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March 4, 2026. Meeting of the Governing Board.

>> MR. GREG TAYLOR: All right. I will call us to order.

First on the agenda, please rise if you're able and join me in the Pledge of Allegiance.

(Pledge of Allegiance.)

>> MR. GREG TAYLOR: Roll call. Board Member Randall.

>> MS. KRISTEN RANDALL: Present.

>> MR. GREG TAYLOR: Board Member Riel.

>> MS. THERESA RIEL: Here.

>> MR. GREG TAYLOR: Board Member Barraza.

>> DR. NICOLE BARRAZA: Present.

>> MR. GREG TAYLOR: I know Vice Chair Bernal Morales is running a little late, but it's my understanding she's going to join us in a bit.

>> MS. KARLA BERNAL MORALES: I'm actually here.

>> MR. GREG TAYLOR: Oh, sorry. You're online.

>> MS. KARLA BERNAL MORALES: I am here, yes.

>> MR. GREG TAYLOR: Then Vice Chair Bernal Morales is here.

Thank you.

Let's move on to 1.4, our Land Acknowledgment. Pima Community College acknowledges that we are gathered on the traditional lands of the Tohono O'odham and Pascua Yaqui peoples, who have stewarded this land since time and memorial.

We recognize their enduring presence and contributions to this

region. As we honor this history, we commit to learning from Indigenous communities in supporting their sovereignty, culture, and rights.

Moving on to 1.5, that's public comment. I have two cards with me. If there is anybody else that wants to fill out one, please do so, and then you can join us for public comment period.

Let's start with Former Board Member Garcia.

>> MS. MARIA GARCIA: Good afternoon, Board Members, Chancellor, and Leadership. I am here to address concerns that I have in reference to the college budget. The method that the college budget is calculated, vacant positions are implemented as part of the budget. College buildings continue to be underutilized, and this costs money and the upkeep costs money.

Student ratio, 1 student to 50 [sic] staff members. Some areas in the college have one supervisor for three employees, and there is one that's even less than that.

The board will be requesting voters to approve a \$250 million General Obligation bond. I agree that the college, in order to provide quality programs, need the funds. Pima College is extremely important to the Tucson community and business, but the college leadership needs to be held accountable. Waste should never be acceptable.

Thank you for your time, and please consider performing audits for efficiency and cost savings. Thank you.

>> MR. GREG TAYLOR: Thank you.

Next on my list, Makyla Hays.

>> MAKYLA HAYS: Good evening, Chancellor, Board Members, colleagues, and guests. I have been thinking a lot lately -- I should introduce myself. I'm good. I'm going to focus, I promise.

I'm Makyla Hays, math faculty, AERC co-chair, and PCCEA president. I have been thinking a lot lately about leadership and what makes good leadership, what leadership does, and what do we recognize and unintentionally motivate in our leaders.

First of all, this is not a commentary on our leadership necessarily. I have actually been very thankful for the leadership at the college and the direction that we are going. I think things are going well, but there is always room for self-reflection.

So one of the things I have noticed in leadership is that loud leadership tends to get noticed because it's loud. But listening and being quiet when you don't know or somebody else has the opportunity to speak and allowing that to go forward can also be strength.

Action is great, but being responsive to needs is even better, making sure that you're listening and responding to the needs of the people underneath you and that you're serving.

Being firm in what you need to have is amazing. Being adaptable is even better, so being able to set guidelines and work within them to make sure that we can have all of the things that we need in order to serve our students.

Being decisive and visionary is amazing. Being inclusive and collaborative is important. Making sure that voices are heard.

I'm All of these things are general constructs of leadership that

seeing played out in some areas really well, not played out in other areas of the nation very well, or in small pockets here and there.

But I think a lot of it comes from the top, and I'm thankful that we have leaders that want to do good things.

need We had listening sessions, and we have those things. But we

to make sure that the communication gets all the way to the rest of the people that are down below. We did a leadership survey. Well, we did a faculty survey and asked about leadership. What we noticed is that faculty leaders are happier with collaboration and input into decisions than those that are not faculty leaders. So there is a breakdown somewhere along the lines of people feeling involved in their workplace and what they have going on.

So I just want to encourage all of us, as we go through, to take note of the leaders in our area that are quiet, who's actually leading with strength, with empathy, awareness of others outside of their role, and who is that steady employee that's actually allowing things to continue, and let's work to honor their contributions just as much as the louder employees that might be standing at the front.

So with that, thank you for your leadership, and I look forward to next month. (Bell rings.)

Right on time.

>> MR. GREG TAYLOR: Yeah, perfect.

Just making sure there isn't any more? I don't see any over

there. With that, we will move on to 1.6, which is the summary of

current events by board members, should you choose.

Board Member Randall, is there any comments you want to share?

>> MS. KRISTEN RANDALL: Mine is short and boring. I just really

appreciate the one-on-one meetings and extra information that the chancellor and Dr. Bea have been providing on some of our upcoming really important votes on budget, tuition, the GO bond. I know that I have had a lot of questions. I really, really appreciate being able to hit the books with y'all.

So thank you.

>> MR. GREG TAYLOR: Thank you. Board Member Riel?

>> MS. THERESA RIEL: Thank you. It's been a fun month. We were

in Washington, D.C., talking to our legislators, and it's amazing the support we get from Capitol Hill, but I think, just to remind everybody, it's all of our duty and obligation to write your Senators, write your House of Representatives, and remind them how important the things are in Southern Arizona for our community college.

They know about us, but I don't think it ever hurts to get a thank you note and say, hey, we appreciate what you're doing, thanks for remembering us when this next thing comes around.

I also wanted to mention, I was invited to go see Dr. Elizabeth Gaxiola, I think is how her last name is pronounced. She's from the sociology department. She had done a study-abroad trip on faculty development.

She came back, and she gave about a 54-minute presentation, and

it made me want to take one of her classes, how amazing she was as far as what she shared. She had gone twice to Bolivia to learn about the Indigenous people. It was mentioned that we don't have very many opportunities for faculty to do those kind of work-study-type activities, and so I would just like to say maybe we should look into that. I think any time that we support all of our staff, faculty, administrators into being better at their jobs, it is most likely money very, very well spent.

is I have a couple of congratulations. Michelle, Chief Michelle, retiring.

(Applause.)

>> MS. THERESA RIEL: When I was new faculty in 1996, she had already been there for a couple of years. I just remember how wonderful it felt having that safe, secure feeling from a really great, friendly person.

So thank you for your years of service. I really appreciate you.

And then two other things. The men's and women's basketball teams are having their championship games tonight at the West Campus for the women and tomorrow night for the men. Starts at 7:00. So let's be really, really quick. That's all I've gotta say. Bye.
(Laughter.)

>> MR. GREG TAYLOR: Thank you. Board Member Barraza?

>> DR. NICOLE BARRAZA: I'd like to echo Board Member Randall's comments about the chancellor and Dave Bea willing to meet with us

individually to answer all of our questions and really prep for

today's meeting. It's very appreciated.

I joined the chancellor, his executive staff, in a joint partnership conversation down in Nogales with the Santa Cruz County Provisional Community College District and our counterparts there for a conversation. I know they have requested a joint meeting with our board. So we will be doing that the next couple of months.

I also want to congratulate Chief of Police Michelle Nieuwenhuis.

I wasn't able to attend the retirement celebration yesterday. Thank you for your service. It's much appreciated.

That's all.

>> MR. GREG TAYLOR: Thank you. Vice Chair Bernal Morales, is there anything you want to share?

>> MS. KARLA BERNAL MORALES: Yes, and I will be short and sweet.

I'm going to say ditto, echo on my fellow board members' congratulations both to our chief of police, to our basketball teams, to all of our athletes.

Also really quickly wanted to mention that I had the opportunity to revisit the adult education classes at the Desert Vista Campus and the Downtown Campus, and I cannot express how excited they were to be in those spaces, how appreciative they were to be able to have access to all of the resources.

There's two constants that I kept hearing. One, they absolutely love their teachers. Two, they loved feeling like Pima Community College students.

So I want to congratulate our adult education team, because they

have heard the voice of our students and provided those asks that they had and embraced them into our Pima Community College community. So thank you all so much for that.

Also, I had the opportunity to be in D.C. for the 2026 ACCT Legislative Summit. I was impressed again with our students and their level of engagement in the conversations that they had with our legislators. I always love to see them be the voice, be the speakers, because they tell the story so much better than we could ever even attempt to.

And lastly, I met with Senator Kelly's AI Fellow from D.C. to talk about the work that's being done here at Pima Community College in the realm of artificial intelligence and cybersecurity over at the East Campus.

Lastly, also had the pleasure of joining Fellow Board Member Barraza in Santa Cruz County Provisional College. Had great conversations, and looking forward to what's next and continuing to do the work that we do that really helps us provide that accessible and reliable education for our community.

