

MINUTES

COCHISE COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD REGULAR MEETING

Tuesday, March 14, 2017
Sierra Vista Campus
6:00 p.m.

1. GENERAL FUNCTIONS

1.01 Call to Order

Mr. Nelson called the meeting to order at 6 p.m.

Board Members Present:

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

1.02 Pledge of Allegiance

1.03 Adoption of Agenda

Dr. Rottweiler stated the agenda would stand as published.

1.04 Citizen's Interim

There were no requests to address the Board.

1.05 Standing Reports

1.05.1 Representative to the Arizona Association of District Governing Boards (AADGB)

Mrs. Strain distributed a copy of the agenda created for the AADGB meeting that was held on March 9, 2017 at Maricopa Community College, immediately following the All-Arizona Academic Awards celebration. As Chair of the AADGB, Mrs. Strain stated she was able to get a few things done with this new group – they voted for a new secretary, she appointed a by-laws review committee, discussed in general terms the GISS coming up this year, and Kristen Boilini, the acting AC4 Executive Director, provided input. Mrs. Strain added that Ed Molina, Director of the Veterans Business Outreach Center (VBOC), provided a most excellent, very well received presentation on his program. Many of the trustees did not know that Mr. Molina had been in and out of their institutions. It was a great topic to share at that level, as some of the trustees are new to AADGB.

Dr. Rottweiler shared that he received a report back from Kristen Boilini, providing significant compliments to Mrs. Strain and her leadership. This was the first time they had this level of discussion around advocacy to the point that it almost got out of control, as some were ready to start marching tomorrow. The trustees, under Mrs. Strain's leadership, are now talking about advocacy. As we start moving forward and talking about decision packages and bringing resources back into the community college system from the state level, the leadership of the trustees is going to be important, and the leadership of AADGB will be very important. Mr. Nelson thanked Mrs. Strain for doing this work.

1.05.2 Senate

Jennifer Graeme, Director of Talent Management, provided a report. She stated the Senate met on February 24, 2017, and reviewed and approved the following administrative policies: Policy 3003 – Curriculum Development; Policy 5003 – Drug and Alcohol-Free Environment; Policy 5009 – Title IX Compliance (with amendments); and Governing Board Policy 623 – Faculty Workload, which is before the Board this evening as an Information Item. Dr. Rottweiler added that the policy on drug and alcohol-free environment is the one that came at the direction of the Board from the last meeting. It has been through the entire process and is now posted on the college website as an official Board policy.

1.05.3 Student Government Association (SGA)

Lindsay Romo, President of the SGA, introduced Erika Andres, SGA Events Coordinator. Ms. Romo stated the SGA just barely returned from their first every out-of-state Alternative Spring Break, which took place last week in New Mexico. They had the opportunity to volunteer at the Gila cliff dwellings, helping with maintaining the trails, learning about how to maintain the trails, and how it affects visitors coming through. They also visited a site, that's not open to the public, and saw pottery and beads that may have been around 800 – 1,000 years ago – it was exciting to see. There was an archaeology student there who was accepted to the Archaeology Field School at the U of A while over there. She attended that school during the summer of 2016. It was a wonderful and enriching experience and was a great opportunity for every student who participated! They are now back and hard at work. Just this afternoon they hosted a St. Patrick's Day Root Beer kegger in front of Advising. They served locally brewed root beer donated by the Old Bisbee Brewing Company. Later this week they will be participating in the Arizona Town Hall Community Outreach Breakfast, and offering their student perspective on Financing Arizona's Future. Next week they will be peppering students up for the final stretch, right before finals. They will be hosting a picnic day, complete with lawn games. As they head into April, they will be hosting their Annual Take Back the Night event to raise awareness of issues of sexual and domestic abuse. The Digital Media Arts Club will be running a 'Comicvention', which has already drawn tons of attention and has a lot of support from the surrounding community. They will also be hosting their Annual Red and White Awards Banquet.

Mr. Nelson thanked Ms. Romo. Dr. Rottweiler stated this will be Ms. Romo's last presentation before the Board as she will be graduating. She was joined this evening by her parents, and he felt it would be appropriated if she introduced them, as they are here, very proud, watching their daughter present. Ms. Romo introduced her parents, Mark and Nanette Romo. Dr. Rottweiler thanked Ms. Romo for her

service, and asked that she share that with all the officers. Mr. Nelson stated he enjoys hearing reports from the students as to what they are doing for their fellow students. He stated that when he went to college there weren't student organizations like the SGA, and he thinks it makes a tremendous difference. He thanked Ms. Romo for being a part of this.

1.05.4 College President

Dr. Rottweiler began his report by updating the Board on a couple items, the first relating to legislative actions. This past week was our opportunity to make some presentations before the various education committees - on Monday, March 6th, in the House Education Committee, and on Thursday, March 9th before the Senate Education Committee. He wanted the Board to be aware that we were requested by AC4 to have our students present. On March 6th, Matthew "Brad" Bradberry, Barry Baugher, and Sierra Debusk traveled to Phoenix with Celia Jenkins, STEM Outreach Coordinator. Dr. Rottweiler provided a group photo of them taken in the governor's private office. Mr. Bradberry presented to the House Education Committee, and he did us extremely proud. He is a veteran who completed his Bachelor's Degree prior to coming to Cochise College; he has since completed an Associate's Degree in Cybersecurity and Network Technology at Cochise College and is employed at the Joint Interoperability Test Command (JITC) on Fort Huachuca. He is one of our success stories, and he did an amazing job presenting to the House Committee. Remarks coming back, as we might expect, is that Cochise College is once again producing outstanding students going into the fields where they are most highly needed. All three of these students are in Cybersecurity, which is really the area we wanted to concentrate on in the House. On Thursday, March 9th, Dr. Rottweiler stated he had the opportunity to present before the Senate Education Committee; however, it wasn't nearly as powerful as the students. There, we did have students come from Maricopa and Eastern Arizona. Part of our legislative agenda is to try to get students before these various committees to show the success happening in these areas. Thus far, the response has been very positive. He suggested that the Board, should they see them at commencement, thank these students for their efforts. Dr. Rottweiler added that these students spent some time with Senator Griffin, and they toured both the chambers, as well as spending significant time with the governor's office and the governor's office staff.

