

MINUTES

COCHISE COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD GOVERNING BOARD RETREAT

Saturday January 21, 2017
Sierra Vista
9 a.m.

1. GENERAL FUNCTIONS

1.01 Call to Order

Mr. Nelson called the meeting to order at 9:00 a.m.

Board Members Present:

Mr. Dennis Nelson
Mr. Danny Ortega
Mr. David DiPeso
Mrs. Jane Strain
Mr. Tim Quinn

2. NEW BUSINESS

2.01 FY '18 Potential College Initiatives

Dr. Rottweiler thanked the Board for coming in, and reminded them that no Board actions would take place during the retreat. He then provided each of them with a packet of information, and began with a copy of a PowerPoint presentation he provided the Strategic Think Tank around the work the college has been doing in some areas, and the next step as they move forward. He wanted to remind the Board of our mission and our vision as those things need to drive all of our discussions. Our mission is really about those educational opportunities leading to three things – constructive citizenship, meaningful careers, and lifelong learning. He spoke about strategy – historically vs. today, strategic planning vs. strategic thinking, adaptive strategy, and responding to change.

A. Tuition Initiatives

Discussion centered around:

- Arizona Community Colleges Estimated 2018 Comparative In-State Tuition and Fees, showing what each of the districts is planning to do.
- Using tuition as potential incentives and as a way to potentially change behavior.
- Incentives tying into improvement in student completion (last class/semester free; tuition freezes/graduation guarantee; per-credit tuition discounts; tuition cap; bonus summer credits; rewards for course-taking efficiency), registration (discount for early registration), increased revenue generation (differential tuition; tiered tuition rates), and increased enrollment (reduces tuition rates for high school students; first class free; discount online tuition rate; reduced tuition for off-peak enrollment periods; reduced tuition for off-peak locations).

- Looking for ways to potentially incentivize students, which allows us to do a better job of planning.
- Financial aid/FAFSA (Free Application for Federal Student Aid) application process/problems/hindrances, and preferred incentives.

B. Cochise County Scholarship Guarantee Initiative

Dr. Rottweiler stated this is a topic that will be brought back to the Board at a later date for formal action.

- His office and the Foundation has been working closely in trying to create a Cochise County Scholarship Guarantee program, specifically targeting Cochise County high school graduates – charter, public, home schooled, etc. – and basically award a guaranteed scholarship. The scholarship would be based on a student's GPA, making them eligible for a \$250 - \$1,000 scholarship to attend Cochise College. The goal is not only to incentivize Cochise County students to come to us, but also to matriculate directly from high school.
- It wouldn't start until the Fall of 2018. If we incentivize and do this, the only way we could find ourselves in trouble is if this was such a great program and more students came than we could fund, he would potentially need to ask this Board to waive a certain percentage of the scholarship.
- The Foundation has committed to raising money for the first time by holding some events.
- One of the events they have discussed is around "Armchair Horseracing", which would take place around the time of the Kentucky Derby.
- Discussion followed:
 - o The logistics of the event – selling horse names, people attending will pay a fee and enjoy a fancy dinner, buy tickets, and gamble on the horses on a big screen. It's a great fundraiser, as well as friend raiser.
 - o The best location for the event, which would hold the right number of people and provide the best technology, would be in the Cochise College Sierra Vista campus community room.
 - o The best fundraisers are the ones who have the ability to serve alcohol. By Board policy, Cochise College is a 'no alcohol campus'. Many community colleges actually have the facilities, and under certain circumstances, they will grant an alcohol waiver.
 - o Dr. Rottweiler inquired if the Board would be willing to consider a potential alcohol waiver, which potentially opens the door for other things. All proper steps would be taken, one of which would be obtaining an alcohol license. He cautioned the Board that this would open the door, because if the Board says the Foundation can do it, other groups may want to serve alcohol at events held on Cochise College facilities, as well.
 - o Discussion followed around the particulars of how this would work, such as drinking within a certain area, wearing a wristband, underage participants, classes not being in session, etc.

All the money raised will go towards scholarships.