That's it.

>> MR. GREG TAYLOR: Thank you. Similarly, I echo the congratulations for our outgoing chief of police and our sports teams. Thank you for your service. I wish all of our student athletes incredible success tonight and tomorrow.

And similarly, I was able to travel to D.C. for the Association of Community College Trustees Legislative Summit. Yes, we had a

number of wonderfully supportive meetings with our congressional delegations. Congresswoman Grijalva, Congressman Ciscomani, Senators Kelly and Gallego and their staffs expressed all kinds of support for the college. So we very much appreciate that.

You know, I think there were some really good discussions that happened in some of the information sessions on the conference side of that trip, as well. Discussions around the launch of Workforce Pell and the upcoming accreditation changes, or potential accreditation changes that colleges have the different options going into the future, as well as lots of discussions about things like our Hispanic-Serving Institution funding and how we work to advocate for those issues to be able to sustain the funding we still have left on the federal level.

So it was a very productive, educational opportunity to not only advocate for the college but for us to continue to learn about what's happening nationally and how it might impact the college. So it was a wonderful trip. So thank you.

With that, I will move on to 1.7, Pima's Mission Moment.
Dr. Roark, I think you're introducing this one for us.

>> DR. IAN ROARK: Good evening, Board Chair, Board Vice Chair, Members of the Governing Board, Chancellor, colleagues, and guests. It is my honor this evening to introduce our Pima Mission Moment and specifically our Pima Community College paramedic program.

We operate the first accredited paramedic program in the community. It was accredited in 2003, and we are the largest trainer

of paramedics in the region.

With that, I'm going to turn it over to Dr. Todd Canale, who has been serving as our new dean of public safety since January 26.

Dr. Todd Canale. Todd?

>> Appreciate that. Good evening, Board of Governors, Chancellor. Thank you for having us here. Looking forward to a quick presentation for you.

I wanted to go ahead and talk about the Pima paramedic program and highlight the good things that we are doing here. With that being said, we will start with, like Dr. Roark said, about nationally accredited since 2003, so about 23 years been accredited. And we have Sharon Hollingsworth also who is a peer assessor that does accreditation for a lot of the agencies on the national level.

She is not with us here tonight. She's actually on a site visit,

but we do have the team with us tonight to go ahead and talk about some of the good things that we are doing here.

So the paramedic program, we train over 100 paramedics a year, and that's 53 credit hours of that program, and that's over 500 hours of real-world experience, whether it be clinical or ride-along time. It's quite a few hours, and it's a lot of scheduling and balancing and so forth as far as getting the students through the program. So about five different classes a year.

With that being said, we have a number of different modalities to

go ahead and present to you as far as how we deliver the program. So

we have a shift friendly, a regional accelerated, and an Air Force

accredited.

work So the shift friendly, we talk about that. Fire departments

on usually a two- or three-platoon system, meaning shift-wise. So on the shift friendly, for those departments that cannot afford to go ahead and pay the back pay to have people come and fulfill, they will be coming in on their off-time to go ahead and take the course. Again, as many credit hours as it has, it takes about 11 months to go ahead and do that course.

The regionally accredited, which is the most common, the departments are pushing their paramedics through the program in a six-month period. They have the luxury of taking them off the trucks, and all they are concentrating on the paramedic program during that time frame with backfill support for the community to make sure the trucks are covered.

The Air Force runs the same program at about four-and-a-half months. The reason we're at four-and-a-half months is because we can work them six days a week, and they come in and out. And we have a contract with the Air Force, and we have had it for years, so they come in on a temporary duty assignment, and they will be here for about four-and-a-half, five months, and then they'll go back to their home station afterwards.

modality Again, we asked what the community needed. This was the

that they required, so we are able to go ahead and meet that need. These students are in class eight hours a day. So we think about

that. So when we talk about capacity, sometimes we might have the

potential for three classes going at one time, so we need the space for capacity, not necessarily just real estate but also the instructors.

Again, most of the students are funded by their agencies, so the agencies are invested with us, and they are invested and we are giving them the quality product that they need.

The next one I will talk about are student outcomes. Student outcomes, as Dr. Roark had said, it's a premier program in the State of Arizona but also on the national level. Looking at our pass rates, in the mid 90s percent as far as first time passing. Doing the research, we looked at national registry, and throughout the country we are looking at probably about 65, 70, maybe low 70s typically as far as first-time pass rates. So huge kudos to the team here at Pima College.

We do partner with about 20 different agencies throughout the state all the way down to Santa Cruz, to Cochise, and in fact we have a student from Alpine in the class right now. So our outreach is huge.

Also, at the Air Force, we run a contract with the Air Force, so the class we have right now, was able to visit them, we have folks from Alaska, from Europe, from across the world here in Tucson for the next four-and-a-half months to go ahead and get their certifications.

With that being said, we have some impact student stories I'd like to go ahead and present to you, but first and foremost, I'd like

to introduce Chief Brian Stevens from Tucson Fire. He runs their EMS division. Chief?

>> Good evening, Governing Board. My name is Brian Stevens. Like Dr. Canale was saying, I'm the deputy chief of the EMS division. My role in that department is to train and supply paramedics out to the field for the Tucson Fire Department.

About three years ago we decided to go to an all-ALS system, and what that means is there is a paramedic on every dedicated front-line engine, ladder, paramedic truck, and rescue truck. A little bit different from the model we ran before. We had sporadic ones where we had a few here, a few there, and the system didn't really function. So there was a mission and an embark to take on, to put enough paramedics out in the field to supply every truck out there.

It's been an endeavor. I have been doing it for three years. I've leaned heavily on the Pima College program to run multiple classes of 18, 15, I mean, back-to-back-to-back classes to get us where the service delivery that we want.

I know and my medical director knows just from the impact that a paramedic, a highly trained paramedic can make out there in the field. Being on-scene first, being able to make decisions, provide care and stabilize, it's going to make a difference immediately. It's not us driving down the road with lights and siren fast and getting to the hospital quick. It's what those men and women can do on-scene to stabilize.

My mission, over the past three years, my role is to continue to

recruit people from my department to fill those roles. And I have leaned heavily, like I said, on Sharon Hollingsworth and her team to get me classes so I can provide the best service out there to the public.

It's not over. Like, I have 179 written on my board, and I have had that number on my board for three years, and I'm close. We just graduated a class here in February. 18 more will be coming off the streets to provide that service and that impact to the department.

I'm going to continue to lean on this program, and it's been a successful program. The medics that come out of the program, for us, they're critical thinkers, they're highly functioning, they've had a lot of clinical and field time, and they provide enormous care out there to the citizens out there.

It makes a difference. I just got an impact study or report from our medical director last year. Last year, in the City of Tucson, we had over 600 cardiac arrests in the city. About half of those retransported. 66 people were, they survived that event in the City of Tucson.

So it's just a testament to the training on the front end and the continued training and the commitment that we have, and my department and I'm sure like other departments in this region, ALS care first, it's going to make a difference out there.

We have a lot of challenges with attrition and retention and so on. I don't see us taking our foot off the brake. So I need to lean

on these folks. I anticipate two or three more classes right after

that.

With that, I appreciate your time, the opportunity to highlight what we are trying to do and what impact it makes in the department, and I appreciate the program out here because I think it ensures that the community has highly trained paramedics out there that can make a difference in those critical time-sensitive moments.

Appreciate your time. Thank you.

With that, I'd like to introduce two of the latest graduating paramedics that will be hitting the streets for Tucson Fire, Paramedic Charles Dunn and Paramedic Ryan Hillis. Thank you.

I >> Good evening, Board of Governors. My name is Charles Dunn.

proudly served seven years on active duty in the United States Army, where I trained and operated in diverse environments across the globe. During my military career, I completed more than a dozen medical training programs at varying levels of complexity and intensity.

Those experiences shaped my professional standards and expectations for excellence and education and leadership. With that background in mind, I can state with confidence that the accelerated regional paramedic program at the Public Safety and Emergency Services Institute through Pima Community College stands above any training program I have gone through before.

This program was (lapse in audio) as it should be for those entrusted with advanced life support responsibilities. However, what distinguished this experience was not only the academic intensity but

the deliberate and thoughtful way in which the faculty structured and delivered the training.

The instructional staff fostered a culture of accountability, professionalism, and excellence. Their approach ensured that we are not simply learning to pass the exam but developing the competence, confidence, and clinical judgment required to serve our community at the highest level.

The program emphasized service above self and reinforced the responsibilities we carry as paramedics. The passion and professionalism demonstrated by our instructors inspired both myself and classmates to elevate our own standards. They modeled the level of clinical excellence and ethical responsibility expected in the field, and that example has had a lasting impact on us.

Academically, we built a strong and comprehensive foundation in emergency medicine within the classroom setting. The curriculum was structured in a way that allowed us to master core concepts before transitioning into hands-on application.