AC4 meetings were held last week in conjunction with the All Arizona Academic Team. Our action, as it relates to the legislature, has really been about watching bills closely and killing bills. They have been more concerned about some of the bills that came through and been very successful. As the Board is aware, they were able to stop House Bill 2019 – Revenue Bond Bill (Rep. Leach) in committee. They were also able to stop House Bill 2252 – Rural Tuition Bill (Rep. Cook), which was to provide free tuition to all employees coming out of rural school districts. In addition, House Bill 2501 – a Prop 301 bill requested by Gila Community College to provide them Prop 301 funding, was halted. Statutorily, provisional community colleges are not eligible to the base \$200,000; they are eligible to FTSE. That also was stopped through committee. They will watch this closely to see where that comes back. The last one they have been very active in is House Bill 2128 – Auditor Bill, relating to the Arizona Auditor General's office. Placed in there is the ability to look at documents that are under attorney/client privilege. Statutory language has been requested that states 'should the auditor general request, and should a community college district being willing to provide documentation that is currently held under attorney/client

privilege, that it remains as attorney/client privilege'. There is some language that states if you provide documentation outside of that, you forego your attorney/client privilege. The language that will be placed in there would insure that it stays under attorney/client privilege. They were pleased that the author of that bill was willing to work with them.

The budget is currently underway, although all is 'hush' on it. All indications are that the funding, as presented to the community colleges, is solid – there is just no additional funding. AC4 has produced a letter supporting a decision package for additional funding for Pima and Maricopa Community Colleges. They will also see some support coming out of the Chairman of the House Education Committee.

Dr. Rottweiler stated that, after travelling to Washington, DC with Mr. Nelson and Mr. Ortega, he is having a follow-up meeting/teleconference this Friday with Congresswoman McSally's office and representatives from Border Patrol related to our UAV initiative.

As related to legislative and budget areas, Dr. Rottweiler confirmed with the Board that it is his intention to hold a budget work session next month, one hour prior to the regularly scheduled Governing Board meeting. This will be an opportunity for the Board to review, in detail, the budget and provide their input and direction before the Truth in Taxation meeting in May, and the final budget approval in June. The work session will be a public meeting; however, no action will be taken.

Regarding master facilities, Dr. Rottweiler stated we are pretty much done for the year. We are completely out of the Fort Huachuca Center, the Old Colonel Smith Middle School, and we are extremely appreciative of the Accommodation Schools District for their willingness to work with us. It was a great partnership that we thought was moving in a good direction; however, some things changed. Effective February 1, 2017, we are no longer responsible for that building, and the Accommodation Schools have taken full responsibility back. Working with the superintendent and their business officer has been a smooth transition. Mr. Quinn introduced Bonnie Austin, the superintendent of Fort Huachuca Accommodation Schools.

Dr. Rottweiler was pleased to share that the transition of staff out of the P-Buildings has been completed, and we're looking at the demolition and removal of those building off of the campus.

In his general comments, Dr. Rottweiler updated the Board on the following:

- Related to the Santa Cruz County Provisional Community College District (SCCPCCD), he had looked at an opportunity of extending our contract to provide services through December 31, 2017. However, those extension negotiations broke down, and we have reinforced/confirmed our notice of termination, effective June 30, 2017. He emailed that confirmation to their Board, CEO, and attorney on March 6, 2017. He issued reduction-in-force notices to employees last Thursday, and we are well underway in our teach-out plans, falling under the leadership of Dean George Self and Vice President Fick. We'll seek Higher Learning Commission approval, and we'll send student notifications in the coming days and weeks. Finally, we will need an IGA signed with Santa Cruz County, consistent with Arizona Revised Statute, in order for us to provide

educational services in their county. Those services would just be for those current students enrolled, or any student who has been enrolled in the last three semesters. This is the part of the teach-out plan we want to take responsibility for. We have not heard back whether they're going to issue that IGA. Should they choose not to, which Dr. Rottweiler is hopeful they wouldn't, we'll then have to rethink, in consultation with the Higher Learning Commission, how we teach out those students. It will obviously make online a more viable option. He has also reached out to Pima Community College regarding signing an IGA with them to utilize their Green Valley Center as a potential opportunity for teach-out. We are well underway, and we will fulfill our responsibilities to our students, as we've always talked about.

- Dr. Rottweiler provided the Board with bookmarks created by students in our Adult Education program. They created several entries for a Department of Education contest during Adult Literacy Week. He is very appreciative of the leadership of Susie Morss in Adult Education, Adult Learning, and the GED program. The college continues to do a very good job of providing those educational services.
- In the area of Cochise College Athletics, Dr. Rottweiler stated we just completed some fairly significant events. The rodeo was hosted on March 4th and 5th at Fort Huachuca; the men's and women's teams were the winners of that rodeo, and it was amazingly well attended. It is probably one of the best rodeos in the entire region. He is proud to say we have the two best rodeos in the region – the first, at the beginning of the year, is held in Douglas during the Douglas Fair, and the one at Fort Huachuca; they are, by far, the most well-attended rodeos of any location in the region.
- Our men's basketball team was defeated in the regional championship last week, completing the season at 24-6, and ranked in the top 25 in the country; unfortunately, they did not qualify to go on to the district and national tournaments. Our women's basketball team won the Region 1 championship and qualified for the national tournament to be held next week in Lubbock, Texas, with their first game being held Monday evening at 6 p.m., Arizona time.
- Dr. Rottweiler shared with the Board that he, along with Chris Pryzlucki from A'Viands, participated in the "Men Who Cook" event, under the model of Cochise College Crepes – they won in the category of "Best Presentation", defeating the sheriff, who is not pleased about it, and actually mentioned it in a presentation that, after six years of successful victory, he was beat by Cochise College!
- Dr. Rottweiler stated he also participated in the Friday Focus radio show last Friday. He had the opportunity to spend time with Pat Call and Amanda Bailey; they had an entire hour to discuss what's happening at Cochise College, including some initiatives we're trying to do as we move forward. They were very complimentary of the Downtown Center, as well as the things we continue to do for the community.