C. Academic Program Initiatives

Dr. Rottweiler directed the Board's attention to the handout entitled 'Selected Academic Program Statistics', and turned the time over to Dr. Fick. Dr. Fick stated that one of the things he's trying to develop is a process that allows new program development to be a bit more

structured, that we don't waste time and energy on something that we know we shouldn't be worrying about. The areas he has looked at include:

- *Agriculture AAS and Equine Science and Management AAS*

- Has been a challenge, and probably needs to be reframed around what's being done in this area.
- Dr. Fick reviewed the Spring 2017 majors, in Agriculture – full (8) and part time (3), and Equine Science and Management – full time (2) and part time (1).
- In the last four years, we've had 11 completers in agriculture, and two in equine this past year.
- Discussion followed around potential changes in this program.

- *Respiratory Therapy AAS*

- Currently has seven students in the program.
- The program starts in January, with one cohort beginning every two years
- This program requires people to have a certain educational credential in order to be an instructor, which is very difficult to find as there are not a lot of people who have that level of respiratory therapy background.
- We had a good first run because we had a ton of backlogged people that were trying to get into nursing. The second time we didn't do as well getting the cohort prepared before the program started.
- We keep losing personnel at a rate of one person about every nine months. Again, when you can't find skilled people, it gets even more challenging.
- We've had discussions with Eastern and Northland Pioneer community colleges about the potential for sharing resources - we may find some partners.
- We need to start sharing; the state is not going to turn around. We're going to be property tax and tuition driven organizations, and if we don't find ways to share, we're not going to be able to provide the services.
- To stand up one of these programs on your own is just cost prohibitive.

- *Building Construction Technology (BCT) AAS*

- Dr. Fick provided some background information on the BCT program at places where he and Dr. Rottweiler used to work – building houses on site in small communities, then come to the college and build houses on blocks.
- You don't get the full experience when you're building on blocks.
- They'd build a house and auction it off every year and then it needed to be moved from campus. They partnered with the construction industry there, bought a bunch of lots, and once again began building houses on lots.
- The places he's been since then built picnic tables and dog houses, which he doesn't consider to be a construction program.
- Our instructor's background really isn't home building, its carpentry, cabinetry, etc. He doesn't have the experience in home construction.
- We need to go to a construction program that actually builds houses.
- Dr. Rottweiler stated we are not producing people that go into the workforce, it's more like a lifelong learning process.
- If the expansion in Benson is going to happen, and it's looking like it will, then we want to be prepared to do some of that.
- A curriculum has been laid out that moves more towards building houses.

- A partnership with Habitat for Humanity has been arranged where they will provide the lot and all the necessary materials, and our class will build a house each year as their lab house.
 - Mr. Nelson inquired if there has been any discussion with carpenters/plumbers/electrical people or unions to see if they offer apprenticeship programs and if this might fit into that. Dr. Fick stated he didn't know if that's been discussed, but Dr. Namuo has been setting up this part, and with Habitat being involved, that would be an easy match.
 - Dr. Rottweiler stated if we move in that direction, we'll need to hire a different instructor.
 - Move the current instructor to the prison in Douglas
- *Unmanned Systems (UAS)*
- Dr. Fick stated that the Unmanned Systems is something that's 'never really taken off'. He provided some background information around problems in Congress and the FAA dragging their feet.
 - The college had a plan prepared for the typical FAA approach, very extensive and very heavily regulated, with all types of requirements. However, the types of requirements coming up now are very minimal compared to what we were expecting and trying to prepare students for.
 - At the end of last term, Dr. Rottweiler asked the instructor to go to the Downtown Center, meet with the Center for Lifelong Learning, find some people who need training in this area, and figure out how to teach up some people that are currently in the credit piece here.
 - Dr. Rottweiler stated we laid out a plan believing we'd be flying big UAV's in national airspace, so we did private pilot, instrument rating, much of the stuff we do at Fort Huachuca in partnership with the army. When the FAA came out with the regulations they said the drone has to be under 15 pounds, can only fly to 400 feet, and has to remain within eye sight. All you need to do is get the certificate. If you're going to do it commercially, it's really not for credit.
 - There's probably a significant market for that, but not for our full associate's degree.
 - Dr. Rottweiler feels that, at some point, that's going to come back, but we were too far ahead of the curve on this. We're seeing veteran's using their GI benefits to get their private pilot's license so they can work as a contractor, so we still have that portion of our program.
 - We're not seeing civilian students come through; if they do, they're getting their pilot's license as another option, but the job market is not currently there unless they're working for a defense contractor.
 - Drones are being used commercially in real estate and in agriculture, as well as by hobbyists. Dr. Rottweiler stated he, Mr. Nelson, and Mr. Ortega will be meeting with Congresswoman McSally and Border Patrol when they travel to Washington, DC in February, with the goal to see if we can leverage our UAV program on the Douglas Campus to become a training center for Border Patrol.
 - Brief discussion followed around Customs vs. Border Patrol, operation/maintenance of UAV's, and large vs. small UAV's. Dr. Fick stated he believes there's some opportunity here.
- *Cybersecurity*
- Has really ramped up in the last several years.