Shortly thereafter, we applied the knowledge in a controlled skills lab, simulations and scenarios-based training, designed to refine our technical abilities in decision-making under pressure.

During our clinical rotations and field internships, we were paired with experienced medical professionals who challenged us to perform at the top of our scope of practice.

These experiences allowed us to integrate classroom knowledge with real-world patient care, strengthening our assessment skills,

clinical reasoning, and the leadership abilities.

We were not passive observers. We were expected to function as paramedic clinicians under supervision preparing us directly for independent practice. This program did more than prepare us for certification. It prepared us to enter the paramedic workforce, ready to serve immediately and completely.

It has equipped us with the skills, discipline, and professional mindset necessary to provide high-quality advanced life support care to citizens of our community.

Thank you for your time and for your continued support of educational programs that directly strengthen public safety and community health.

>> Board of Governors, Chancellor, thanks for having us. My
name

is Ryan Hillis. I'm a firefighter paramedic, newly, at the Tucson Fire Department.

I have been there for about three-and-a-half years and recently completed the accelerated regional paramedic program offered through PSESI and Pima Community College.

As participants in this accelerated program, my colleague and I, and Charles Dunn, 16 other firefighters from Tucson were temporarily removed from suppression duty and taken off shift to fully dedicate ourselves to the academic, clinical, and field training requirements. This commitment represents a significant investment from the City of Tucson and the Tucson Fire Department. In total, more than six months of training pay was allocated for 18 firefighters in addition

to tuition expenses.

The department also incurred substantial overtime costs to maintain operational coverage during our absence, but most importantly, our temporary removal from field operations placed additional demands on our firefighters who had to continue to staff apparatus and serve the community while we trained.

I share these details to underscore the value and importance of the programs offered by PSESI and PCC. Pulling firefighters off shift to pursue paramedic certification is not a decision that's made lightly. Departments nationwide, including Tucson, face ongoing staffing challenges. Every member removed from the field represents both a financial cost but an operational strain.

PSESI has earned a well-deserved reputation for excellence. The program is structured, efficient, and outcome-focused, consistently producing highly competent paramedics with an exceptional national registry pass rate.

Over the years, PSESI has prepared countless EMTs and paramedics who now serve the citizens of Tucson with professionalism and skill. From the outset, my goal is to complete the program efficiently and return to my crew as quickly as possible. The accelerated structure allowed us to do exactly that. It is a demanding, rigorous course of study designed not simply to meet the minimum standards but to prepare us thoroughly for the realities of advanced prehospital care.

Because of the quality and precision of this program, 18 firefighters, myself included, will return to the field fully

certified and prepared to serve as paramedics. We are eager to resume our roles on the apparatus and provide advanced life support to a community that depends on us.

I thank you for your time and your continued support of the programs that strengthen public safety and improve patient care in our community.

>> Okay. So that is the student success stories, and again, I'll

take a quick moment just to thank our paramedic team at Pima Community College. Sharon Hollingsworth, like I said, could not be with us here tonight. She's on a site visit. C.C., Chris Christensen, Scott Lackey, Maria Cisneros, and we have Connie here, as well, and the 75 workforce staff that help support the program.

And that is all I have for this evening, pending any questions.

>> MR. GREG TAYLOR: Thank you, all of you, so much.

Any questions?

>> MS. THERESA RIEL: I have just a really quick comment. When they put the numbers up there, and it was the very bottom row, it was the national rate of passing the exams, and I have been to, I'd say, four or more of these graduation ceremonies each year for the last three years, and every year, Sharon or C.C., somebody told me that their graduation rates was, like, 100%, almost always it's 100%.

Being a teacher, when the national average is 65 and we have 100%, they are doing something extremely well in that program, and we should all be really proud of you.

Let's give everybody a round of applause, if you don't mind.

(Applause.)

>> Thank you.

>> MS. KARLA BERNAL MORALES: I don't have any questions. I just

want to say thank you for your service.

>> Thank you for your support.

>> MR. GREG TAYLOR: Thank you, all. We appreciate it.

All right. Moving on to 2.1, there are no administrative reports

this evening, so we will move to 2.2, our reports by representatives to the board.

Those reports were all submitted in writing, but if there is any additional information you want to share or if the board has any questions, I'll go through there.

We'll start with our student report. Hector?

>> No additional information.

>> MR. GREG TAYLOR: Any questions for Hector? No?

All right. Thank you so much. I appreciate it.

Faculty report, Sarah Kirchoff?

>> Good evening. We have no additional information.

>> MR. GREG TAYLOR: Any questions for Sarah?

>> MS. THERESA RIEL: Actually, I do have a question for the student senator.

>> MR. GREG TAYLOR: Yeah.

>> MS. THERESA RIEL: In your report, I read that you guys are going to have a survey of the students about their needs and things

like that, and I think that's a great idea.

So if you need any legwork or anything like that, let me know, and I can stand at a booth or something like that to make sure students know we really want to know what they are thinking and needing and all of that.

Thank you for doing that. I think it's really important to hear those voices that we don't always hear.

>> MR. GREG TAYLOR: All right. Adjunct faculty report from Sean

Mendoza. Sean, are you online? Nope? Not hearing any.

Let's move to the staff report, Don Harp.

>> DON HARP: Good evening, Representatives of the Board, Chancellor, colleagues, and guests. This is Don Harp, staff representative to the board.

I do want to wish Chief Nieuwenhuis good luck on her new chapter in life and thank her very much for her community-based and education-based policing approach over the many, many years I have worked with her. Staff and students are very grateful for her, and I am very sorry I didn't make it to her ceremony yesterday.

I also want to welcome ABECC to Desert Vista Campus. It seems like a great fit to have them back on campus with us at DV, and I just want to let you know the parking lot and the campus is full after 5:00 p.m., thanks so much to their students, staff, and faculty.

I would also like to echo Chairperson Riel's message to encourage

you all to reach out to your senators and congress reps to support

community colleges and also to encourage our representatives to

encourage the Department of Education to open up the competitions for both the CCAMPIS grants and the TRiO Grants.

We are waiting very expectantly to have those applications to renew our programs. Those should have been released already. And to encourage the college to prepare for that inevitable day when we have to submit our proposals. So that's coming up soon.

And that's all I have for you today, unless you have any questions for me.

>> MR. GREG TAYLOR: Thank you. Any questions for Don?

No? I echo what you said about CCAMPIS and TRiO. That definitely came up when we were in D.C., as well. Hopefully they are finally going to get that moving soon. I'll keep my fingers crossed.

>> DON HARP: We really appreciate your representation there on our before in Washington, D.C., sir.

>> MR. GREG TAYLOR: Absolutely.

Let's move on to 2.3, then, the chancellor's report.

Chancellor Nasse?

>> CHANCELLOR JEFFREY NASSE: Great. Thank you, Chair Taylor, Vice Chair Bernal Morales, Board Members Riel, Barraza and Randall. Good to see you. Thank you all so much for being here.

I also want to welcome all our students, our faculty, our staff, our community members. Welcome, our paramedic team. Thank you so much for that report.

A great deal has happened at the college since our last meeting on February 2nd, and the board previewed some of the work that's been

happening across the college since then.

I just want to briefly highlight several areas of progress and engagement across the institution. First, I want to thank the board for really their thoughtful and productive study session that we held on the 17th of February. During that session, we discussed the college's financial framework for the coming year as well as a proposal around a potential General Obligation bond, which includes facilities for paramedics, so good timing by the Mission Moment this evening, that you will see later on tonight's action agenda, of course.

Just wanted to thank you for your commitment. Your guidance throughout this process has been fundamental, it's been essential. The ideas and proposals before the board really build on conversations that we have been having really last spring, right, through various board retreats, study sessions, and lots of individual meetings with each of you.

I really appreciate the time that you're taking to help shape the vision of the college, your partnership, and a commitment really to thoughtful financial stewardship in that vision.

As we discussed during the study session, these conversations are really fundamentally about long-term sustainability for Pima Community College and the role the college plays in the future of our region. So looking forward to that conversation later this evening.

High school engagement and partnerships, so strengthening our

relationships with our local school districts has been a priority of

the college. Earlier this month and even months before that, I have told the board we are meeting with individual superintendents. Earlier this month, members of the leadership team and I, and that's the picture here, had the opportunity to meet with our area superintendents in one gathering, as well as their school board members, to talk with them about the programs and things that are happening at Pima Community College, and how we can build that pipeline from high school into the college.

Some things I have talked about with the board and others, right,

is that if you think about it, less than half of the seniors graduating from Pima County high schools each year go to any postsecondary education. And so the superintendents, their school board members, myself, we all see a pathway, and certainly Pima wants to be part of that solution to give more people that opportunity.