Upcoming events include the following:

- He will provide the keynote address later this week in Tombstone for the Arizona County Treasurer's Association Conference.

- The Arizona Town Hall Community Outreach Program Breakfast will be hosted on the Sierra Vista Campus on Thursday, March 16th.
- On April 29th, the “Evening at the Races” event will be held on the Sierra Vista Campus in the Student Union Community Room.
- Commencement will be held on Friday, May 12th, on the Douglas Campus, beginning with the President’s Reception at 5 p.m., with commencement to follow at 7 p.m.
- Nurses Pinning will be held on Thursday, May 11th, at 7 p.m., with the reception being held just prior at 5 p.m., also in Douglas.

Dr. Rottweiler then turned the time over to Mr. Jerry Smith, the Senior Executive with CampusWorks, to provide a three month update on Administrative Computing. Mr. Smith provided a PowerPoint presentation, and likened what they were doing to renovating a house, with the goal being to come in and help bring IT up-to-date, to improve functionality, and to build a platform in which to move forward into the future. The goal was to remodel the ‘IT house’ as quickly and as cost effectively as possible – remodel the kitchen, update the appliances, etc., and get some things going fairly quickly. The reality was that they found ‘termites’ in the foundation that caused them to stop building the enhancements and work on the foundation a bit more so that the enhancements would work correctly when installed. Mr. Smith stated that the ‘termites’ included slow performance of Banner, the system itself – taking a long time to process financial aid, doing some basic things the offices need to do; incorrectly installed software; servers lacking consistent upgrades; incomplete projects; and limited documentation. However, they have been able to move forward on some new areas.

Where they are today:

- They are working on stabilizing Banner, getting those issues resolved, and identifying the root causes and getting them corrected.
- They’ve also worked hard to establish phase one of IT governance (gathering input, reaching consensus, and being able to move forward), and put together the Banner Action Team (BAT), with Dr. Fick serving as the chair. They have held one meeting thus far and have identified and prioritized several projects.
- They have developed a set of hardware requirements for moving forward and have identified the kind of servers the college will need. They are at a point where they can be ordered, as needed.
- They have also begun developing project plans. Two specific areas they’ve identified as projects include:
 - o auto loading of the Accuplacer placement test scores, and
 - o unofficial transcript printing
- They’ve been able to pick some “low hanging fruit”
 - o They’ve developed a fix for the National Clearinghouse submissions.
 - o Arizona State Retirement System (ASRS) Submittals are now accepted.
- They have identified a location and established the “IT War Room”. This is a place where they can pull people together to work on things and where project plans can be posted. This room may possibly be used for training and testing as well, as we move forward.

Where they are going from here:

- They need to continue stabilizing Banner (if compared to the house, there are a few boards with termite damage, but they've killed off the termites so the damage won't continue. If that board is still solid, they won't replace it unless they need to; they want to keep moving forward and getting functionality changes and improvements). However, if they find weaknesses in the foundation that are likely to cause problems as we move down the road, then they will need to take care of those.
- They want to quickly expand to other projects. There are some other projects BAT is looking at that are under development, and they should have those plans fleshed out pretty quickly.
- They want to spend some time considering future needs and directions. They've had some good discussions with the president and his cabinet regarding what the long term needs of the college will be and how they can make the IT systems really intuitive and usable to the end users. They want to spend as much time as they can on things that really impact the student experience or the staff effectiveness and not necessarily what he calls the 'IT factory'. They are having some good discussions on that, and he expects to provide the Board with additional information over the next several meetings.
- They want to continue to plan and develop IT leadership and capabilities of the college.
- Mr. Smith stated they still have time to address issues, and hopefully, they'll have some good results in the time they have left.

Discussion followed around issues that have actually been addressed and corrected, possibilities for a back-up server, being on schedule, any anticipated increased costs for services, and friction between staff/IT.

Dr. Rottweiler added that, while he has been frustrated that things haven't moved as quickly as he had hoped, related to projects – but, you can't do the projects if you don't have the infrastructure. While he is frustrated on one hand, he is appreciative that we've been able to highlight where the 'termites' are and get those fixed so that we can then do the projects moving forward.

Dr. Rottweiler concluded his report by reminding the Board he will not be in attendance at the Board meeting, nor the work session, on April 11th. He has requested Dr. Fick to lead both of those initiatives with the administrative staff. He will be out of the country from April 1 – 17, 2017.

1.05.5 Monthly Financial Report – February 2017

The Financial Report for February 2017 was presented and accepted as submitted.

2. NEW BUSINESS

ACTION

2.01 Consent Agenda

- 2.01.1 * Classified Staff; Appointment (*Javier Madero, Aviation Mechanic II, Douglas Campus*)
- 2.01.2 * Administrative Staff; Appointment (*Joe "Scott" Arledge, Director of Procurement, Sierra Vista Campus*)

- 2.01.3 * Administrative Staff; Appointment (*Richard Bell, Chief Flight Instructor, Douglas Campus*)
- 2.01.4 * Administrative Support; Transfer (*Virginia Batista, Prison Education Coordinator, Douglas Prison Complex*)
- 2.01.5 * Administrative Staff; Resignation (*Linda Nichols, Benefits Manager, Sierra Vista Campus*)
- 2.01.6 * Classified Staff; Retirement (*Michael Bowen, IT User Support Technician, Sierra Vista Campus*)
- 2.01.7 * Administrative Staff; Retirement (*LeSandra Bryan, Dean of Institutional Effectiveness, Sierra Vista Campus*) – Pulled from agenda.**
- 2.01.8 * Classified Staff; Termination (*Ray Rousseau, Facility Services Technician III, Sierra Vista Campus*)
- 2.01.9 * Faculty; Non-renewal of Contract (*Jay Clements, Instructor, Agriculture, Douglas Campus*)
- 2.01.10 * Faculty; Non-renewal of Contract (*Christopher Ubung, Instructor, Physics and Astronomy, Sierra Vista Campus*)
- 2.01.11 * Acceptance of Minutes for January 21, 2017 – Governing Board Retreat
- 2.01.12 * Acceptance of Minutes for February 7, 2017 – Regular Meeting

