

APPROVED MINUTES

COCHISE COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD WORK SESSION

Saturday, February 20, 2021
Sierra Vista Campus
9:00 a.m.

1. GENERAL FUNCTIONS

1.01 Call to Order

Mr. Hudgins 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

Dr. Rottweiler noted that no Board action would be taken during the work session.

2.01 Guiding Statements

Dr. Verlyn Fick, Executive Vice President/Provost, presented the revised draft Guiding Statements and Operating Strategic Thinking Tank process noting the review is the first full review in several years. The main purpose of the review is to make sure the statements are still valid in times of change and a periodic review.

The process for conducting the review began with the hiring of a part-time facilitator, Mark Boggie. Then recruited a team of 40+ employees from across the District, which included members of the President's Council, faculty, and support staff who met via Zoom. With help from Serena Westbrook, five Guiding Statement Sessions were held with multiple small group sessions. Some members of the team also attended Strategic Think Tank Sessions with multiple tactic team sessions. Following the board's review, the Statements will go through the policy review beginning with communicating to employees through open session for feedback. The Statements will then be forwarded to Senate for review and approval. Once through the approval process, the Statements will be presented to the Governing Board for a first read then for a second read, approval and implementation.

Presented draft Guiding Statements include:

- **Draft Why (Purpose):** To inspire passion and purpose in people so that we can enhance our community's economic, social, and cultural development.
- **Draft Vision:** Cochise College will be a leading and responsive community college, transforming and empowering our community by fostering collaborative relationships and providing innovative educational pathways.

- **Draft Mission:** Cochise College provides inclusive and accessible educational opportunities that encourage social responsibility, support community engagement, promote meaningful careers, and inspire lifelong learning.
- **Draft Core Values:** In all we do, we value collaboration, encouragement, civility, innovation, and service.
 - **Collaboration:** We actively connect with our students and community by providing accessible learning opportunities and resources to overcome barriers, build relationships, and cultivate economic, social, and cultural growth.
 - **Encouragement:** We provide personal support to students and staff, faculty, and community members through active engagement and compassion.
 - **Civility:** We promote a community of acceptance that embraces diversity, equity, and inclusion.
 - **Innovation:** We create new learning experiences to respond and adapt to the needs of our community.
 - **Service:** We engage our community through service-learning projects, volunteerism, and civic participation.

The Governing Board recessed the meeting at 10:10 a.m. for a brief break, resuming the meeting at 10:20 a.m.

Dr. Fick presented the DRAFT Strategic Think Tank Strategies:

- Provide students and employees equitable access to technology, including connections, devices, and skills. **(Green)**
 - Align with student preferences and industry standards
 - Automate college processes
 - Establish baseline technology access
- Assess, develop and improve student wellness and support **(Blue)**
 - Broaden access to basic needs resources
 - Expand academic, health and stability
- Establish data management systems where institutional data is trusted, understood, accurate, and is provided and used by stakeholders in a meaningful, secure and consistent manner. **(orange)**
 - Improve data accessibility including tools such as dashboards
 - Improve data dictionary and communicate data management standards
 - Implement a central data repository to source data reporting and analysis
 - Initiate a data governance council for data management oversight
 - Conduct college-wide training related to data sources and usage
- Add and modify educational programs to address impacts of the pandemic, Industry 4.0 (e.g., automation, artificial intelligence, cloud computing, mobile technology), and demographic changes to increase support for individuals, communities, and the economy. **(Red)**
 - Collaborate with fellow partners from the Arizona Community College Coordinating Council (AC4) and other participating organizations in the Arizona Reskilling and Recovery Network Workforce Development and Education/Training Framework
 - Implement/strengthen usage of higher education workforce practices such as prior learning assessment, non-credit programs, and program formats such as micro certificates/microcredits

- Use COVID-19 data tracking impacts on industries, occupations, and employments to prioritize workforce programs development
- Determine additional options for enhancing high school student's successful pursuit of career training/education

Dr. Fick noted the feedback the board members provided for consideration of integration into the final Guiding Statements, Core Values, and Strategic Think Tank Strategies.

