



**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT  
GOVERNING BOARD  
AUGUST 28, 2009**

**MINUTES**

A strategic planning retreat of the Maricopa County Community College District Governing Board was scheduled to be held at 9:00 a.m. at the District Support Services Center, 2411 West 14th Street, Tempe, Arizona, pursuant to A.R.S. §38-431.02, notice having been duly given.

**PRESENT**

**GOVERNING BOARD**

Colleen Clark, President  
Randolph Lumm, Secretary  
Debra Pearson, Member (Via  
Teleconference)  
Don Campbell, Member  
Jerry Walker, Member

**ADMINISTRATION**

Rufus Glasper  
Maria Harper-Marinick  
Debra Thompson  
Darrel Huish  
Steve Helfgot  
Al Crusoe  
Anna Solley  
Pete Kushibab  
Paul Dale  
Shouan Pan  
Ken Atwater  
Ernie Lara  
Gene Giovannini  
Linda Thor  
Linda Lujan  
Jan Gehler  
Velvie Green

**CALL TO ORDER**      The retreat was called to order at 9:10 a.m.

**CALL TO ORDER**

The retreat was called to order at 9:10 a.m. by Chancellor Rufus Glasper. Dr. Glasper welcomed everyone to this retreat which would include discussion pertaining to being proactive and productive for the sake of institutional survival on those things that we can control. Activities have changed in this district and in our communities. There has been rapid erosion of resources and these have impacted our universities, cities and towns. Maricopa has been insulated due to the structure that it has. The organization might not have the ability to control this in the future and it is important to establish this priority. During today's retreat, the following questions would be reflected upon and discussed:

- Where are we now?
- Where are we going?

- How will we get there?

Comments offered in response to these questions: (Flipchart notes)

- Time of introspection
- Outward Review
- Serving Maricopa County part-time and full-time
- Workforce Development
- Returning Students
- Pressures
- Economic Funding
- Expanding Funding
- Sufficient without rapid expansion
- Students with intent to transfer
- Trust in us
- 45% or higher
- Political support by feds
- Greater expectations to perform
- Faculty drive to innovation
- Problems of future
- Perfect storm
- Reinvent ourselves
- What are we doing to implant innovations?
- Complexity of structure; is it appropriate?
- Is four year in our future or both two year/four year
- Unique opportunity
- Maximize opportunities
- How does the Strategic Plan shape what we do – HLC!

Individual Comments:

- Dr. Campbell commented on funding. Whether it is sufficient depending on expansion of students. Whether we stay there is questionable.
- Dr. Glasper stated that we have experienced 16-18% increase in enrollment
- Dr. Harper-Marinick emphasized building on things that community colleges can control Students that are coming to us with intent to transfer. They are placing trust in us to have the right processes for them to be able to do this. The number is now 45% or higher. They are coming to us to with intent to transfer or to recareer.
- If student have no resources to go to a four year university, then we must be able to serve those students. Fulltime count is increasing.
- We have more support from the federal government. Are there going to be more expectations and expect us to perform and produce more?
- We are now in a position as being the institution that will address this crisis in publicly, consistently and rapidly. We still do not know how to say no. We find a way to deliver our systems. When will pressure be so great that we cannot accept all students? Arizona in not there. Where are we financially?