Mrs. Strain requested Consent Agenda Item 2.01.7 be pulled from the agenda for discussion. Mr. Ortega moved and Mr. DiPeso seconded a motion to approve the Consent Agenda, with the exception of Consent Agenda Item 2.01.7. There was no further discussion by the Board. The Board unanimously approved. MOTION CARRIED.

2.01.7 Administrative Staff; Retirement (LeSandra Bryan, Dean of Institutional Effectiveness, Sierra Vista Campus)

Mrs. Strain wanted to take this opportunity to recognize Ms. Bryan and the contributions she has made in the time she has been with the college, adding that she is an excellent example of the professionalism, dedication, and passion the Cochise Community College workforce demonstrates. Ms. Strain is genuinely sad that Ms. Bryan is retiring, but glad that she is retiring – as it will be great for her. She thanked Ms. Bryan for her service. Mr. Nelson stated that Ms. Bryan will be missed, and he also thanked her for her service. Mrs. Strain moved and Mr. Ortega approved the retirement of LeSandra Bryan, Dean of Institutional Effectiveness, Sierra Vista Campus. There was no further discussion by the Board. The Board unanimously approved. MOTION CARRIED.

***** Introduction of New Employees *****

Bill Howard, Director of Finance and Administration, introduced Stacey Green, whose appointment was on the February 2017 Governing Board meeting agenda.

2.02 2017-2018 Student Tuition and Fee Schedule

Dr. Rottweiler presented the proposed 2017-2018 Student Tuition and Fee Schedule, including the addition of the WUE differential tuition and the New Mexico Waiver differential tuition. He turned the time over to Dr. Fick, who specifically reviewed the differential tuition. He provided the Board a handout and reviewed tuition rates across the state at community colleges related to nursing, highlighting three institutions that use differential tuition for nursing; the first columns of in-state and non-resident showed the base tuition amounts, then the columns that stated 'compared to Cochise' showed what the tuition amounts are relative to our base amounts. The

differentials, in some cases, are quite significant. We are proposing for in-state, a \$115 differential tuition, and \$365 as a differential non-resident tuition. The difference between our current in-state and proposed differential is \$36. He pointed out a column showing the average amount that Arizona community colleges are charging above our base in-state rate; if you take our \$79 and add another \$69, you'd reach the average. Same for the non-resident – the average comparison is up by \$152.50 above our base \$250. We are going up \$115 in the non-residential differential tuition. Mr. Nelson requested clarification of differential tuition. Dr. Fick explained that differential tuition is where we have our base tuition rate (normally our base rate this year has been \$79 per credit). Differential means that we are picking a portion of our courses to charge a different tuition rate for the in-state student. We are looking at doing differential tuition for nursing and for flight. Any course that has an NUR prefix will be charged differential tuition rates, and any course with the PFT prefix, other than the two we typically teach on-line in flight, will also be charged the differential tuition rates. Dr. Fick stated we are trying to do this with the realization that, basically, nursing and flight are two of the programs where, because of the different ways in which we have to use faculty, they end up being more expensive. Part of what we're trying to do is to help allow the program to provide some of the extra support for the costs they bring to the college.

In a similar fashion, the next table Dr. Fick pointed out showed some flight-related comparisons. He didn't have a lot of flight programs to compare to in-state, but he did go to a list that showed places (across the country) where their associate degree is the only level of degree they offer (comparing associates to associates), in places approved by the FAA for their programs to count towards reducing the number of flight hours a person needs to become a commercial pilot. Basically, an associate's degree from any of these institutions would reduce the number of flight hours a person needs to become a pilot by 250 hours. He stated that, comparing our in-state tuition to the rest of the institutions on the handout, they came out \$60.68, on average, above our typical in-state, and our typical non-resident amounted to \$150 – they came in at \$110.19 higher, on average, across the set of institutions. The bottom line is that we'd like to have differential tuition rates for nursing and flight. He pointed out a chart that showed how many credits we have delivered this Fall and Spring in nursing and flight – in Fall of '16, nursing had 2,026 credits and in the Spring they had 1,733 credits; flight had 288.5 credits in the Fall and 476.5 credits in the Spring. Overall, we're talking about a little over 4,500 credits at the college that would now be moving to differential tuition. If we just took that base \$36 increase for the in-state and multiplied that times the number of credits, it would result in about \$162,000 of additional tuition revenue. To be sure he comprehended what Dr. Fick had stated, Mr. Quinn reviewed the information Dr. Fick had provided. He then inquired if the out-of-state differential tuition also applied to those that are in out-of state with one to six credits. Dr. Fick stated that, at this point, for simplicity sake, we are applying the differential tuition to any credits that are non-resident who are in nursing or in flight, and applies to those that are less than six credits. Dr. Rottweiler stated we hope to not have any, or not very many, nursing students taking less than six credits – which would mean they are not full time and that they are not fully engaged in the program. Flight is part of our completion program; our goal is to try to get students fully engaged, taking a full program so they can complete. The differential rate is at 140% of what our published rate is – that was an amount that is trying to be competitive.

Dr. Fick stated that one other thing that is part of the cost, both with nursing and flight, is we have so much more external third party issues we need to deal with – the FAA, ACEN (nursing), State Board of Nursing, etc. Most departments don't have the extra staff associated with their programs. In nursing, there is a director, an assistant director, and an assistant to the department – which are three positions above and beyond what you'd have in many other program areas. In flight, there is a director, a chief flight instructor, an assistant, and a

recruiter/advisor. Therefore, the types of things we need to do with these programs that are heavy with external oversight, really add to the cost of it.