2.02 FY22 Budget – College Initiatives

Dr. Rottweiler noted that the FY22 college budget initiatives are tied to Strategic Think Tank Strategies (color codes).

2.02.1 On-Going Expenses

Salary Increase (\$250,000 per 1% increase)

- Minimum Wage – students (\$12,000-\$124,000) upper amount is if a \$15/hr. is mandated
- Minimum Wage – employee (\$40,000-\$240,000) upper amount is if a \$15/hr. is mandated

Employee Benefits (\$40,000) - ASRS

Insurance (general liability) (\$25,000)

Utilities (\$20,000)

Software (\$250,000) significant increases

IT Security (\$90,000)

- Network Management
- Call Center

Third-Party Contracts (\$35,000) minimum wage affects

- Security
- Food Service

2.02.2 Strategic Initiatives/Priorities

Allied Health

- Phlebotomy (Associate Faculty/\$10,000) **(Red)** 30hr. courses
- EKG Technician (Associate Faculty/\$10,000) **(Red)** 30hr. courses
- Medical Coding/Billing (Full-time/\$70,000) **(Red)** 1 yr. program

Police Academy

- Academy Director (Full-time/\$100,000) **(Red)**
- Budget increase (\$40,000)

Career & Technical Education **(Red)**

- CTE/Adult Education–Integrated Education and Training (IET) Program (Full-time/\$70,000) students in Adult Education gets GED at same time as college degree (math and English integrated) adding GED with a skills training. Students will take course in the morning with monitoring by Adult Ed instructor.
 - HVAC (\$5,000)
 - Light Diesel (\$50,000)
 - Allied Health (\$5,000) Medical Assistant; cannot include CNA, as the program is too short.

- Mobile Trades Program--Electrician/plumbing (Full-time/\$70,000)
 - Trailer, Equipment, Supplies (\$250,000)
- Diesel Technology (Full-time/\$80,000)
 - Facility (unknown), Equipment (\$75,000), Supplies (\$5,000)
- Cyber Security (\$70,000)
 - Hardware and Software
- Virtual Reality (\$80,000)
 - Headsets, Equipment, and Software
 - Student Recruitment

Math & Science

- Physics Lab Remodel (\$70,000 x 2)
- Lab equipment (\$20,000)

Extended Learning

- Dual Credit Tuition /Service Fees (\$75,000) (**Red**)
- Benson Center Nursing Lab (\$100,000) Remodel
- Benson Center Marquee (\$45,000)

Student Services

- Student Complaint Software (\$10,500/\$8,500) (**Green**)

Student Success

- Academic Support Materials (\$28,000) (**Green**)

Enrollment Management & Marketing

- ChatBot (\$26,000/\$7,500) (**Green**)

Academic Support

- Dean/Director of IR (Full-time/\$100,000) (**Orange**)
- Data Repository (\$37,800/\$50,000) (**Orange**)

Human Resources/Talent Management

- Employee Recognition Program (\$5,000)
- Remote Work Initiative (\$30,000) (**Green**) create a plan of what position/ rules/tech requirements/etc. (need to remote work in or out of state requirements)

Tech Services

- Computer Lab/BYOD (Bring your own device) Program (research/discussion underway) (**Green**)
- Expanded WIFI (\$150,000) (**Green**)
- AV Upgrades (ADA/Hearing Assistance) (\$500,000) (**Green**)

2.02.3 Facilities

- Chiricahua Hall Demolition; Assessment results are that the building is too far gone to repurpose. (\$750,000)
- First Responder Training Academy with Driving/Transportation Operation Range (\$3-4M)
- Douglas Campus Security cameras (Phase III) (\$250,000)

- Rodeo Grounds Restroom (\$40,000)
- Deferred Maintenance List (TBD)

The Governing Board recessed the meeting at 11:50 a.m. for lunch, resuming the meeting at 12:30 p.m.

2.03 FY22 Budget – Board Priorities

The Governing Board provided possible initiatives for college administration's consideration for short or long-term action. The board then participated in an exercise prioritizing the list with members awarding points to each initiative based on their order of prioritization.