These partnerships are really essential in ensuring that students

understand the pathways available to them through dual enrollment, certificates, associate degrees, and ultimately career opportunities here in Southern Arizona. We will continue to build on those partnerships.

Thank you again to the board members for participating in our national legislative advocacy efforts. The Association of Community College Trustees, so great. Thank you for coming, joining members of our students and our staff who traveled to D.C. to participate in the legislative summit.

As we have heard, and I want to reiterate this again,
priorities,

federal Pell Grants, right, are critical to the college, critical to the institution, and so we want to ensure that those continue to be funding, and in fact expanding Pell eligibility for our students is critical, as well as programs such as TRiO, other institutional aid, real priorities.

Just a shoutout to our student team here. They were amazing,
and

they're really, as you know, the star of the show. No one wants to talk to us. They want to talk to the students. But Sebastian, Zamir, and Shyanne just did an outstanding job representing all of us and speaking to advocacy for the college. It was great, and thank you so much for your participation.

The Santa Cruz Provisional Community College, you know, really proud of our work happening and the support we are providing in Santa Cruz. Lots of opportunities for growth happening in Santa Cruz.

This is thank you to Board Member Bernal Morales and Board
Member

Barraza for joining us, this is members of their board down there. Great conversation. Look, we're proud to serve as the sponsoring institution for the provisional college.

Really, it's a valuable opportunity to continue to expand opportunity access to great postsecondary education. A lot of growth happening in Santa Cruz. So we're excited to be working together to expand access there.

This picture was already shown, but I'm going to show it again. Just so great to attend, always a favorite part is to attend the

paramedic graduation ceremony for our newest paramedic graduates.

Look, these individuals have chosen a profession defined by service. They have committed themselves to showing up when members of our community are facing some of their most difficult moments in their lives.

So public safety is foundational to thrive in communities. When people feel safe, businesses invest, of course, families grow, students pursue their education, and PCC is so proud to work alongside of our regional fire and rescue partners.

Thank you again, Chief. Thank you for being here.

This is a picture from earlier this year when the governor visited our cybersecurity program. I wanted to bring it to the board's attention. The cybersecurity program, A, is a program of tremendous growth for the institution. We need cybersecurity analysts across a variety of industry sectors, but our cybersecurity program, congratulations to Jim Craig, our provost, Dr. Roark, all the faculty and staff in that program, is beginning to really gain national attention.

We had a reporter reach out to us from U.S. News & World Report to recognize our program as really a national benchmark and leader in cybersecurity and one of the few community colleges, really, advanced in this work. As you know, we work with the State of Arizona. That's why the governor was here. They wanted to report on that. It just really speaks to the quality of our programs.

I'll leave this slide up. Likewise, you know, one of the big organizational changes this past year has been bringing workforce

development and academic affairs into one singular integrated unit at the college under the leadership of Dr. Roark.

This integrated approach allows the college to better respond to employer needs while ensuring students have clear pathways into high-demand careers. Likewise, this merging of academic affairs and workforce education is garnering national attention.

Recently, the president of Central New Mexico Community College, Tracy Hartzler, who is a national leader in workforce in their own right, reached out to discuss our approach that we are taking at Pima to share ideas on how this is working to better integrate workforce and academic programs. So proud of that work by the team.

I want to recognize our Pima Community College Foundation. Our Pima Foundation does tremendous work. I had a chance to attend their board meeting. They're excited about the potential of a bond project. They stand at the ready to support the growth at the college.

This is a picture for their work. They work closely, want to recognize the Rotary Club of Tucson for its continued support of the Pima START program out at the Center of Opportunity. Over the past three years, more than \$300,000 has been raised to support this initiative by this group, by the Foundation in collaboration with the Rotary, helping to create debt-free training opportunities in high-demand fields while strengthening workforce development across Southern Arizona.

We can give Marcy and her team a round of applause. There she
is

nodding.

(Applause.)

>> CHANCELLOR JEFFREY NASSE: Community engagement. This is the fun stuff. Pima Community College, so proud to participate in this year's 101st Rodeo Parade. This is of course a longstanding tradition in our community.

I'm happy to report this evening that our entry placed 2nd in the

Authentic -- I've got props this evening -- in the Authentic Mexican Wagon category. Let's give them a round of applause.

(Applause.)

>> CHANCELLOR JEFFREY NASSE: Our students are a huge part of this. You can see them standing there in the photo. Some of you know David Rojo, who is a Student Senate board governor. Cesar Pena, also on the Student Senate. Kate Bender, student senator. Rachel King and Jose Mendoza joined us that afternoon, along with Jeannie Morgan, Zarius Morgan, J.T. Dang, Karina Tapia, Kamalani Peralta, Savannah Michel.

And our faculty, Makyla was on there, along with our Faculty Senate president, Dr. Kelly O'Keefe. Tamara Drew joined us. Dr. Brian S. and his team, Marissa Castro, Chance from our veterans team, and Josie Pallanes do a great job putting this together. So they deserve congratulations. I just get to show up, wear a cool hat, and ride along.

You mentioned athletic success, and again, want to recognize the outstanding success of our men's and women's basketball teams. Men's

completed its, think about that, its second consecutive undefeated regular season, with a 30-0 record. As Board Member Riel pointed out, they play tomorrow evening, and earning their No. 1 seed in the tournament.

Likewise, our women's team, exceptional season, 24-4, and they also had the No. 1 seed in the regional tournament and then the nationals after that. So really proud of our athletics.

With so many great things happening at Pima Community College, I'm pleased to report, not surprised, that our spring enrollment continues to show really positive momentum. Still with room to grow, with classes being offered in March, we are serving 18,030 students as of this morning, and that's 877 more students than the last spring. So continued growth across our programs, and we will see that even continue.

In closing, just want to again say thank you for all the great work you're doing, your continued leadership, your stewardship here at Pima Community College. I think we have tremendous momentum across the institution, and I really appreciate the partnership we share, that PCC continues to serve as really a driver of opportunity, workforce development, and community advancement from Southern Arizona.

Thank you, Mr. Chair.

>> MR. GREG TAYLOR: Thank you, Chancellor. We appreciate it.

I

liked the pictures this time, too. That was nice.

>> CHANCELLOR JEFFREY NASSE: I am so sorry. I also want to of

course recognize Chief Nieuwenhuis. I can't see her. She's hiding behind the stanchion there.

Michelle, I have a few minutes. Would you want to just come up and say a few words? We'd love to hear from you. You don't get out of here that easy.

Let's give her a round of applause for tremendous years of service.

(Applause.)

>> Thank you. I had contemplated a card for call to the audience, and then I thought, well... so here I am, anyway (smiling).

I But I had thought about how I would want to address everybody.

know the board and administration is used to hearing about all the things we don't get right, but as a 32-year employee here, I'm here to tell you, we get a heck of a lot of things right.

When you see that frankly employee-supported consistency across 32 years with varying boards, varying chancellors, varying administrators, you just can see that this institution, I know we're committed to our students, we absolutely are, that's our focus, that's our customer, that's our goal, that's who we are, but we do a really great job of taking care of our people like 99% of the time.

I think you see people stay here, and you see people leave and come back because we do a really great job most of the time. I think there is a lot of institutions and organizations out there that can't say they had that same track record.

So it's a culture here, and I think it's a healthy culture that is a joy to work in, and it has just been a privilege and an honor to spend 32 years supporting all of the people who have worked and/or attended this institution.

I just want to thank the board, thank the chancellor, and a lot of the longstanding administrators and employees that are in this room that I have developed those incredible relationships with over that time frame.

So thank you.

(Applause.)

>> MR. GREG TAYLOR: Thank you. Anything else? All right.
You're good.

All right, section 3 is all information items. People can read those at your leisure. Moving on to the consent agenda, I know Board Member Riel, you had wanted to pull --

>> MS. THERESA RIEL: Yeah, I'd like to pull item 4.12 about board policy with minor updates.

>> MR. GREG TAYLOR: Is there any other items any other members of the board would like to pull out?

Then I will move the consent agenda except 4.12 so we can have that discussion, if there is a second?

>> MS. THERESA RIEL: Second.

>> MR. GREG TAYLOR: All those in favor?

(Ayes.)

>> MR. GREG TAYLOR: Aye, as well. That passes unanimously.

Addressing 4.12, is there a question or comment, anything you want on that one?

>> MS. THERESA RIEL: Yeah. Am I going to do it out of order and talk first?

>> MR. GREG TAYLOR: Make a motion, whichever, however you want to is fine.

>> MS. THERESA RIEL: Somebody else can make the motion, and then I'll --

>> MR. GREG TAYLOR: I'll move to pass 4.12 as written. If there is a second, then we can have a discussion.

>> DR. NICOLE BARRAZA: Second.

>> MS. THERESA RIEL: Thank you. So when we came on the Governing Board three years ago, Greg and I and Maria -- oh, she's not here, she just left -- the many board policies had not been reviewed nor discussed nor changed, and some of them four, five, five-plus years.