- Need to engage corporate partners in problems we need to solve. Faculty doing research in this regard.
- We are in the perfect storm. This is a tremendous opportunity to reinvent ourselves. Premier organization. All policy groups on board on where we need to go. In the institution will be here many more years after us. We need to stabilize.
- Where will we be when the upside comes? We need to build the trust so that when the upside comes these students will still be there. How do we get to where we want to go?
- What are we doing to implement the ideas that faculty are working on?
- This is an ongoing process. We do that all the time as part of continuous improvement process. Change occurs normally.
- Integrated in planning process.
- We might be at the perfect storm. We have rich data, procedures, system. Good structure for reacting to upturns and downturns. We have this robust plan. Probably prepares us better than sister systems.
- Is structure sufficient? Are we moving rapidly enough?
- 35,000 students logged into Google this week. Planning began one year ago. Planning element and take up element.
- Take a look at where we are now and where we are going. Are we moving in direction where we will become a four year institution and not a community college in order to meet the needs that cannot be met by universities?
- We cannot dictate the answer to the upswing. We have answers to accommodate upswing. We need to take this opportunity. We need to position ourselves to address all the needs. We know what opportunities are but we need to focus.
- Summary: "We recognize as we look ahead that there is no certain road map to success, either for individuals or for nations. Ultimately, it's a matter of judgment, a question of choice." Madeleine Albright.
- Celebrate success and move ahead. With Alvarez and Marsal there is going to be a log of data. We will need to combine the data that will be made available. Do we have the will or do we have no choice? This will be a struggle but also a challenge. We do many things well but we can change the ways we do things.
- Mr. Lumm stated how the plan shapes what we do, it is required by accreditation. Several of the strategic plans goals are done by all ten schools. How and where do we document what part of the goals are being met and implemented? Do we put a plan in place? Is strategic plan adequate for this day and age? Are they tracking dates with timelines? Are we linking one plan (goal) to another using project management tools?
- Our model does link. Critical piece is that HLC requires colleges to have a strategic plan in place. District plan is now required and all colleges' plans link into that.

### **ENVIRONMENTAL SCANNING**

Beth Larson, Director of Institutional Effectiveness, demonstrated the "Wiki" software and how it is used for environmental scanning which is used in planning.

### **STRATEGIC THINKING**

Vice Chancellor Debra Thompson came forward to speak on Strategic Thinking which is done in strategic conversations, retreats and task forces. Data and information are analyzed, initiatives are developed and prioritized. She highlighted Strategic Directions and Priorities which last amended in 2004. They are listed as follows:

- MCCCCD will maximize stakeholder access to the Maricopa Colleges' facilities, programs, and services.
- MCCCCD will promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies and quality teaching and learning.
- MCCCCD will enhance internal collaboration and increase external partnerships.
- MCCCCD will identify and pursue new and existing revenue sources while promoting cost effectiveness.
- MCCCCD will recruit, develop and retain a quality diverse workforce.
- MCCCCD will maintain a strong identity that reflects its role in and value to the community.

Mrs. Pearson contributed the following comments at this point:

- When making changes, we have to remember to do in a way that is healthy and jerky. You cannot fix an institution this size if you do it too fast. No one can stay on board. Complex issues, needs and variables.
- As she read all the materials, because of historical knowledge as change has occurred and reflection on One Maricopa goals, changes have been put in place, for them to be successful. This can be easy or hard. If you jerk things too fast, people thrown up. In One Maricopa, changes have been done systematically. Impetuous people want it done yesterday. Do we need to move more quickly? Ho much can we bear? When you make any change it will dredge up old dogs who do not want to change. Attitudes reflect thoughts about change. Too many times people focus on negative peo9ple and stir up trouble. Do not more credence.

### **SUCCESS PLANNING**

Ms. Thompson commented that success planning process should include:

- Planning & Implementation
  - Annual Strategic Plan
  - Long-Term Financial Plan
  - Annual Budget
- Accountability
  - Annual Monitoring Report
  - Annual Outcomes Assessment Report
  - Annual Reporting of Accomplishments of Prior Year Operating Plans

- Regular Financial Reporting
- Annual Reports
- Questions and Discussion pertaining to what was important for a successful strategic planning process; what was working well; what issues were seen; and what change would like to be seen?