Thirteen presented possible Board Initiatives:

1. Douglas Campus Solar trough fixed and working or remove – Points awarded – 7
2. Review Solar/APS Contract – Points awarded – 7
3. Explore viticulture and more agriculture programs – Points awarded – 6
4. Explore low-water usage crops (grants) – Points awarded – 7
5. Intensive study of Chiricahua Hall – Points awarded - 1
6. Ideas on 4-yr degree programs (nursing) – Points awarded – 4
7. Provide a data-driven phasing-out of the aviation program to transition into expansion of other programs for the Douglas Campus 1-2 yr. phase-out (expand police, Diesel, CDL, etc.) – Points awarded – 9
8. Explore a future (3-5yrs) electric vehicle maintenance program (cost of equipment, facility, etc.) – Points awarded – 8
9. Water Campus (could go with low-water usage in agriculture) – Points awarded – 6
10. Expand stackable Allied Health Programs (CNA to MedTech, etc.) – Points awarded – 8
11. Explore all options to meet the needs of K-12 or 9-12 students (Charter school, early college, etc.) – Points awarded – 7
12. Broaden Fire Science expand to Wildland fires (partner with BLM) – Points awarded – 4
13. Recognition of the great work the Foundation has progressed – Points awarded - 1

The prioritization list of four initiatives from the list above in order include: (in priority order #7, 8, 10, 4)

Ordered Results:

7. Provide a data-driven phasing-out of the aviation program to transition into expansion of other programs on the Douglas Campus (Police, Diesel, CDL, etc.)
8. Explore a future electric vehicle maintenance program (cost of equipment, facility, etc.)
10. Expand stackable Allied Health Programs (CNA to MedTech, etc.)

Results following a re-vote on the four initiatives receiving seven points:

4. Explore low-water usage crops (Research teaching the benefits and production of growing low-water crops)

2.04 FY22 Budget – Potential Revenue

The 3-legged Stool (The Big 3)

- State Aid
 - Funding Formula established in Arizona Statute

- Maintenance & Operation (M&O or FTSE)
- Equalization (offsets low assessed valuation)
 - Cochise, Graham, Navajo, and Yuma/LaPaz
- Capital Outlay/STEM
- State Aid Based on Governor's FY'22 Budget
 - M&O - \$4,370,500 (\$320,200)
 - STEM - \$ 928,400 (\$ 86,100)
 - Equalization - \$7,925,300 \$968,200 county's assessed evaluation
 - Total **\$291,900**
- Tuition and Fees
 - Set by Governing Board – Currently \$91/credit hour
 - Tuition **\$ 80,000** per \$1/credit hour
- Property Taxes
 - Primary Tax Levy to support Cochise College (1962)
 - Constitutionally Controlled
 - Limited to 2% annual growth + New Construction
 - Property Tax **\$465,174** (no TNT) -- **\$1,429,136** (max capacity--4%; 2% for last year and 2% for this year)
 - Property Tax Rate
 - No tax increase - \$2.3963
 - Max (4%) increase - \$2.4932

Governing Board members expressed their thoughts regarding tuition and a property tax levy for college administration's consideration.

- PROP 207 (unknown at this time)
- Free Community College Movement
- Reallocations/Savings
 - 1% salary holdback from FY21 (\$250,000)
 - Instructor/Director UAS (\$83,000)
 - CLL Youth Programs Coordinator (\$68,000)
 - One-time Expenses (\$240,000)
 - Restructure/Reorganization
- FY22 Budget Development
 - Board Budget Retreat February 20, 2021
 - President's Council Budget Retreat March 5, 2021
 - Tuition and Fees Action Item March 9, 2021
 - Budget Work Session (if needed) April 13, 2021
 - Truth in Taxation (if needed) May 11, 2021
 - Budget Adoption June 8, 2021

Mrs. Strain asked the administration to provide a communication plan for aviation phase-out.

Administration will provide the Board a proposed budget along with a list of budget requests, in a priority order, after the President's Council Budget Retreat.

3. ADJOURNMENT

Mr. Hudgins adjourned the meeting at 2:00 p.m.

Respectfully Submitted:

Crystal Wheeler, Executive Assistant, Office of the President

Mr. Dennis Nelson, Secretary of the Governing Board