I realize that there has been a lot of work that Jeff Silvyn and AERC has done on getting those board policies and APs looked at and reviewed the last two-and-a-half years, but I think we might be remiss, if that's the correct word, in extending it from three to five years, because we all get busy. Taxes are a perfect example. I'll be doing my taxes on the 14th, since they are due on the 15th, right? I would just like to say that we don't have a great track record in making sure that these things are being reviewed and

changed appropriately.

I also notice that there was a comment, the chief compliance officer is responsible to develop and maintain a policy for reviewing the schedule, and I'm not sure if that's always how it's been, if it's been one person's responsibility, but I think we can do better than every five years.

I think things change so fast, I mean, just think of all the changes in education in the last 12 months. I think that, you know, saying we're going to put off some of these really important documents, we don't need to review or review them for five years, I think that's dangerous.

Anyway, thank you. Jeff Silvyn, you were going to share more information with us?

>> MR. JEFF SILVYN: Sure, I'd be glad to provide a little background, and then a couple of members of the legal department team who have done a lot of work on this are here if you want some more detail, but let me just give you a quick overview and then we can see if that's helpful or if you'd like some additional information.

So as you have noted, and as our chief noted, there is things we do well at Pima and there are some things where there could be room for improvement. Staying on top of board policy and AP review was definitely one of those areas where there was room for improvement.

In conjunction with the HLC reaccreditation review, we looked at everything. That process was kind of crammed in time because we hadn't been doing it on a more regular review. Besides AERC, Faculty Senate, Staff Council, sort of all the governance groups were part of

that and did a lot of work in a short period of time and also deserve credit for the output.

Going through an accelerated process like that resulted in a lot of feedback from different groups with ideas of how we could do better, and so there were a whole series of conversations about ways in which the process could be made better.

One of them was the calendar you referred to. So thanks to mostly Michelle Tong, who is our new compliance director, working with Faculty Senate and others, we came up with a way to have an annual calendar for all of the policies and APs so that everyone would know what's coming and that they could be spaced at a more regular interval so the work would be spread out over time and not be crammed into a shorter period of time, and to group those BPs and APs thematically so that it would be helpful for people to see the related policies at the same time.

So in collaboration with the groups and the departments that were

affected, a calendaring system was worked out to help with that. So that will address part of the issue you raised. The other part, what's the rationale from going from three years to five years.

So one thing to keep in mind is that that's the outside time within which something has to be reviewed. It could always be reviewed sooner if necessary. And we have a mix of policies and procedures. There are many that are in areas that are pretty well-established and are not likely to change very frequently.

So, for example, law regulation and college policy on

nondiscrimination hasn't really changed much. Those rules have been pretty static. We had a very significant effort to look at academic freedom. That's a very well-established concept that's probably not likely to change very regularly.

So there are a lot of policies that probably don't really need to be looked at every three years, but they certainly can be, and if any issue comes up, that is always a time interval that can be evaluated.

Part of the reason for going from three to five years was the consensus thinking was that still allowed things to be reviewed within a time frame that made sense, shorter if necessary. It really allowed us to come up with a very regular rhythm and a much more manageable workload, because one of the factors we deal with is there is really only eight meetings a year where Faculty Senate can look at policies and APs, and so that was another consideration we really want to try and be respectful of the academic calendar and make sure that we can do all of the work, get through it in a manageable time frame, at a manageable pace, and do it in a way that will allow us to stay on track instead of getting jammed up when there is a real hard deadline like an HLC review coming up.

So hopefully that helps. Like I said, there are a couple of members of the team who have spent a lot of time working on this with all the different governance groups I'm sure would be happy to provide a little more background if that would be helpful.

>> MS. THERESA RIEL: I guess I have a second question.

You know, I have been concerned primarily with those two, BP

1.25, which we passed a year or so ago, but it took more than a year, and then the shared governance, you know, document on shared governance also has been more than a year.

So I'm just sort of concerned that, you know, things that we know

if the language was written down, and everybody had something formatted to follow, we'd be better off than doing it willy-nilly, and I'm concerned that, you know, the two things, being former faculty, that were most egregious from my point of view, and I realize that it's not necessarily everybody's point of view, but the fact that those two have taken so much time, it worries me that now we're going from a three-year time period, which didn't work in the first place, to five-year.

I didn't talk to anybody in faculty or staff, so this was just coming from my point of view. I'm not saying I'm not going to be okay with it, but if, you know, in the next two years, if things start seeming that we're not -- you know, if shared governance doesn't happen quickly, I'm going to start being really, really grouchy, just sayin'.

Okay. Thank you.

>> MR. GREG TAYLOR: Any other questions, comments from board members? No? I'll call the vote on 4.12. All those in favor?

(Ayes.)

>> MR. GREG TAYLOR: Any opposed? No? All right. That passes unanimously.

Moving on to section 5, Chancellor, you wanted to introduce the

action items tonight?

>> CHANCELLOR JEFFREY NASSE: Thank you again, Chair, Vice Chair,

members of our board. Just a couple of weeks ago during our study session, we really held an important conversation on the future of Pima Community College and about what kind of college Pima will be in the years ahead and what this community expects from its college. So tonight, in the action items, we return to that conversation with proposals before the board for your consideration.

As I did at the study session, I did want to begin that conversation again with this idea of stewardship. Last year, under your leadership, we did not increase tuition, we did not increase property taxes at all, and that was a deliberate decision, a reflection of the sensitivity to our students, of course, our taxpayers, and of course the broader community here in Pima County.

I'm proud of that decision and your leadership and support in that effort. And as we discussed during the study session, we cannot make that decision every year, unfortunately. Costs continue to rise certainly in our utilities, construction materials, insurance, technology infrastructure, and healthcare for our employees, where we are seeing dramatic increases.

At the same time, while those costs are rising, we are serving students who deserve the highest quality service, wraparound student support services, as part of their experience here at Pima. This is central to our mission, and we embrace it, but it does carry increasing and ongoing costs.

On top of that, we really need to acknowledge that fundamental reality: Pima Community College receives no dedicated state operating funding. Along with that, federal funding streams, as we have discussed and we discussed at length with our visit to the Capitol, have also become increasingly uncertain.

Responsible governance requires that we balance affordability with long-term sustainability for the organization, which is why, before asking our community to invest more in the college, we have taken meaningful steps internally to demonstrate that we are doing our part in terms of stewardship.

Through consolidation of positions, facilities, and operations, including moving adult education onto our campuses, which has been a success, vacating these Broadway offices by the end of the year, we will reduce recurring expenses about approximately \$4 million this fiscal year.

Importantly for the board and the community, this is not one-time savings. This is a structural adjustment, recurring savings. This is stewardship. We are tightening our operations while protecting student-facing services. We're aligning our resources, priorities, and making difficult internal decisions so that when we speak about investment, we do so with credibility.

Our students of course are from Pima County. Our graduates stay in Pima County. They become our nurses, they become our paramedics, they become our cybersecurity analysts, advanced manufacturing technicians, entrepreneurs, builders, educators, and small business

leaders. When we invest in Pima Community College, we are investing directly in the economic future of Southern Arizona.

So let me say this clearly: Pima Community College is the fastest path to building that educated, that technologically proficient, that more and more AI-enabled workforce. We are not one of the fastest; we are "the" fastest.

If Pima County and the State of Arizona want a workforce aligned to healthcare, aligned to education, able to use AI across industry sectors, advanced manufacturing, construction, public safety, and applied technologies, the most direct, efficient, and accountable pathway runs through our community college.

be If we aspire to excellence, if we intend to lead, then we must honest about the level of investment to achieve that vision. The proposals before you tonight regarding a potential General Obligation bond, modest tuition adjustments, and property tax consideration within the framework of next year's budget, are the result of serious work and due diligence, and I'm proud of the team for that and your leadership in that process.

They reflect historical review, alignment with our education and facilities master plan, independent financial modeling, legal review, and voter research conducted among likely Pima County voters.

The research tells us something important. When voters understand what is being proposed, refinancing existing debt to reduce long-term cost to students, modernizing aging infrastructure, protecting our leadership in workforce development and training, and

strengthening student access and success, we have their support. Our community believes in its college.

The responsibility before us tonight is to determine whether these proposals represent the right path forward for our students, for our workforce partners, and for the long-term strength of Pima Community College.

I believe we have done the internal hard work. Now you must decide whether we are prepared to take the next step and ask our community to invest in its college and its future. If we move forward, it will be because this board believes the plan is sound, the stewardship is responsible, and the outcomes justify the investment.

so Thank you again so much for your continued leadership. We are grateful for that, stewardship of this great institution, and I look forward to your consideration of these items this evening.

Thank you.

>> MR. GREG TAYLOR: Thank you, Chancellor.