Mrs. Strain inquired how this will impact students, how will the students handle this additional burden. Dr. Fick stated that 78% - 80% of nursing students are receiving some sort of financial aid. The reality is, when it comes to flight, you add the fees that it costs to be able to access a lot of the equipment, etc., the average flight program at a two-year institution is going to cost \$50,000 to \$60,000. This is an area where the students will generally have to get some sort of loan or assistance, because most people just don't have that kind of money available. Dr. Rottweiler stated that, as reported during the last Aviation report, we are losing about \$1M a year in aviation. This is a way to try to address some of the shortfall.

Dr. Rottweiler then stated administration is recommending a \$3 increase for in-state tuition. The movement from \$79 to \$82 will continue to keep Cochise College in the 'middle of the pack' – nationally, we are still very affordable. The \$3 increase per credit hour means an increase for a full time student of about \$90 for increased services. He then reviewed costs for on-campus living – meal rate increase (covers increase in minimum wage for labor, as well as food costs), increase/decrease in course related fees, and new fees.

Mr. Nelson requested the justification for increasing tuition. Dr. Rottweiler stated that administration has worked on the model under the direction of the Board to do systematic, year after year increases, doing 2% to 3% each year rather than holding for a couple years and then increasing 10% to 15%, which has been done in the past and comes as a fairly significant shock to the student. He stated he could provide documentation that's come from our sister schools. The proposal to set \$82 per credit hour (if you look at the preliminary cost for 30 credits) puts Cochise College at \$2,460; the average in the state of Arizona is \$2,579 – so we are below the state average (looking at tuition and fees), and places us at the middle of the pack of the ten districts – second lowest in the state. We're trying to stay competitive, and also trying to bring in resources. Part of this is also our sustainability model, recognizing that the state, at some point, may choose to defund community colleges. Mr. Nelson stated he is anticipating how to explain to someone why we're increasing tuition. He assumes it is a combination of factors – increased costs, inflation, equipment, and salary increases. Dr. Rottweiler stated we are seeing increased costs, and a salary increase will be recommended in our compensation plan for employees. It's the cost of doing business. However, our \$82 still makes Cochise College one of the most affordable colleges in the country.

Discussion followed around the increase/decrease/elimination of fees and deleted courses, and measuring the impact of tuition/fee increases on students. Mr. Quinn requested that, in the future, he get a comparison of Cochise College on-line fees to those of other colleges. Dr. Rottweiler informed the Board that an aviation 'package' will be brought to the Board at the April meeting.

Mrs. Strain moved and Mr. DiPeso seconded a motion to approve the tuition and fee schedule for FY2017 – FY 2018, as presented. There was no further discussion by the Board. The Board unanimously approved. MOTION CARRIED.

2.03 New Governing Board Policy 670 – Career Ladder Program

Dr. Rottweiler stated this policy is being brought to the Board as a second-read. The new Governing Board policy establishes an opportunity for our employees to continue their education and advance within the organization without having to change jobs. We have discussed this as it relates to our professional development plans. Dr. Rottweiler

recommended the new policy to the Board for approval. Mr. Quinn moved and Mr. Ortega seconded a motion to approve new Governing Board Policy 670 – Career Ladder Program. There was no further discussion by the Board. The Board unanimously approved. MOTION CARRIED.

3. INFORMATION ITEMS

INFORMATION

3.01 Communications

The college received the following communications:

- Dr. Rottweiler received correspondence from Congresswoman Martha McSally, congratulating him for Cochise College being ranked third for Virtual Campus and fourth for overall community college by Wallethub. She also thanked him for his continued leadership and dedication to education in the community.

3.02 Business and Technology Update

Dr. Clyne Namuo, Dean of Business and Technology, provided a PowerPoint presentation, and began his report by providing a brief history on ENIAC (Electronic Numerical Integrator and Computer), a homage to the history of computing and to diversity. He then spoke about some of the broad initiatives he has going on, stating that both Dr. Rottweiler and Dr. Fick have really challenged the academic leaders to do some great things.

Dr. Namuo stated that, when he took over as the dean in July 2016, those great things became readily evident – they are doing some great things in Cyber, they have some great partnerships with fire science and the City of Sierra Vista Fire Department, and they are doing some exciting new things in cooperative and experiential education. Other disciplines include agriculture, automotive, building construction technology, business, computer information systems, Cisco networking, culinary arts, drafting, economics, electronics, engineering, equine science, logistics, and welding technology. These disciplines have a lot of requirements, and many of them are resource intensive, as well.

Dr. Namuo stated he would be speaking about a couple of really exciting new things he has going on – the first being in the area of building construction technology and the second being in the area of agriculture. But first, he shared that he represents 25 full time faculty, 50 (or so) associate faculty, three department chairs, a cooperative education coordinator, two support staff on both the Sierra Vista and Douglas campuses, 2,000 enrollments (duplicated) in the Fall of 2016, and 1,800 enrollments (duplicated) in the Spring of 2017.