- Redoing some space in the facility they're currently in to set up our own lower end range for cyber.
 - Moved the CISCO program onto the Fort.
 - Dan Guilmette is doing 70+ programs, and we're looking at that as a main door into our cyber program, and trying to collaborate with UA-S.
 - We have 98 current majors, a lot being part time.
 - Discussion around UA-S and what they're doing/not doing around cybersecurity
 - Cochise College has been doing cybersecurity since 2003; we've had graduates each and every year, our program is sustainable, and the UA-S program builds off of ours.
 - Currently, the vast majority of employees on Fort Huachuca are coming through our program.
 - Brief discussion around programming; Cochise College's program is all on defense; UA-S is going to move into Ops.
- *General Studies*
- There are 193 full time students and 550 part time students enrolled.
- *Nursing*
- Currently, we have the ability to teach 150 freshmen and 100 sophomores in our RN program – we do not have an LPN program.
 - We have a number of students who drop out at the one year point and sit for the LPN test. That's a success, but we have to count them in our system as a failure because we don't have an LPN program.
 - Proposing to open an LPN program with 25 students in a three semester program.
 - Then an LPN to RN program. CNA will remain as is.
 - The nursing program is currently working with the state nursing board to get that accredited. There's a huge demand for this.
 - Another potential program the Board may see in the coming years will be the EMT to the RN program. Building these pathways to get people to RN is the recognized gold standard, but how you get there is completely different.
 - There was some discussion around a number of schools having concurrent BSN available as they're doing the RN.
 - Beginning next January, ASU will be on our Downtown Center, and one of the areas they're being asked to explore is all things related to Allied Health. We may be able to set up a partnership.

D. Facilities

- *Willcox Center*

Discussion centered on the Willcox Center lease agreement and the old modular buildings that were turned into the Chirichaua Health Center.

- The Board planned to give back the Willcox Center to the school district in 45 years.
- The agreement states that, at the conclusion of the lease, including any extension of the lease, the building constructed by the college shall be turned over to the district as its sole and separate property.

- Dr. Rottweiler believes that, per the agreement, we won't pay anything for the property underneath it, and at the 45 year mark the college would turn it over to the district and either lease the building back or it became the payment.
- Would the Board like to begin renegotiations to not have this occur, or just let some time go by?
- In theory, in 45 years the college may be happy to turn the building over to someone else and not provide services. If they tell us we can no longer be there, they have to now pay us fair market value for the property.
- We are currently ten years into the agreement, and we have some additional time. Dr. Rottweiler just wanted some direction.
- There was a brief discussion regarding the modular buildings and renegotiation of the agreement.

The Board took a brief lunch break.

E. Human Capital

Discussion centered around:

- Assessed valuation
- Revenue coming in
- Enrollment and tuition
- Property tax
 - Dr. Rottweiler stated the Board will probably get a recommendation from him to raise property taxes to the constitutional max.
 - As a Board, they can go against it; however, he believes it's his responsibility to recommend that as it deals with the needs of the college.
 - Dr. Rottweiler provided information on when the state defunded Central Arizona College.
- Truth in taxation
- The value of Cochise College to the county/community

F. Administrative Computing

- Dr. Rottweiler stated the college is into week two of the administrative computing process.
- Moving in the right direction.
- There are some personnel-related issues Dr. Rottweiler will need to begin to deal with.
- Some discussion around 'deliverables'.