Dr. Bea, I think you have a short presentation for us about 5.1 before we discuss and vote?

>> DR. DAVID BEA: Chairperson Taylor, Members of the Board, Chancellor Nasse, colleagues, and guests. In your packet tonight is the recommendation to approve proposed tuition increases for fiscal year '27. There is also an action item to approve the preliminary budget parameters so that we can develop the preliminary budget for board review in May and then formal adoption in June.

In terms of the budget timeline, tuition is the first formal action item that we take in this string of decisions that get consolidated into the budget, but what I'd like to do, if the board is okay with it, is go through the budget parameter presentation first, because it sets the context for why the proposed tuition increase is in front of you tonight. Then I'll move to the tuition increase presentation, and then we'll do the bond after that.

So that's the only reason I'm changing things up a little bit.

>> MR. GREG TAYLOR: No, that's fine. Do you want us to have the discussion on 5.2 before 5.1, then?

>> DR. DAVID BEA: I don't know if you need to in terms of my presenting -- so what I can do is present the budget parameters and tuition together, and then let you guys act on them, I think would probably be -- I mean, I think that's the thing that would make the most sense.

>> MR. GREG TAYLOR: Okay.

>> DR. DAVID BEA: Okay. All right.

So as you know, when we start the budget process and how we develop the budget here, we have a series of priorities, most of which are continual. We want to continue operations that we have been doing for a number of years. We want to make sure that the budget has the capability to handle new strategic initiatives, new priorities that might come up, and then we talk with the board through a series of conversations in terms of identifying particular priorities.

One of the things to continue funding through these priorities that have been established over time, again, is to continue operations, but then also to sustain the classification and compensation structure that we did a wholesale renovation of about four years ago, and there are components of that that have annual increases tied to them. And I will walk you through that. I know you know what they are, but I will say them for you again.

Then we get into funding mandatory contractual increases, preparing also, as we know, for new things that might come up, one of which is the costs related to the General Obligation bond, and then, as Chancellor Nasse stole my thunder, one of the lead-in elements to this and what's really important to understand that going into this budget this year is in the current year, we did not do a tuition increase, we did not do a property tax increase. How we were able to do that is by building into the budget the goal to reduce expenses, ongoing expenses, by \$4 million.

We are on track for that. We're at about \$2.6 million at this point. I'm fully confident we will reduce by \$4 million by the time the year is over, continued, like each month, we have additional savings that we have identified, and I know that there are a number of positions that we have retirements upcoming that we know we are going to close those positions when those retirements are finished.

One of the things also to keep in mind is that the college has a longstanding commitment -- I would say "commitment," it's not a formal commitment, but every time we talk about the budget, the goal

is to do as much as we can to keep tuition increases as low as possible and to keep property tax increases as low as possible.

So as evidenced in the current year, we didn't increase tuition, we didn't increase property taxes this year. To give a little bit of context about how successful we have been over the last 10 years, the average tuition increase over the last 10 years has been \$2 per credit hour, and average increase over that period of time is 2.3%. The taxes increase over the 10 years on average is 1.7.

So for tuition, we did no tuition increase in 2022 and 2026, and we did not do a property tax increase in 2021, 2022, and 2026. So over that 10-year period we have done a number of times where we have been able to hold one or the other as low as possible, and again, I can tell you that how we build the budget is the goal is to keep those as low as possible. The challenge on an ongoing basis is those are our two revenue sources that we have discretion over.

That's a good lead-in, I think, to where we're at now where we have -- I'm going to skip over that one for now, going into the year, as I talked about, continuing our operations as we go, continuing the class comp structure, and providing a moderate increase for our staff and employees, faculty at the college.

The upcoming budget, what we are looking at is a pool increase of about \$4 million. That provides enough to give the greater of either one year of experience with how the class comp structure works or a minimum increase of 2.5%. So the minimum increase a regular staff faculty person would get would be 2.5%. Could be a little bit higher

than that, depending on where they are at in their scales. And then on the adjunct faculty side, an increase of 3% to the adjunct faculty load rate.

That, as I mentioned, is an increase of about \$4 million. Then on the ongoing, keeping things going as just keeping operations going, on the medical side, unfortunately, we have a major increase in costs for our employee medical benefits. We are expecting that the budget has to fund up about \$6 million.

We are working with the employee workgroup, and that will be the next item that you see in April. We're going to give the proposed benefit structure. We have a couple of cost-reduction ideas that have been supported by the employee benefits working group, but by and large, we have a large increase that we have to fund up.

So we know we have about a \$10 million increase just on the personnel side. I'm confident that because of the reductions we have put in place on the operating side and other efficiencies we are looking at, that we won't need to increase significantly or noticeably on the operating side. So really, what we're looking for is to find additional revenues to cover that \$10 million.

Again, I know you have all heard this because we talked about it at the study session, but I wanted to reinforce some of these points.

So what we're looking to do in terms of the proposals is, and this is where I'm going to then shift over to the tuition proposal where that would generate the different ideas and recommendations we have, we'll generate about \$4 million of additional revenue on

tuition, and then the recommendation is to do a 2% increase to the property tax levy. That will generate about \$4.7 million.

I will give you one caveat which is that we learned this week,
in

fact today I confirmed, it looks like the Pima County has some reassessments in valuations, and it's not good news for us. It looks like some properties have been reassessed down and that our revenues are going to go down a little bit from this.

I think within the scope of the next few months we will be able to find that within the budget, but it looks like there may be a reduction of about \$500,000, unfortunately.

Other revenues aren't going to change noticeably. And then balancing it through the continued work that we're doing on efficiencies, identifying when we can consolidate positions, when we can identify some operating savings, we're going to build into the budget a goal of, instead of the 4 million goal like we had this year, a goal next year of a million dollars.

Then, as you have seen, because this is similar to what we
showed

in the study session, this is sort of the balancing act of the ongoing operational budget and where we get to.

Then I will pause there if the board has any questions on budget parameters, and then I will shift over to giving more detail on the tuition proposal.

>> DR. NICOLE BARRAZA: I have a question.

With this reassessment that you've learned about from the
county,

does that make you rethink the property tax increase proposal?

>> DR. DAVID BEA: Because we're at a point where I think we've got some additional savings that we have in mind, I think that it's okay to not do the, to not raise it, but what I want to do is sort of keep that in the back of your mind that we may, in terms of what the actual property tax proposal, the decision for that is really in May, so we have a little bit of time to really refine the numbers, see if anything else surprising comes up. Otherwise, I think we can do it within the 2%.

I would prefer to do, continue to do the 2%. It's the more normal amount than we have ever done and is sort of what we have been building the budget on at this point. So curveball notwithstanding, I think we'll be able to find a way to cover that, but we'll keep you posted on that if we think that we should do something a little bit higher than a 2% increase.

>> DR. NICOLE BARRAZA: And is the \$500,000 figure that you mentioned with the proposed increase or that's before?

>> DR. DAVID BEA: If we do the 2%, that \$4.7 million of additional -- let me just back up one -- so property tax, so that would be more like 4.2, so then offsetting by additional reductions or looking at revenues and are there additional revenues that might be a little bit higher than our conservative estimates.

Because remember, also, when we are talking about revenue projections, we are projecting conservatively, so we will be refining things, and again, we'll keep you posted if we think that there needs to be a change. I don't really think we'll need to make a change. I

think we'll just be able to absorb it within the structure.

One of the things we could do is just say position reductions
via

attrition and other operating savings, make that target 1.5. That
would be another way to balance it.

>> MR. GREG TAYLOR: Any other questions or comments for Dr.
Bea?

>> DR. DAVID BEA: Again, we have provided for the board the
different times we're going to have discussions. The next big item
will be the benefits, which will come to you next month, and then we
did provide the relative tax rate compared to our peer institutions.
So as you can see, Pima has a relatively low property tax rate
compared to the peer institutions. And that will continue even with
that increase.

Okay. We can switch to the tuition one now.

So the context is we need to find \$10 million. We have almost
\$5
million minus the 500, but that's an inconvenience that happened this
week, that we're looking at balancing the additional costs through
our two discretionary revenue sources, again, trying to be true to
how the college has committed historically to keeping those increases
as moderate as possible. As you know, and we talked in detail about
this on the 17th, the proposal related to tuition.

As you know, we have a proposal that includes an increase to
in-state tuition, so that's the typical increase of \$2.50, and then
some changes to differential tuition that's come out through a series
of conversations with the board over the last few years. Looking at

these high-cost programs, making sure that the tuition revenue is

sufficient to continue to provide adequate support for those programs, and then I'm not going to get into it tonight, because we talked about it the other day, but the model that we use as an institution to identify, how to identify what programs or disciplines qualify for differential tuition, what the different differential tuition rates are, and then the recommendation for what the increased rate is.