He stated that his division does a lot of things really well, but one of the things that is difficult, as a dean, is identifying things they don't do well. They do great things in cyber and across the board, but certain programs didn't have the right strategic direction. Thus, those came with some difficult choices; however, those choices were made for the good of the college. He spoke specifically about the proposed partnership with Habitat for Humanity (HFH). He introduced Mr. Jacob Jones-Martinez, Board President of Habitat for Humanity. Dr. Namuo and Mr. Jones-Martinez have been working together for the past few months to pick our building construction technology (BCT) up and push it in a new direction. BCT has been what he would describe as fun but not functional, in that our students weren't getting real jobs or leaving with the skills necessary to do actual construction. Dr. Namuo believes that, along with Mr. Jones-Martinez and some industry partners (Mr. Tate Wilcox, senior construction manager with Castle and Cook, along with a few other individuals) who helped

to shape this new strategic direction for BCT, this will take us far into the future. Dr. Namuo is proposing a partnership with HFH, which will be a socially conscious, experiential learning program called Residential Construction. It will be built around a 38-credit certificate, and then a degree that includes a few other courses, i.e. HVAC and General Education. They have created some new courses to support the build. He provided a slide showing the image of a location (90 Danny Lane) which is one three properties that the city has given to HFH, as part of the West End Revitalization (and other organizations have benefitted, as well). Looking forward into the future, a partnership with HFH would be amazing and a perfect partnership. What he's looking at doing is building on this lot, in partnership with HFH, using all the resources that HFH brings, and actually breaking ground in the Fall of 2017.

Dr. Namuo stated our students will leave this 38-credit program with the skills necessary to build a house. Student fees associated with this program total \$450 and are spread out over two courses (BCT 102 and BCT 109). Our students will have all the tools and equipment necessary to fully participate in this build. He added that HFH has built over 17 homes in Sierra Vista over the last twenty years, most of them on the west end. This is an exciting initiative, and he is hoping that the partnership with HFH continues long into the future.

Mr. Quinn inquired what the \$450 would buy. Dr. Namuo stated he has a list of exact equipment, but it's items such as a hammer, a tool belt, personal safety equipment (hard hat, goggles, etc.), which will avoid everyone having different equipment. Mr. Quinn then inquired if HFH will have a house to be built every time we have a course in session. Dr. Rottweiler stated the current commitment in the plan is to have one house a year. The goal is to train people to enter into the workforce by going through a systematic approach to building a home. It is a movement away from our current BCT, which is more of a hobby experience building sheds, dog houses, etc., to a more construction related model. HFH will provide the land and all materials necessary to the build. Mr. Quinn wanted to know if this would be exclusive to Cochise College students building this house or will community members also be allowed to work on the house. Dr. Namuo stated Cochise College students will most likely build 80%-90% of the house; 10% to 20% of the activities will be performed by HFH volunteers, as well as licensed electricians and plumbers being assisted by students.

Dr. Namuo then turned his attention to agriculture. He stated that agriculture was one of the programs that he thought was pointed in the wrong direction. Declining enrollment was the biggest factor; it seemed as though we were not meeting the needs of Cochise County. We had a program that was pointed in one area, attempting to meet and fit a very specific niche market. He began with some facts from 2012 (the USDA is coming out with new figures later in 2017). Cochise County alone produces \$150M in agriculture goods, mostly taking place in the Wilcox and Douglas areas. In looking at what we were offering in agriculture, his goal was for our agriculture program to mirror the agriculture industry in Cochise County. What better way to do that than to create an agronomy or crop production degree – which is essentially what we've done. We've created some new courses – Introduction to Crop Science, Ag 135, Entomology, and an exciting new course to be offered in the third semester of the program – Sustainable Use of Natural Resources, which will be taught by an employee of the USDA National Resource Conservation Agency. One of the things we've been able to do with this new direction is to be able to reach out, again, to our industry partners who had turned their back on us because our program had turned in the wrong direction. We finally have a strategic direction they can support. We're doing this through these four courses, the last one being crop consulting, which he's hoping will be

aligned with industry certification, as well.

Dr. Namuo reviewed industry partners who have been very gracious in their support of this new direction. They included Fenn Ag, Coronado Dairy, San Ysidro Farms, 47 Ranch, Whitewater Irrigation, Curry Seed and Chile, Sequoia Farm Foundation, Chase Farms, Fertizona, Crop Production Services, NatureSweet, Briggs and Eggers, Arevalos Farm, Fiesta Canning, White Brothers Grain Company, and FICO Farms. All of them have committed to allowing us onto their property and facilities to allow some of the instruction that will take place in those four new courses. He added that a strategic initiative has been put forth to purchase a greenhouse and have it installed on the Douglas Campus, which will allow us to do a lot of different things in that area. He is excited about this new direction and excited that their partners are excited about it; for too long they have ignored what the Cochise County agriculture industry has asked for. He is excited about the future!

Discussion followed around metrics to measure that programs are moving in the right direction. Dr. Namuo stated that one of the metrics would be student enrollment. If three years down the line our primary metric has not changed, that will be a primary indication that we've done something wrong. Our ongoing relationship and conversations with our industry partners will be another metric – not quantitative, but mostly qualitative. One of the things he'd like to do is have annual meetings. We've been out of touch with this industry for too long. We need to have annual conversations with our industry partners to know we're still headed in the right direction. Also discussed was the goal in the partnerships and how effectiveness will be measured. Dr. Rottweiler stated we'll know in three years if we're headed in the right direction; we want to give enough time to get through an initial class, to see where they're going, and if we can recruit students. Over those three years, not only will we see students leave, we should see an increasing number of students coming to us, and then we can determine if we are on the right path. One of the key driving factors here relates to the labor market and what level of training is actually needed to work in the industries. We believe there is still a labor market, and talking to those working in the industry believe there is a need for increased labor. Mr. Nelson stated it's a great opportunity for students to explore with the variety of partners involved. Having these contacts may enhance their job prospects after graduation. He thinks it a great direction, and he wished Dr. Namuo well in this endeavor.

3.03 Preliminary Budget Discussion

Dr. Rottweiler stated he wanted to spend a little time to walk through an initial discussion; we'll do more in April, and bring this to an end in June. We are basing all our decisions around our strategic plan/strategic priorities that came out of the Think Tank, centering around five key areas, with a concentration in areas 4 and 5, which are the two newest additions to our strategic priorities. The first one deals with completion and student success, the most recent one being institutional effectiveness, as it relates to many areas around the Banner initiative as well as just trying to have our institution become much more effective and efficient in the utilization of equipment and materials we have. We have expanded some budgeting principles the Board has seen in the past, as they tie to the strategic priorities. We wanted all our budgeting processes to be student centered. Under Dr. Fick's leadership and the Board's continued emphasis on data, we wanted to be data driven, utilizing key performance indicators. Employee friendly – we need to continue to make sure we're retaining, recruiting, and developing our staff so we can provide top-notch educational services. Our human resources are our most important resource – the college is the people that serve. Technologically enhanced – this is the one where we're really starting to see the impacts of the things we're finding in our Banner assessment. We want our technology to be impactful and efficient. And

clearly, our future focused around enrollment planning, management, recruitment, and educational services.