G. Santa Cruz County Provisional Community College Board

- Dr. Rottweiler stated he met with Chancellor Lambert of Pima Community College, his Vice Chancellor for Accreditation, Stella Perez, CEO/Executive Director of Santa Cruz, and their consultant, Mr. Lopez.
- Discussion followed around:
 - A transitional plan - Pima is willing to consider taking Santa Cruz, but they have been instructed, under their current accreditation to not consider adding a location until they are off sanction (at least six months), but will likely be at least a year or more.
 - Providing notification if we're pulling back from Santa Cruz.
 - Concerns pertaining to students.
 - Teach-out plans.

- Possible leverage with the legislature.

2.02 FY '18 Board Goals/Directions

A. Program Branding

Dr. Rottweiler stated he would like to hear the Board talk about the things they would like to be considered as he moves into budget preparation.

Mr. Nelson stated he has been in discussions with Dr. Rottweiler regarding a brand for the college. At one of the ACCT meetings he attended, one of the community colleges in Iowa got in early on generating wind electricity. They are now a world-wide known center for technician training, maintenance, etc., for wind generators – that's their brand. What can Cochise College have as a brand? We have a lot of experience with aviation, and we're uniquely centered. There are three community colleges in the United States that have significant aviation programs – one in North Dakota, one in Nebraska, and we're the third. We have our own airport, facilities, and a dormitory. The world-wide demand for pilots is increasing. This is an asset we can grow on. Dr. Rottweiler stated we are doing exactly that. We have more students interested and signed up for the program than we can serve, based upon faculty. We want to make sure that the students we let in have the resources to get clear to the end, so that we don't have someone taking a seat and halfway through the semester run out of money, and now we have a plane and an instructor waiting and no student because they ran out of funds. We have branded that as Fly Cochise, and they have their own website. He stated that he doesn't believe our issue will be students – our issue right now is instructors – can we get instructors? This is where the Douglas Campus is hurting us a bit. If you are a family person who is an instructor, living on campus is not a great place to be. And, if you're a single person and an instructor, it's not necessarily a great place to be either. Most of our instructors are young, single people, and Cochise County is not an ideal place. Therefore, our big concern is more on faculty resources. We are also looking at potentially sponsoring some faculty on HB-1 visas.

Mr. Nelson stated he golfs a lot, and there's one plane that flies over all the time – he doesn't know if it's Cochise College, but it has red wing tips. We need to do that with our planes – get them all red tails or red wing tips so they're recognized by local people when they're flying over. Dr. Rottweiler stated all the planes have identifying markings, but it's located on the top, not underneath. Mr. Nelson feels this is a great base in which we can build a brand.

Dr. Rottweiler stated he's trying to do something around ceramics. Everybody has an art school, what if we became the 'ceramic school'. If you just want to do general art, stop at Pima. But, if you want to do ceramics, this is where you come. We've got three full-time ceramists that do different things, we're building kilns, and we have this huge pit fire. We're starting to see some interest in moving along those lines.

Mr. DiPeso stated he didn't think it was a good idea to pick one thing to brand because things change. Dr. Rottweiler stated we're looking for a 'hook' and that for Douglas, it would be the 4-A's – Aviation, Agriculture, Art, and Athletics. In Sierra Vista, it's about Allied Health, Nursing, Respiratory Therapy, Cybersecurity and Computer Networking, Career and Technical Education, and MOS.

There was discussion around 'commuter students' coming to Cochise College from Mexico.

B. CEO Benefits

Mrs. Strain stated her thought, which has nothing to do with the current president, is to have a conversation with the Board regarding a policy that would speak to a sabbatical option for presidents when they get to a certain point in their career (seven to eight years). This is just an idea. Mr. Nelson asked Dr. Rottweiler about his thoughts on this. Dr. Rottweiler stated it sounds really strange to him, but everyone he's talked to who has done these say they're great. Some have used these to do research projects; others have used them for world travel. It just seems strange to be the president of a college and not be at the college. He feels the Board should have a full discussion; on February 7th there will be an executive session where they will do his evaluation, and this is where they should begin these discussions. Mrs. Strain stated she could provide examples of these policies. He reminded the Board he will be out in April for seventeen days, beginning on April 11th, and he will miss his first Board meeting. Dr. Fick will be standing in for him while he is away.

