize the department chair task force recommendation(s), Fall 2015.
I. Develop and conduct Service Excellence program, Fall 2015.
J. Conduct a comprehensive community perception and awareness campaign, Spring 2016.

**Goal 3: Prepare the College, its employees, students and community for organizational change.**

Objectives:

A. Continue to reduce the budget on average by 2.5 million dollars for each of the next three years. (On-going)
B. Monitor, implement and solidify reorganization of the College. (On-going)
C. Refine and adapt systems, policies, processes and procedures consistent with reorganization. (On-going)
D. Introduce and institutionalize a College-wide change management model beginning in the Fall 2015 that will include a methodology for implementing large scale change initiatives.
E. Additionally, have a training program in place by the Spring 2016 that addresses how to effectively manage emotional impact that transition can have on both individuals and organizations.
F. Support the work underway on the Education and Facilities master planning process. (On-going)
G. Shift greater responsibility and accountability to the Campuses for student success beginning Fall 2015.

**Goal 4: Strengthen the College’s financial position by searching and establishing partnerships to attract more resources at the local, state, national and international levels in support of its vision, mission and strategic directions.**

Objectives:

A. Actively engage the state of Arizona's legislature on the impact of expenditure limitation on the College, Fall 2015.
B. Strengthen connections with the College’s Board of Governors and the PCC Foundation Board. (On-going)
C. Continue to build on efforts to strengthen connections with the community, educational providers and business/industry partners throughout southern Arizona, the state, national and international levels. (On-going)
D. Strengthen our workforce and occupational training programs to be on par with similar leading programs in the country. (On-going)
# Pima County Community College District

## Board of Governors

4905C East Broadway/Tucson, Arizona 85709-1010

## ACTION ITEM

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<th>Meeting Date:</th>
<th>9/9/15</th>
<th>Item Number:</th>
<th>3.2 (2)</th>
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<th>Item Title</th>
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<tr>
<td>Chancellor’s 2014-15 Evaluation</td>
<td>Board of Governors (206-4971)</td>
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</table>

This is a placeholder in the event the Chancellor’s 2014-15 evaluation is finalized and ready for Board approval.

## Approvals

Chancellor____________________________________

Lee D. Lambert, J.D.
Pima Community College Chancellor Lee Lambert
2014-15 Evaluation

Process Background: The Pima Community College (PCC) Board evaluated Lee Lambert’s performance during his second year as Chancellor. The evaluation provided an opportunity to discuss and clarify the expectations of all board members and the Chancellor. The summary report reflects only one component of the Chancellor's evaluation. The Board had face-to-face discussions with the Chancellor to review the accomplishments of his goals and review the evaluation. The Board utilized their own perceptions, data, interactions with the Chancellor, as well as feedback from community members, employees and students to complete the evaluation. The Association of Community College Trustees (ACCT) evaluation instrument was utilized and allowed the Board to rate the Chancellor on 8 goals and 2 key functional areas. There were 58 items plus 1 open ended question. The instrument was scored on a five-point scale.

Goal 1. Engage the College community in efforts to "Reaffirm HLC accreditation and fully commit to the HLC guiding values." The Board felt that Chancellor Lambert exceeded expectations in ensuring that the College had a process and a clearly defined timeline to address accreditation concerns. The Board believes that more institution-wide buy-in is needed to adopt and implement standards of quality and excellence in keeping with HLC guidelines.

Goal 2. Facilitate programs and services leading to increased focus on access and student success. The Board felt Chancellor Lambert exceeded expectations overall in this goal. This category evaluated the organizational structure that has been created to support student access and success. The area that the Board believes needs strengthening is student learning outcomes and ensuring that this can be sustained over the long term.

Goal 3. Increase the level of community engagement by the Board of Governors, the Chancellor and the administrative leadership team to foster partnerships and strengthen educational opportunities in response to community needs. The Board believes the Chancellor is extremely well engaged in the community and is a great ambassador for PCC. The Board sees evidence that there are more community engagement events that included the Board and the leadership team. The Board would like to see more strengthening of partnership programs with K-12 and universities.

Goal 4. Enhance and improve the College's engagement, alignment and responsiveness to the needs of the business community and to economic development opportunities. The Board believes the Chancellor is actively engaging with local business and industry to better understand their needs for relevant programs. The Board would like to see improved alignment between what the College currently offers and what the needs are in the business community.

Goal 5. Strengthen, enhance and increase diversity, inclusion and global education. The Board feels this category is an area of strength for Chancellor Lambert and that he has exceeded expectations.
Goal 6. Strengthen, enhance and develop a culture of organizational and employee learning, accountability, compliance and professional development that supports student success, community engagement and diversity. The Board thinks that there has been progress made but overall this is an area that needs more attention.

Goal 7. Strengthen the College's financial position by searching and establishing partnerships to attract more resources at the local, state, national and international levels in support of its vision, mission and strategic directions. The Board thinks that Chancellor Lambert has exceeded expectations in engaging with stakeholders at the state, local and national and international level. The Board would like to see more of a link between college operations and resource allocation to improve student outcomes.

Goal 8. Assess, review and strengthen the College organizational structure, facilities and operations in order to fulfill its mission. The Board felt that although there has been significant progress, it is too early to fully assess Chancellor Lambert's performance in this category.