There are some key drivers that have played into this this year. Driver number one is Prop 206, which was passed in November 2016 by the citizens of Arizona – it is also known as the minimum wage bill. The Board saw the impact of that in January 2017 when we saw the impact of the minimum wage, once again around retention, recruitment, and development. Prop 206 has a huge influence on our lower level positions, as we now have to make some significant adjustments to our compensation plan to address that increase. Our administrative computing overhaul will be part of the budget, as well as strategic initiatives that are always tied into the budget.

Dr. Rottweiler addressed each area individually:

- Prop 206 – On January 1, 2017, the minimum wage moved from \$8.05 to \$10, a 24.2% increase that the college had to find the resources for. Moving forward, the Board can see what happens over the coming years, and the increase in tuition. The budget that will be presented will be future focused in that we need to begin preparing resources for those future increases. The one that is most scary for us will be January 2020, when we'll increase a full dollar again. This will mean a significant impact as we look at budgeting moving forward. The local school districts are closing schools, and we're seeing reduced services because staying in compliance with Prop 206 is significant when no additional resources have come to the institution. Prop 206 also has some requirements related to paid sick time for all employees. If you work 30 hours, you're eligible for one hour of sick leave – this includes all employees, both associate faculty and student employees, and we're working through the implementation of that. This impacts 420 employees and will come at a cost, as the college has to record and maintain sick leave balances for all individuals who work at the college. When Prop 206 was passed, it was not being thought through in specific organizations. For example, Prop 206 put a waiver to universities for student employees – the three state universities are not held to the minimum wage for their student employees. If they were required to pay the new minimum wage, it would have been unconstitutional because the proposition would have required state government to fund that. Instead of recognizing the real issue, they just put a waiver in, an exception for university students, but community college students are held to minimum wage. We need to respond to that, but you can see the difficulties, and we were impacted greater than others. Where you will also see the most significant increase in Prop 206 are the vendors that we utilize – G4S, which provides our security, will see an anticipated increase in costs of over \$16,000, just based upon minimum wage. Also, the fees related to our meals are also tied to minimum wages as it related to Prop 206, for A'viands to provide our food service.
- Under employee compensation, our initial analysis to bring us into compliance with Prop 206 and remain competitive comes at an increased cost of almost \$565,000. What we will be bringing to the Board, once it is finalized, is to take the lowest level of Classified Staff, CS3, and merge it into CS4, and then increase the CS4 minimum by 1%, which will make it compliant with Prop 206. All eligible employees hired before February 1st will be eligible for a 2% increase – 1% in their base, and 1% on longevity. This will allow us to not have salary compression. Those employees hired after February 1st would be eligible for the 1% base increase only, and will keep us in compliance with Prop 206 and above the minimum wage. All other classification of employees, in trying to be equitable, will likewise receive the 2% increase, 1% to their base and 1% for longevity. For associate faculty, we are recommending we move that rate from \$685 to \$700 per equated unit. In our proposed plan coming forward, there will be an adjustment to our faculty base, as well as

for adult education, coaches, and administrative staff. At the April meeting, Dr. Davis will provide a full Human Resources model that will break down all the demographics and show how these models compare to other schools within the state of Arizona, as well as regionally and nationally.

- The other significant increase we're experiencing this year relates to employee health benefits. To maintain what we currently do will cost the college an addition \$217,000. This is some of the effects of the ACA, as well as increasing costs in medical services. We are looking closely at what's happening in Cochise County, as most of our employees use EPO, and costs in Cochise County for medical care is higher than in many of the adjoining counties. In a survey of our employees related to our health care plan, they requested some 'buy-up' options. Currently, the college provides employee-only coverage at the minimum amount; this is increasing 9.13%. We will also make, as part of that plan, a buy-up option for reduced deductibles, as well as some other opportunities. All of this will come at the expense of the employee, as does all dependent care. There is no increase for Arizona State Retirement, but there is a slight increase for long term disability; we are recommending that increase be covered by the college.
- As part of our overall analysis, there is a reclassification, as well as budget position adjustments. We have put a figure in there of \$45,000; the most recent analysis has it just over \$45,000, so we think that's a good number as we move forward. This is to keep our employees competitive within specific job classifications.
- Regarding the Career Ladders policy that was approved this evening - we would like to allocate \$20,000 into that so that we can pay the increased salaries of those employees who go through career ladders.
- We have the student part-time wages as it relates to Prop 206. This will be part of the discussion with budget managers – do we want to reduce the number of student hours to be compliant with the money we have, or do we need to make that a budget item moving forward. This is a decision package we'll ask our budget managers to make. We'll have more information on that in April.
- Administrative Computing Overhaul – We have two models we need to talk about. One is the administrative computing plan now that is estimated at \$750,000. Building off of Jerry Smith's presentation, we need to find the termites, and we need to stabilize the system. We're estimating that will cost us \$750,000 in next year's budget. If we talk about an administrative computing plan in the future, we could see that figure go as high as \$1.2M – that's the discussions related to cloud services, optimization and innovation, and security. Therefore, our costs related to Admin IT are going to be \$750,000 or an additional \$1.2M.
- Around strategic initiatives (need to be done or have already been done) – An example is a position called Instructor of Digital Media Arts. When we were going through the Fair Labor Standards Act (FLSA) implementation, one of the areas of concern was we would not have associate faculty to teach digital media arts. Administration got out in front of that and hired a full time digital media arts instructor. We now have to fund that position this year. The same thing for the Director of Aviation Programs – this was an initiative we brought forward last year – we need to fund that, as well as an aviation mechanic. Those three positions are already filled, funded out of the college's innovation fund. The Santa Cruz County Teach-out plan will come at a cost; the LPN program will have to have staffing, the BCT faculty member will need to be funded, and the Instructor of Student Success is our ongoing initiative related to that strategic priority. That cost, at least initially, in just the ones we're seeing as done deals, is almost \$650,000 in and of itself.