And the most simple answer to all of this is that it's trying to maintain a relative share of the direct instructional costs of between 20% and 25% being funded by tuition. That's a very small fraction. What it means is that all of our programs are heavily subsidized by property taxes. That's how our programs or how our tuition is so low compared to private or other institutions and something that we're quite proud of. But the idea is let's make sure that we have mechanisms that maintain a healthy balance between those two measures.

So looking at the differential, the overall recommendation is to update the disciplines that qualify for differential, and we went into those in detail on the 17th. One change that has happened since then is we did a subsequent review of the education program that had two different subprograms or two different subdisciplines that had qualified according to the measures. Looking at those programs, they have other disciplines within the programs and that if you combine them, they don't actually qualify for the differential.

So one of the things we are going to be monitoring is over time,

the teacher education programs are very close to qualifying for the differential. I think it's very likely in the future they will go into the differential, but at this point, they now fall below that. So we pulled them off in terms of that. That's the one change versus what we had talked about on the 17th.

Again, these are based on models, they are based on sort of ratios versus the median discipline, and it identifies which programs or which disciplines are high cost, and then it attaches a differential, an additional tuition charge to just the courses that are in that discipline. Again, and I said this the other day, it's for the audience a little bit, so if you're a nursing student, you pay the differential tuition for a nursing class, but if you take a biology class, you pay normal tuition for that class.

Just outlines in here some of the different groups that we went and talked to about this. Again, getting feedback from them related to the tuition proposals, making sure people were aware of what we were looking at and the rationale behind it.

And again, this just summarizes what the different logics are, and again, we went through all of this in the study session, so I'm not going to go through it all. But we included it in the slide so that people who may not have seen that presentation can read it and understand it.

With that, I will ask if the board has any questions related to the differential tuition or the tuition proposals, which again is a \$2.50, proposed increase of \$2.50 to in-state tuition, and then the

changes to the differential tuition that are outlined in your packet.

>> MR. GREG TAYLOR: Any questions from the board for Dr. Bea?

No? Not hearing any.

Thank you.

>> DR. DAVID BEA: All right.

>> MR. GREG TAYLOR: So we have 5.1, 5.2, just take them in that order. Start with 5.1, is there a motion on 5.1?

>> MS. KRISTEN RANDALL: I will move the item.

>> MS. KARLA BERNAL MORALES: Second.

>> MR. GREG TAYLOR: Any discussion?

>> MS. KRISTEN RANDALL: Chair Taylor? I just want to say that

I

support this modest increase. Since we have moved item 5.1, I'll keep my comments relegated to that one. My comments will be fairly similar throughout.

I do think it's a modest increase. I think it continues to support our mission to provide top-quality education to our students. I think it continues to support our hardworking faculty and staff. That's why I support it. I think it maintains affordable tuition.

I want to acknowledge that increasing healthcare costs are affecting not just our institution. This is something that we're probably going to have to continue to look at year after year. This is not something that we can control. I appreciate that we are not passing the burden of this increase to the faculty and staff.

I will likely be a broken record, saying again and again, that I think it is deeply devastating to our institution that we don't

receive state operational funding. That's a theme that we seem to touch on a lot, and that figures, that's part of the calculus for why I also support this. Because we lack that revenue stream, we need to make it up elsewhere, and we need to do it responsibly, and we need to be sustainable.

Once again, Chancellor and Dr. Bea, I appreciate the extra time that you have given to me and to some of my colleagues who have hounded you for more information and for more conversation, and we've gotten pretty deep into the numbers. I know that I personally have hounded you for more efficiencies and more creative ideas for revenue streams.

I think that's going to continue to be a work in progress. I also want to make sure it's known, and I said this to you the other day, that as far as those efficiencies go, it's important that we take a scalpel rather than a hammer to these things. That takes time. It takes thought. It's a worthy endeavor, but I think we have to be careful about it.

For these reasons, that's why I'll be supporting it, and I would urge my colleagues to do the same. Thank you, Chair.

>> MR. GREG TAYLOR: Thank you.

Board Member Riel, do you have comments?

>> MS. THERESA RIEL: I also will support these measures, although it does sort of go against my intuition or what I believe we can do as an institution. I do think that we need to look at the money we spend on everything and ask ourselves, is this, whatever it

is, worth maybe 10, 15 students not being able to take that second class they want, because, you know, it's more than they can afford?

\$2.50 per unit isn't anything for me, but I know some of my students over the years, and I taught usually between 35 and 36 students in a class, five to eight classes a semester, for 23.5 years, and I can tell you that there were many times that students can't afford stuff like this.

So I am concerned that we are -- I can afford the tax increase. Two years ago when we did it, it ended up being under \$19 for my house over the year for Pima College's tax. I can afford that. That's only like two Starbucks, and I don't even go to Starbucks, but that's how I always equate it.

I would like us to be more careful in how we spend our money. I did get -- thank you, Dr. Bea, for the information. It still doesn't make me feel -- I still have those feelings, so I will do a little bit more investigation myself and then we will talk some more, but I do want to make sure that this college realizes -- we can continue to tax our homeowners, and we can charge our students more, but at some point, that won't be a viable solution, and we just need to look at other ways of making sure that our faculty and staff and administrators can get pay raises regularly, and I'm saying every year they need to get a pay raise, because cost of living always goes up.

But I do feel that we have, as a college, we haven't done enough to cut expenses, and I just think that we can do better. I know

we're a better institution than that.

Thank you.

>> MR. GREG TAYLOR: Thank you. Board Member Barraza?

>> DR. NICOLE BARRAZA: I just want to add that if we don't get continuous federal funding and no state funding, I think we are looking at increasing our only major revenue streams, unfortunately. So unless we all, you know, stand up and advocate and really make the case for why the second-largest community college district in the state does not receive maintenance and operating funds, then I don't see how we deal with inflation and rising, not only healthcare costs, but everything is going up.

So if we want to continue to pay competitive or increase the wages for our faculty and staff, then unfortunately I think this is going to be how it's going to be in the near future.

And I appreciate executive staff and looking for efficiencies
and

not just immediately thinking, oh, let's raise tuition and taxes, but really looking at the budget and trying to look for efficiencies and ways to move money around and make the best of what we have.

I appreciate Dave's comment earlier about even though the county assessment for property taxes is going down, that we're not just, oh, let's just increase the percentage that we're going after. So I appreciate that.

I will also be supporting this motion. This is a call to the community. We need to galvanize and make the case at the state level that we should receive state funding.

>> MR. GREG TAYLOR: I concur with what was said, and I'm supporting this new tuition and fee rate, as well. And even though I support it, I do think it's important to say I don't like it. Like, I wish we weren't painted into this corner where this is our only option, because I do think it's incredibly important that we continue to pay our staff and faculty and administrators fairly and well and try to keep pace with inflation so people can continue to live successful lives and maintain their employment here at the college to benefit our students and focus on student learning and achievement.

And they need things like health insurance. And like was said a minute ago, we don't have any control other than the pretty dramatic increases we're seeing in those costs. So there are only so many ways that we can bridge that gap. So one of those ways is unfortunately, even though I don't like to do it, is to raise tuition. Although I do appreciate that this approach from the chancellor and Dr. Bea and others has been more nuanced than some of the ones I have seen in the past where we have really taken a hard look at differential tuition and what are the costs of these particular programs, and then making those increases relative to the costs of those particular programs so that it's not necessarily felt across the college.

And a lot of those high-cost programs also produce individuals who are entering the workforce that make strong salaries when they're able to graduate the college. So I'm hopeful that that will help that to balance out in the course of their life and in the course of

their career.

So I appreciate that we are doing this in a more nuanced way, even if it's not something I really want to do, if I'm being totally honest. Yeah, but I think it's unfortunately necessary, given the situation that we're in.

So are there any other comments or questions? If not, I'll call the vote. No? All right. All those in favor of 5.1 please say aye?

(Ayes.)

>> MR. GREG TAYLOR: I'm aye, as well. That passes unanimously.

Let's move on to 5.2. Are there any motions on 5.2, the fiscal year '27 budget parameters?

>> MS. KRISTEN RANDALL: I'll move the item.

>> MR. GREG TAYLOR: Is there a second?

>> MS. THERESA RIEL: Second.

>> MR. GREG TAYLOR: Any discussion on 5.2?

>> MS. KRISTEN RANDALL: Chair Taylor. Ditto for my last...

It's the same reasons, and for that, I will be voting in favor of the item, and I would also urge my colleagues to do the same if your heart tells you to do so.

>> MR. GREG TAYLOR: Thank you. Any other comments on that item?

I'll just add one final thing, and it was mentioned by many of my

colleagues up here before, but I think for this one, in the larger context, and the chancellor mentioned this, as well, it is no small thing that this college has not received maintenance and operation

support from the state since 2009.

We talked about it in the study session and last, and before that, that short has shorted us over the life span of that \$209 million over that period of time. That's a lot of money for this institution that we could be doing a lot of good for our students with.