### **SYSTEM PLANNING MOVING FORWARD: SYSTEM-WIDE GOALS AND INITIATIVES**

Chancellor Glasper came forward to speak about the three pillars he has named to further define and combine the six strategic directions. These three pillars are Student Success, One Maricopa, and Public Stewardship. These were adopted three years ago but we are now moving in a different direction. All strategic plans filter to the top. Recruit students and retain. I Start Smart was the tool to do this. It is time to break down silos and work collaboratively. A&M has student success as its primary focus. Examples of Student Success include:

- Success Pilot
- MAPPs
- Developmental Education
- Continued Implementation of 2004 Bond program
- NAU Connection
- Minority Male

Resources need to be there to make these successful. Resources must be allocated where we want to succeed.

### **STRATEGIC PLANNING THE MARICOPA LINK**

EMC President Ernie Lara came forward next to explain how their Strategic Plan links to the District Plan and how it is evaluated. He and Rene Willekins provided the following comments:

- There are different perspectives on what a plan is:
  - Wayne Gretsky: "I skate to where the puck is going to be, not where it has been."
  - Woody Allen: "I was in a warm bed, then I woke up in a plan."
  - General Dwight D. Eisenhower: "In preparing for battle I have always found that plans are useless, but planning is indispensable."
  - EMCC has built a learning college utilizing the following factors:
    - MCCCCD Vision, Mission, Strategic Directions & One Maricopa
    - EMCC Vision & Core Values
    - Long Term Plans
    - Strategic Directions & Institutional Priorities
    - Divisional & Operational Plans
    - Environmental Forces
    - Continuous Improvement
  - Based on what a learning college means to them, they built an action statement
  - They linked their vision, mission, and core values as well as strategic directions to the District's

### **THREE MAJOR ENVIRONMENTAL TRENDS FOR THE NEAR TERM**

Vice Chancellor Thompson stated that the following trends are current considerations to keep in mind:

- Changes in processes/new needs
  - Financial Aid Review
  - Child Care

Discussion:

Dr. Maria Harper-Marinick came forward to provide information on financial aid and childcare. We plan from two points of view – Initiatives for Three Pillars and College Perspective. We all understand that needs call for a strategic direction. Assumption is that priorities come from Governing Board.

The financial aid review last year utilized an environmental scan and an assessment of where our system is. Findings concluded that there were many processes that could be improved. Look at financial aid and make sure that we have top system in place for students. Two parts of the analysis: Review and assess our staffing, policies and resources. Provide a set of procedures. Scope of those was getting us closer to One Maricopa direction. Forty recommendations resulted; five top recommendations. Implement plan. Five that are being implemented.

Financial Aid fits well into One Maricopa because we all have to follow the same rules and crosses areas of responsibility. We feel strongly that all students that come to MCCCDC should have a standard process.

Child care, even though we may want to identify certain elements that make child care similar, must use District Plan but also need to be college specific. Needs of students will vary college by college.

Mr. Lumm inquired as to how a change is made to a strategic plan in mid year. How are audit findings implemented.

Response: When we get an audit in mid year, we get findings and implement immediately. Colleges look at strategies and implement. In the future if we need to incorporate them, we incorporate into administrative regulations in a tactical way. They tie back to plan and three pillars. The tracking process is assigned to individual and then reviewed. Tracking reports can be provided.

- Enrollment growth
  - Cyclical declines in enrollment for 1-3 years every 10-12 years since data collected in the 1960s
  - Three years of slight decline through FY07-8
  - FY08-9 FTSE up 3% over FY07-8 (70,000 FTSE)
  - Still not at high point of 71,400 FTSE
  - FTSE for Summer 2009 17% up from 2008
  - FTSE Fall 2009: 3 weeks before classes nearly 20%

- Will exceed high point in FY09-10

Ms. Thompson pointed out that another trend is enrollment. Now looking at significant increases since Summer I. When enrollment grows, money is provided for that growth. Three major review sources:

- State aid
  - Property taxes
  - Tuition and fees
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- Ms. Thompson stated that the budget may require permanent cuts in each of the next three years. Medium revenue assumptions would require internal cuts and reallocation of \$6.0m, \$4.4m, and \$1.1m in FY2011, 2012, and 2013 respectively. Worst case would require internal cuts of \$15.6m, \$14.0m, and \$10.7m in FY 2011, 2012, and 2013, respectively. Best Case projects no internal cuts, but assumes a maximum tax levy increase, a tuition increase, and small state aid cuts. Potentially mitigated on a permanent basis by taxing at the maximum 2% tax levy increase and tuition rate increase (note: increased budget from tuition increases resulting from enrollment growth are redirected to the colleges). Levy increase is \$15.1 million; \$1 tuition is \$2.5 million. Permanent losses in State aid MUST be covered by permanent budget cuts/reallocations AND/OR permanent increases in other revenues (property taxes or tuition and fees). Potential to use FY08-9 Stimulus funds (\$15.1 million) to bridge FY10-11 cuts and phase in part or full into FY11-12; Governor's Office directed us to reclassify FY08-9 expenditures, which temporarily frees up General Fund resources. Review and update CEC planning ideas—Fall 2008—find commonalities, keep focus on academic programs and student support but how do we also ensure that support functions are adequately supported. Allows impact of Third party and other initiatives (e.g., employee ideas) to be phased and implemented. District office review and Chancellor approval of all reduction plans will occur or plans will be modified as appropriate. Discussions with Board about priorities and plans including balance of reallocations to higher priority needs while needing to cut overall spending.

#### **CHALLENGES IN PLANNING**

- Prioritization can be a difficult process
- How to balance emerging needs
- How to keep the process data and analytically informed
- How to avoid the reversal of consensus decisions, making it difficult to move forward
- How to make the process participatory but not let it bog down

#### **DISCUSSION**

- Thoughts on plan to use stimulus as a bridge?
- What process is encouraged to determine priorities?
- Once agree on priorities, what is the process to change?

Mr. Walker asked what we were going to do with money in short term? Put in a savings account?

Question: Do we accept money?

Board approved budget based on that money. In the absence of having a plan, where are resources going to come from? Help bridge cuts. Mr. Lumm supported this idea.

These are our current vision, mission, and values. In no way are we trying to say they can't change. Last updated in 2004. We have two colleges that have finished accreditation. Need to have a process that is documented. Then we can look at tactical processes. Review vision, mission, and values. When we review findings of A&M, what process is desired. We will be as flexible as possible but need direction from Board. Need general consensus to follow process until we need to change. On September 8 we will look at policies that will look at these particular areas of vision, mission and values.

Mr. Walker stated that staff needs to recommend alternatives so that it can continue to be successful.

Dr. Glasper emphasized that it was important for CEC to plan recommendations that have not been vetted by Governing Board. This direction calls for presenting an inclusive process from community and constituency groups and then if Board allows, come back with ideas based on what was heard. Mr. Lumm commented that the foundation of vision and values should be bottom up versus top down. Look at data that A&M bring and analyze. Dr. Glasper commented that when A&M walk out there will be recommendations. Would like opportunity to think about a process to implement changes. Make no assumptions that what they say is right. We can step up and make recommendations but it would be a mistake if not vetted from bottom up. Choices will be more acute. Need to get input from individuals. If we follow steps, then we can come up with flexible plan. We need to have alternatives in case certain things happen over time.

Ms. Clark commented that with the review that is underway, we are going to receive recommendations from A&M. We would not be able to have discussions until January. Can go through process starting September 8 with vision, mission, and values. Would not have a holistic picture.

CGCC President Linda Lujan stated that she has served as an HLC Consultant and recently did an AQIP. HLC takes strategic planning very seriously. HLC requires a look at what is going on at a college. This process is a valuable process that we are engaging in.

**Adjournment of Study Session and Move into Executive Session:** The retreat adjourned at 11:35 a.m.

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**Randolph Elias Lumm**  
Governing Board Secretary