Dr. Rottweiler stated that combining all the added costs, the Board can see this is a significant increase. Then, we need to jump to the other side of the equation, which deals with potential revenues and resources. We recognize there are not enough revenues and resources in the state aid, in property taxes, and tuition; therefore, we have evaluated this, and the first thing we

had budget managers do is a 5% decrease in all non-labor budgets that we could reallocate into other areas. Worksheets have come in, and we have seen about \$400,000 in savings. Examples, requested by Mr. Quinn, would be a travel budget moving from one amount to another or a decrease in supplies. We're always evaluating any position that comes open – we'll be bringing to the Board, as part of a total plan of savings on positions, of almost \$550,000. These are positions that are currently vacant; there will be a couple that might tie into reductions in force (will come to the Board in coming months). Santa Cruz County reduction in force is not included in that number because it is considered a restricted or contract basis. Some are tied to reorganization, some of them are tied to a position becoming vacant, and then senior administration looking at some ways to potentially re-evaluate that. One of those coming to the Board shortly relates to a dean leaving – Dr. Fick may propose a VPI reorganization which may save some resources somewhere down the line.

The reallocation of the innovation fund – last year's budget had \$250,000 that went to innovation. We're going to put that back in and fully budget that now. Those are resources that are currently in the budget that we are recommending be reallocated into other areas to try to compensate for those added expenses.

Differential tuition, which the Board approved this evening, comes with additional resources of \$162,000. The overall tuition increase is estimated to be at \$210,000, which is a budgeted number based upon a flat enrollment; we're being very conservative in those numbers. When you look at our overall state aid, we have an increase between M & O, Equalization, and STEM of \$371,000. Suffice it to say, all of that is in equalization, which is the most susceptible to property value changes, so we're really cautious on that amount. We prefer to use the bulk of that as one-time expenses, because the next year, if our valuation goes up and the other counties go down, we could see a decrease in that. It's completely formula driven, and we have no impact on that directly. The third one is property tax – the Board has the authority, statutorily, to increase property tax 2%, which would amount to \$872,689 (\$448,222 would be under new construction, 2% increase for taxes would almost be at the \$425,000 level – asking taxpayers to increase their taxes \$4.65 per \$100,000 of assessed valuation). If you own a \$200,000 home, the cost would be a little over \$9.00 for the year – if you divide that by 12 it comes out to 77 cents per month. We'd be asking our taxpayers to forego a Big Gulp at Circle K. Dr. Rottweiler shared that number with the Board not to minimize the increase, but the Board asked the students to increase their costs by \$90 – we'd be asking our local taxpayers to increase their costs by \$4.65 per \$100,000, if the Board should choose to do that.

Dr. Rottweiler reviewed potential resources for allocation (\$2.8M), and potential expenditures (between \$2.2M and \$3.5M, depending on what happens around admin computing). So, what does that mean? On the low end, should the Board approve the full tax rate, it would keep in the discussion about \$555,000. On the high end, should we need to fully implement areas related to administration computing, the budget brought to the Board has it about \$700,000 spending of fund balance. The Board needs to be aware that should we go in that direction, that's what it would require. Frankly, if fixing the termite is as important as the Board has made it, as they questioned Mr. Smith, and as we believe it is, that's a good utilization of the fund balance; the bulk of that is a one-time expense, and down the road could potentially save the college millions of dollars. However, it does come with an upfront cost.

Discussion followed around concerns regarding equalization, the Santa Cruz Center, and the impact of Prop 206 on student workers and if someone is working on a 'fix'. Mr. Quinn requested a copy of Dr. Rottweiler's presentation.

3.04 Revised Governing Board Policy 623 – Faculty Workload

Dr. Rottweiler stated this policy is being brought to the Board as a first-read, therefore, no action is required. This is part of our ongoing review of all Governing Board policies, and this one pertains to faculty workload; changes are as highlighted. The policy has been through the necessary channels and will be brought back to the Board at the April 11, 2017 meeting for action/approval.

4. COMMENTS FROM GOVERNING BOARD MEMBERS

Mr. Nelson turned the floor over to Governing Board members for comment.

- Mr. DiPeso stated that he is pleased in the direction the Ag department is going. It was a very productive meeting; he hates to raise fees, but it's the cost of doing business in this climate. The direction in which we're going is very positive. He looks forward to seeing how it all works.
- Mr. Ortega shared that the trip to Washington, DC was great; it was a real learning experience. The new member orientation provided an excellent avenue to network with other new members. The visit to Congresswoman McSally's office was very good – it was a great day overall.
- Mr. Quinn congratulated Vice President Schiers on the audit. He requested the cost data for the online courses.
- Mr. Nelson complimented Dr. Namuo on his program. Habitat for Humanity is a win-win, and it's great not only for the students, but for the college and Habitat for Humanity, as well. Moving into agronomy and a variety of agricultural facilities is just a great fit. He stated he also went to Washington, DC, and the highlight of his visit there was an academy provided to instruct trustees on how to lobby – how to advocate for their college when speaking with members of congress. The meeting with Congresswoman McSally was really worthwhile. They also met with representatives from Customs and Border Patrol regarding utilizing the Douglas Campus for training purposes. It's something they hadn't thought about, so some seeds were planted. He thought the trip was well worth it.

5. ADJOURNMENT

Mr. Nelson adjourned the meeting at 8:30 p.m.

Respectfully Submitted:

Loretta Mountjoy, Executive Assistant to the President

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