C. Individual Board Goals/Directions for FY'18

Dr. Rottweiler inquired if there were some specific things the Board would like to see, particularly him as their CEO, lead/drive/do as we move into FY18; are there some programs, services, or initiatives they'd like to see move forward.

- Mr. Nelson stated that Dr. Rottweiler is already working on this, but he's really concerned about the administrative computing situation. He believes this is the biggest immediate problem we have. Dr. Rottweiler stated this is our highest priority, and he will stay on top of it.
- Mr. Ortega inquired if the bandwidth is sufficient on the Douglas Campus. Dr. Rottweiler stated that we have it handled because three/four years ago we created our own microwave system, so we are microwaving from the Douglas Campus to D-Hill, where it drops into Cox, and we're microwaving from the Douglas Campus to the top of the Mule Mountains to a repeater there into this campus for all of our other stuff. We have good to real good bandwidth when the wind is not blowing or when it's not snowing or not raining. Our only other options are going to be potentially APS' willingness to let us hang fiber along the new power lines to get to D-Hill or some other fiber company coming in. Mr. Ortega said he would speak to APS.
- Mr. Ortega then inquired about competitive pay because of where we are. Are we looking at that? Dr. Rottweiler stated that the Board will get a full review from Human Resources at the April Board meeting; we do a full salary comparator, using Mountain States, as well as others.
- Mr. DiPeso stated we're worried about the next thing to do; we weren't planning on the Downtown Center, it just fell in our lap. Dr. Rottweiler stated we were planning on a Nursing building, and we had some energy around that. Half of the Downtown Center was paid for out of fund balance, the other half was financed; Dr. Rottweiler feels this was visionary of the Board's part, which leaves us the flexibility should something 'pop-up'.
- Mr. DiPeso again stated he wasn't in favor of picking one thing as a brand.
- Mr. DiPeso stated he would also like Dr. Rottweiler to continue working on getting students from Mexico. Dr. Rottweiler stated that if we're serious about Mexican students, we will need to go away from the border and try to sell the U.S. experience deeper into Mexico.
- Mr. DiPeso suggested, regarding the Santa Cruz center, to present two options – either get out or Cochise College would take it over. Dr. Rottweiler stated that the struggle he has with Santa Cruz is that he can't get them to take what he says as trying to help them

- they just interpret it as we're trying to hold them down. Mr DiPeso commented that he understands them wanting to have their own college and their own control, and they're proud of what they've done. You can't blame them. Dr. Rottweiler stated the reason we're in this situation is not them, it's the poorly written Arizona revised statutes.
- Mr. Nelson inquired about the status of the litigation in Douglas. Dr. Rottweiler stated there is litigation between Breckinridge, the architect, and the mechanical engineer. He will do a follow-up this week.
- Mrs. Strain stated she has put the Leadership Academy that Dr. Rottweiler put together on every email to every trustee in the nation. The academy is a very cool thing to do, and she has said this to every AADGB representative in Arizona. This is excellent work! Every community college president/CEO should be looking at this.
- Mrs. Strain said the second item is the cyber message. It's frustrating to hear about U of A-S and cyber, it should be Cochise Community College, not anyone else. Dr. Rottweiler stated we'll do a better job of marketing – we're proud of what we do. Mrs. Strain added this is not to take from the U of A-S story, it's just the U of A-S story is not the whole story, it should start with talk about Cochise College and then move into U of A-S.

D. Other

Dr. Rottweiler thanked the Board for their time.

3. ADJOURNMENT

Mr. Nelson adjourned the retreat at 1:25 p.m.

NO BOARD ACTIONS WERE TAKEN DURING THIS RETREAT.

Respectfully Submitted:

Loretta Mountjoy, Executive Assistant to the President

Mr. Danny Ortega, Jr., Secretary of the Governing Board