Summary: The highest rated individual item overall was that Chancellor Lambert maintains a high standard for ethics, honesty and integrity in all matters. The lowest rated individual item was that the Chancellor obtains the necessary institution-wide buy-in to adopt and implement standards of quality and excellence in keeping with HLC guidelines. Most notably, the Board found the overall performance of Chancellor Lambert to exceeded expectations.
**ACTION ITEM**

**Meeting Date:** 9/9/15  
**Item Number:** 3.2 (3)

<table>
<thead>
<tr>
<th>Item Title</th>
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<tr>
<td>Board of Governors Self-Assessment</td>
<td>Board of Governors</td>
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This is a placeholder in the event the Board of Governors Self-Assessment is finalized and ready for approval.

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**Approvals**

Chancellor ________________________________  
Lee D. Lambert, J.D.
Process Background: The Pima Community College (PCC) Board conducted a self-assessment based on nine key functional areas identified by the Association of Community College Trustees (ACCT). The report compiled quantitative and qualitative data that assisted the Board in constructive dialogue on strengths, areas that require greater attention, areas of concern and planning. The self-assessment helps the board to set standards, clarify expectations and serve as an example of the ongoing commitment to accountability and assessment for the college community. The assessment included 38 items separated into nine categories and was scored on a 5-point scale with 4 open-ended questions. The board was able to compare data to the 2014 self-assessment. For the most part the results are very close to the prior year with some areas showing improvements while others showed some decreases. The Board held a two day retreat in July, 2015 that lead to the establishment of Board priorities for 2015-16. Areas in the self-assessment topics included:

- **Board Organization** (i.e. meeting effectiveness, adequate background information, open and sufficient discussion, decisions following thorough discussion and analysis) the highest rating in this topic: the board meetings conducted in a manner that the purposes are achieved effectively and efficiently (no change in 2015). The lowest rating in this topic: the board members made decisions after thorough discussion and exploration of many perspectives (no change in 2015).

- **Policy Role & Direction** (i.e. understanding of role, consideration of future direction, focus on policy over administrative matters, clarity regarding mission and goals) the highest rating in this topic: the board understands that the primary function of the board is to establish the policies by which the community college is to be administered (lower in 2015 by .20). The lowest rating in the topic: the board has ensured that the mission and goals are sufficiently stated to be responsive to current and future community needs (lower in 2015 by .20).

- **Board-Chancellor Relations** (i.e. delegation to Chancellor, professional growth of Chancellor, adequate information provided by Chancellor) the highest rating in this topic: the board clearly delegates the administration of the college to the chancellor (lower in 2015 by .20). The lowest rating in the topic: the board is adequately informed about the important issues facing the college (lower in 2015 by .90).

- **Community College and Student Relations** (i.e. recognition of student and employee achievement, support for programs and activities, attendance at College events, transparency and visibility, sensitivity to student and employee concerns) The highest rating in this topic: the Board members support the programs and activities of the college by attending the various college events (higher in 2015 by .20) The lowest rating in this topic: the board is sensitive to the concerns of students and employees while maintaining impartiality and support for the chancellor (lower in 2015 by .40).

- **Community Relations** (i.e. knowledge about community, information to Chancellor about community contacts, assistance with partnerships) the highest rating in this topic: the board members keep the chancellor informed of community contacts and issues (lower in 2015 by .90). The lowest rating in this topic: the board is knowledgeable about community and regional needs and expectations (no change in 2015)
• **Standards for College Operations** (i.e. knowledge about programs and services, alignment of budget with College priorities, development of parameters for facilities, awareness of funding structure, governance structure for decision-making input) The highest rating in the topic: the board is aware of the college’s funding structure (lower in 2015 by .20). The lowest rating in this topic: the board assures that the budget reflects college priorities in the mission and goals. (Higher in 2015 by .20).

• **Board Leadership** (i.e. adherence to role, willingness to do what is right for students and community, setting of positive example, informed decision-making, support for decisions) The highest rating in this topic: the board is willing to take a stand for what it believes is right for students and the community. (No change in 2015). The lowest rating in this topic: through its behavior, the board has set a positive example for the chancellor and other employees (no change in 2015)

• **Advocating for the College** (i.e. consideration of legislative and state issues, recognition of College accomplishments, education about College needs and issues, advocacy of College interests, support of College Foundation and fundraising) The highest rating in the topic: the board recognizes positive accomplishments of the college (lower in 2015 by .40). The lowest rating in this topic: the board advocates college interest to state and national agencies and legislators (lower in 2015 by .20)

• **Board Education** (i.e. engagement in training and development, knowledge about major trends and issues affecting the College, allocation of resources for Board attendance at conferences and community events) The highest rating in this topic: board members are engaged in continuous process of training and development (higher in 2015 by .40). The lowest rating in this topic: the board is knowledgeable about major social and economic trends and issues that affect the institution (higher in 2015 by .60)

**Summary:** In considering these areas, the Board collectively determined that they are making progress and acknowledge that there is a lot of additional work to be done this next year. The board is excited about finalizing the board priorities for 2015-16. The board members also shared individual perspectives in open-ended questions and some of these will be incorporated into board priorities.

**Conclusion:** The Board recognizes that there are a number of areas where continued effort and diligence are necessary. The Board acknowledged that meeting the challenges facing the College will require sustained effort over an extended period of time and that resource constraints will impact choices and progress. Board members expressed enthusiasm for and commitment to addressing the challenges ahead and promoting a culture of evidence and continuous improvement to strengthen student success.