

## MINUTES

### COCHISE COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD GOVERNING BOARD RETREAT

Saturday August 24, 2019  
Sierra Vista  
9 a.m.

#### 1. GENERAL FUNCTIONS

##### 1.01 Call to Order

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

##### Board Members Present:

Mr. David DiPeso  
Mr. Don Hudgins  
Mr. Dennis Nelson  
Mr. Tim Quinn  
Mrs. Jane Strain

#### 2. NEW BUSINESS

##### 2.01 Current Program Reviews

Dr. Rottweiler thanked the Board for attending the retreat, and reminded them that no Board actions would take place during the retreat and provided them with a packet of documents for discussion.

Dr. Rottweiler led a discussion of career and technical programs at the program-major level. Cost comparisons reflect all expenditures minus student fees and differential tuition; highlights include:

- A. Agriculture
  - a. Majors – 15
  - b. Cost per Major - \$9,848
- B. Automotive
  - a. Majors – 51
  - b. Cost per Major - \$5,687
- C. Culinary Arts
  - a. Majors – 28
  - b. Cost per Major - \$3,364
- D. Aviation
  - a. Majors – 50
  - b. Cost per Major - \$25,011
- E. Computer Information System & Cyber Security
  - a. Majors – 255
  - b. Cost per Major - \$7,486
- F. Nursing
  - a. Majors – 190

- b. Cost per Major - \$5,412
- G. Building Construction Trades
  - a. Majors – 20
  - b. Cost per Major - \$5,684
- H. Police Academy (Spring Semester only)
  - a. Majors – 9
  - b. Cost per Major - \$2,242
- I. Welding
  - a. Majors – 96
  - b. Cost per Major - \$3,839

This discussion led to a closer examination of the aviation program as the highest costing program for approximately 40-50 students, of which most students will not work in Cochise County following degree completion. Similarly, Nursing is a high costing program serving approximately 150 students, of which most will work in Cochise County following degree completion. The three top-producing majors are General Studies, General Requirements, and Administration of Justice (AJS).

Additional discussions regarding Aviation program costs also included the difficulty finding qualified aviation faculty willing or able to work on the Douglas Campus. The college currently provides impact stipends and makes available housing on the Douglas Campus as an incentive. The college also has a number of partnerships with commercial airlines, with the benefits going to the enrolled students.

Dr. Rottweiler informed the Board the college is offered an opportunity to apply for an ADOT Grant to improve the airport runway as it is a public use airport and is eligible for federal and state transportation monies. The college provides a ten percent match in funds such that if the college has a \$290K runway-reconditioning project, \$29K would be provided. Accepting ADOT grants come with a commitment from the college to continue maintaining the public use runway.

Discussions also included possible ways to re-coop or offset program costs:

- Adjusting Course Fees
- Adjusting Tuition
- Adjusting or adding differential tuition fees
- Board-approved three-year Aviation rate model will help offset some of the Aviation program costs, but not all.
- Looking for additional partnerships in other county airports
- Are resources best spent in Aviation or in supporting emerging programs?

#### Physical Plant Initiatives

- A. Student Union—Douglas Campus (completed) – Ribbon Cutting 8/24 2-4pm
- B. Art-Fabrication—Douglas Campus (final stages) – Open House at Pit fire on Oct.4

#### Programmatic Initiatives

- A. Automotive Technology Building—Sierra Vista Campus
  - a. Design work completed
  - b. Construction Manager at Risk (CMR) hired

- c. Significantly, over the \$5.2M budget – may need to come back for \$1M additional funds needed. The request for additional funding is high enough that the request will need Board approval.

Dr. Rottweiler led a discussion informing the Board the architects underestimated the costs to include the increased price of metal; along with the need for additional funds noting re-scoping the building to reduce costs would require re-scoping the program. Reducing needs such as the number of bays are also considerations for reducing costs.

The administration will bring an action item for consideration before the Board requesting funding not to exceed \$6.2M in the coming weeks.

- B. HVAC—Instructor to full-time
  - a. Tim Saska hired
  - b. Moved from weekends to Tues/Thurs 4:30 schedule (Advisory Committee)
  - c. Wait lists for HVAC 1&2 (moved cap to 16 to accommodate)
  - d. Will offer HVAC 3&4 and HVAC 1&2 (daytime) in Spring
- C. UAS/Part 107—Instructor (partnership with Cochise Technical District)
  - a. Scott Thompson hired
  - b. Benson High School (15 students), Bisbee High School (4 students), Buena High School (11 students)
- D. Welding—Instructor (additional position for Fall semester)
  - a. Hope Struse hired
- E. Medical Assistant—Instructor/Program Coordinator (one-year certificate)
  - a. Nickie Dannels hired
    - i. 20 students (Fall cohort)
    - ii. 20 students (Spring cohort)\*
- F. Assistant Dean of Workforce Development
  - a. Karl Griffor hired
    - i. VR Initiative
    - ii. Meeting with all high schools (CTE partnerships/development)
    - iii. Culinary Arts enrollment strategies – High schools and businesses
- G. Agriculture—Director (9M to 11M)
  - a. Greenhouse Construction (January)
  - b. Industrial Crops
    - i. Growers/Industry discussions
    - ii. State licensure for Hemp
      - a. Highly regulated and costly
      - b. Course to teach growing then producing for manufacturing for possible economic development/growth
      - c. Test plots needed; research water use for growth
      - d. First process when the crop comes out then capture the oils and fibers
- H. Police Academy
  - a. 17 Cadets in fall 2019 cohort (19-2)
    - i. Cochise County Sheriff's Office (3 cadets)
    - ii. Bisbee PD (3 cadets)
    - iii. Sierra Vista PD (4 cadets)
    - iv. Huachuca City PD (1 cadet)
    - v. Willcox PD (1 cadet)
    - vi. US Department of Agriculture—Willcox (1 cadet)
    - vii. Out of County (4 cadets)

- b. Currently lacking a driving range; using facility in Sierra Vista
- c. Director Position on hold (under review)
- d. Eric Brooks oversees with Sgt. Randy Wilson
- I. Grants Manager
  - a. Waiting on job description/hiring

### Student Success Initiatives

Dr. Fick provided a Higher Learning Commission (HLC) Document “Defining Student Success Data Recommendations for Changing the Conversation”. The document references changing the spectrum of student success from an institutional success to success from a student’s view. The college will begin spending more time working with students on individualized student successes not institutional success.

### Updates:

- A. Academic/Career Advisor (Transfer Focus)
  - a. Stephanie Maxwell hired
- B. Complete College America - Game changers
  - a. 15 to finish or just one more (B-)
    - i. Fall of 2018 - educational campaign - saw slight increase in student credit loads, continuing with educational/informational campaigns
    - ii. Further considerations - banded tuition or financial aid definition of full-time or do we stick with use of mandates to accomplish game changers
  - b. Math pathways (A)
    - i. Several years implementation, matches terminal math class with type of major to assure student transferability and/or workplace skill competency
    - ii. Further considerations - embedded math within core CTE courses, designing new programs with appropriate math components
  - c. Co-requisite support (C-)
    - i. Pilots conducted, mostly in math with a little in English and reading (embedded tutoring, studio model for additional hours), also using reading apprenticeship (embedded reading) with 5 faculty in training to implement the model
    - ii. Further consideration - need to develop a model that can be scaled across discipline
  - d. Academic maps with proactive advising (A-)
    - i. All programs have academic maps which include course sequencing, milestone courses and general advising notes, mandatory advising (started fall 2019)
    - ii. Further consideration - providing access to maps via website without placing them in the catalog, career information on each map, early alert system regarding student progress
  - e. Momentum year (B-)
    - i. Sets goals for 30 credits, completion of gateway courses (especially math and English courses), and completion of three core courses in the program by the end of the first year
    - ii. Further consideration - look at the three core courses across all maps and look at how to accommodate developmental courses before co-requisite support gets implemented

- f. Better deal for returning adults (I)
  - i. College has not been emphasizing this as it was added to the list of game changers later in the process, have tried to create an evening cohort of developmental courses to serve returning adults
  - ii. Further consideration - create academic maps which offer limited choices and focus on one or two courses at a time and accelerate the time frame
- C. Arizona Center for Student Success participation

Mr. Quinn asked administration to consider adding e-faculty mentors and e-student mentors on the back of the degree map, along with adding the certificate points on the degree map.

### Emerging

- A. Virtual Reality (potential need for resources)
  - a. Program Content Development
    - i. VR Technologist Certificate (started August 2019)
    - ii. VR Developer Certificate (anticipated January 2020)
    - iii. VR Artist/Modeler (anticipated August 2020)
    - iv. VR Instructional Designer (goal to begin January 2021)
  - b. VR Consultant hired with deliverables (Innovation Fund)
  - c. Working for Legislative visit w/Ft Huachuca (7-10 individuals); promoting programs like such are possible if formula funding is re-instated
  - d. Currently used in welding, automotive, cyber, biology, and art
  - e. Economic Development – Creating people for jobs of the future
  - f. K-12 schools are also implementing VR in academic areas

## **2.02 FY '20-21 College Initiatives**

Dr. Rottweiler presented FY'2020/21 College Initiatives that are in the initial phase.

- A. Stage Gate Process
  - a. Virtual Reality (VR) Programming
  - b. Diesel Tech Program (working with business and industry)
  - c. Sales & Marketing Certificate
  - d. Teacher Prep Certificate (states credentialing certification)
  - e. Gifted Education Certificate
  - f. Allied Health AAS
  - g. Supply Chain Management Certificate
- B. Facilities Related
  - a. Remodel/repurpose
    - i. Building 700—Douglas Campus (Possible Police Academy)
    - ii. Building 100—Douglas Campus (Possible Adult Education)
    - iii. Adult Education Building—Sierra Vista Campus (added classrooms)
    - iv. Downtown Center—Office Space (Foundation, Institutional Research)
    - v. Downtown Center—Program Space (Virtual Reality Labs)
  - b. Deferred Maintenance (Fire and safety to be priority)
    - i. Douglas Campus
    - ii. Sierra Vista Campus
    - iii. Outreach Centers

Board recessed at 11:30 a.m. for lunch; reconvened at 11:53 a.m.

### **2.03 FY '20-21 Board Initiatives**

Mr. Quinn led the Board in a Groupthink Mitigation with each member providing possible initiatives for college administration's consideration for short or long-term action. Mr. Quinn then led an exercise to prioritize the list asking members of the Board to award points to each initiative based on their order of prioritization.

Eleven presented possible Board Initiatives:

1. Cochise College is the leader of Economic Development in Cochise County (at the table, always college presence and part of a solution – points awarded - 8
2. College at the table for Board/Commissions in the city and county – points awarded - 6
3. Solar trough repaired/replaced on the Douglas Campus – points awarded - 7
4. Administrator on site to be in-charge on the Douglas Campus – points awarded - 8
5. Protocol for gifts to the college – points awarded - 2
6. Explore more in medical – A Health and Emergency Care School of Excellence (Expanded nursing, apprenticeships, Medical Coding, Medical Admin. Assistant, Med. Assist., Medical Records Management, etc.) reinforce success – points awarded – 5
7. Sync Property Tax vote with State Budget release – points awarded - 1
8. Difference in female and male trades enrollment (Co-op with business and trades) – points awarded - 3
9. Investigate FBO – Private Airport – points awarded - 2
10. Establish student ex-official on governing Board – points awarded - 2
11. Partner with Army to expand reviewed all the possible offering of programs (Big Data, Analytics, get more credentialed soldiers) – points awarded - 5

The prioritization list of six initiatives from the list above in order include: (1,4,3,2,6,11)

1. Cochise College is the leader of Economic Development in Cochise County (at the table, always college presence and part of a solution
4. Administrator on site to be in-charge on the Douglas Campus
3. Solar trough repaired/replaced on the Douglas Campus
2. College at table for Board/Commissions in the city and county
6. Explore more in medical (Expanded nursing, apprenticeships, Medical Coding, Medical Admin. Assistant, Med. Assist., Medical Records Management, etc.)
11. Partner with Fort to expand offered programs to reach more students/soldiers

Administration asked to evaluate each of the six Board Initiatives, looking at feasibility, timeframe to implement, cost, and benefit for each initiative then bring recommended follow-up action back to the Board no later than January or as part of President's evaluation.

### **2.04 Economic Development Initiatives**

There was no further discussion regarding Economic Development Initiatives.

**3. ADJOURNMENT**

Mr. Quinn adjourned the retreat at 12:50 p.m.

**NO BOARD ACTIONS WERE TAKEN DURING THIS RETREAT.**

Respectfully Submitted:

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Crystal Wheeler, Executive Assistant to the President

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Mrs. Jane Strain, Secretary of the Governing Board