If you look at that history, you'll see that when we lost that maintenance and operation funding, that's when we've had to raise tuition like we just did over and over again.

So that is the financial buffer, the third leg of the three-legged stool of revenue of community colleges. It's tuition and fees, it's property taxes, and then state funding.

And when I talk to fellow board members, just like when we were in D.C. at this event, when I tell them we haven't received state funding really since 2009, their heads explode. It's just unheard of in other states that their community college would not be receiving maintenance and operation funding from the state.

And if you combine that with the millions that we have now lost in federal grant dollars over the next few years, it puts us in a really difficult place. I would love to be able to sit up here and say we'd have another year where we're not raising tuition and not looking at raising taxes. It's just not the financial reality of where we are.

It's unfortunate that we are painted into this corner, but it's where we are, and we have to deal with the reality. So we have to ask our students and their families and potentially taxpayers, as

well, down the line here, to contribute more to support access to higher education in this county, because that's the only way it's going to be able to sustain going forward. We simply don't have the state and federal support that we need to be able to do it any other way.

So I will support, this as well.

Any other comments? If not, I'll call the vote.

>> MS. KARLA BERNAL MORALES: Really quickly, I don't want to take up a lot of time, but I do echo the sentiment of my fellow board members, and I can't stress enough how appreciative I am of Dr. Bea, the work and effort he's put into making sure we have all the information that we need so that we make knowledgeable, well-informed decisions on this. Not something we take lightly, neither the leadership of the college or us on the board, so I will also be in favor of this motion.

>> MR. GREG TAYLOR: Thank you. All those in favor of 5.2, please say aye.

(Ayes.)

>> MR. GREG TAYLOR: I'm aye, as well. Any opposed? That passes unanimously.

Moving on to 5.3. I think you're back up again, Dr. Bea.

>> DR. DAVID BEA: Good evening again, Chair Taylor, Members of the Board, Chancellor Nasse, colleagues, and guests.

It is really my pleasure tonight to give a very abbreviated version of what we talked about on the 17th related to the potential

General Obligation bond project that we have been in discussions with you all and with the college community for a number of months but actually going back in time a number of years in terms of the concept of it.

Just to go quickly over some of the sort of history that we have talked about, it's been more than 30 years since the college went out to the taxpayers to get authorization for GO bonds. It was back in 1995. We received authorization at that point for \$140 million of bonds. If you just inflate that to what current-day dollars would be, that would be the equivalent of about \$300 million. Just keep that in the back of your mind a little bit.

And then what has happened over time is that we have had education and facility master plan starting in 2015 that identified what investments the college needed to start making to really get this college to where it needed to be in terms of current career technical education programming, in terms of the kind of student support programming and facilities, space, equipment, to really provide the state-of-the-art appropriate training for our community that the community deserves.

We have found every way possible up to this point for how to fund

those different projects by getting a one-time state appropriation for the aviation facility, using federal grant funds to help do some of the renovations for student services, for the culinary program.

In addition to that, we have issued revenue bonds that enabled to

us do the automotive building, the Advanced Manufacturing Building,

and a few other things. And then on top of that, we have used college resources, accumulated reserves, to fund out the remainder of the projects that we could do, the last of which are the renovation of allied health program which was open last year. Then the more recent one is the completion of the construction building at Downtown Campus that hosts the building and construction technology, HVAC program, renovations and so forth.

So we have additional projects that we weren't able to get through those different mechanisms and means. The idea is that we spent down our reserves to where we are at the low threshold level of what our policy allows. It's a healthy threshold. It doesn't mean we are desperate from an operational standpoint. It means we have healthy reserves for the size of this institution. But the problem now is on an ongoing basis, how do we fund the remaining projects that we know we need to do to provide the community with the kind of educational facilities that they need.

We have facilities that are in need of upgrade and repair. They are substandard. We are at capacity. The paramedic program is one really good example where it's at capacity at a substandard facility right now.

So the idea is we took the remaining projects from the work we had done, the educational and facility master plan, refined and looked at them, are they still the kinds of projects we want to be doing going forward, are they still the highest priorities that we have. Looking at revising and updating the costs, looking at

developing some architectural renderings so that we can show what we're thinking of in terms of these projects. And then really start looking at the logistics.

So you can see here the different things that we have done up to date. I will get to polling in a second, but and including some of the polling work we have done in terms of the projects that we have identified.

me So as we talked about in detail, and I encourage anyone behind to go to the YouTube video to look where we went into far more detail about what the specific projects are -- I'm not going to get into that kind of detail tonight -- but the list of projects that we have include a new facility for the public safety first responders, a new facility to move or campus police to Downtown Campus, which is our highest activity campus, that will help build and ensure the safety of that community there, and I think that in addition to that, we will have some community space that we will build into that building, as well.

An important component, and Chancellor Nasse referenced this earlier, is the college also, in the span of time of looking at the educational master plan, has really taken a look at what available space we have, how can we consolidate the space we currently have that may be underutilized, how can we make the best use of that.

So the idea is that we were able to then move the adult education

services, around 20,000 square feet, if my memory serves me, onto our

own campuses so that we now don't need to use those external leased

spaced. We are also looking at vacating this property. It changed from an aim to being stated that it was going to happen tonight, but we're working on the planning of what that would be so that we can move and consolidate the services and positions here onto our campuses. So the goal is to try and do that within this calendar year, so that's going to be a pretty aggressive timeline to identify how to do that.

to That is all part of, like, how do we look at the space we have make sure that we're best utilizing it, and I think the answer is we have a good answer now. We have moved and consolidated the current space. We know how we want to move programs to have the best kind of space that they need, how to better utilize the campuses, and with centers of excellence being basically set at each location, that should enable those campuses to thrive.

So in addition to that, we have refined what our deferred maintenance needs are and identified that by refinancing the currently existing revenue bond debt, we will reduce the future interest payments of that, because the expected interest rates will be lower than what the revenue bonds currently are.

It also will relieve the operating budget from a pretty significant burden that will enable us to again, I think, have a more sustainable operating budget, per the conversation we were just having, to be able to address needs going into the future. We'll have more flexibility if we're able to take some of the deferred maintenance out of our operating budget for a while and take the

revenue bond debt out of operating budget.

So in total the projects are at \$250 million. The estimated impact of that -- and these numbers might change a little bit, but they're probably pretty accurate at this point, and I'll focus on the middle column, which is what the recommendation to the board is, is to approve a not-to-exceed 20-year level debt funding for the bond projects.

What that means in terms of the taxpayer is that for an owner-occupied residence of \$250,000, the impact will be around \$31 a year, \$2.59 a month. For a commercial property valued at a million dollars, the impact will be about \$200 for the year. And the agricultural and vacant property that's valued at \$100,000 for that property, the impact will be about \$19 per year.

So it's a lot of money for the college, \$250 million of proceeds for us to do a lot of really important, exciting, really necessary projects for this college to move into the future at a relative, because of our tax base, because our tax base is so large, it actually spreads those impacts in a fairly reasonable way to the taxpayers.

on So that's what the estimated impacts are. Again, that's based the 20-year prepayment. Then looking at where we're at right now, we're moving on to right about there where we have done sort of the base work, identifying the projects, cost estimates, getting a team in place to be able to issue the bonds, setting the stage, doing the polling to basically ensure the board that this is something that is

a viable exercise.

I mentioned that I would come back to the polling. I don't have a slide on it, but I can say, and this is consistent with what Chancellor Nasse mentioned earlier, the three big takeaways from the polling, high-level takeaways, the college is viewed very favorably by the community. The projects that we just went through are viewed very favorably, including the refinancing and the deferred maintenance, addressing deferred maintenance, and that basically that going forward is, like, well-supported, as long as the taxpayers have an idea of what we're going to be doing with the money.

Again, any time that the polling indicated that when individuals got an idea of what projects we were talking about, the support level grew dramatically. So the next steps are going to be moving into the communication, providing the kind of information we have been providing for you, making sure that we have a website that provides that information, and then working with the external group to have them shift off to advocacy, and then identify all these different groups in town where we can go explain what we're doing, and then make sure that our community is well-informed of why we want to go forward with this really well, I think, well-thought-out and necessary set of projects for the college.

With that, I'll ask if the board has any questions.

>> MR. GREG TAYLOR: Any questions?

>> MS. KRISTEN RANDALL: Chair Taylor?

Dr. Bea, what does the college look like in a future without
this

bond?

>> DR. DAVID BEA: Okay. There is a handful of things I'd say
to

that. First of all, the most obvious thing is that we won't have the funds available to do the major facility expansions. So the new buildings, the big new buildings that we're talking about, we don't have reserves on hand, we don't have other funding mechanisms that would be available to do those major projects, so sort of wipe those off.

In addition to that, that's going to limit capacity for future growth. So a lot of these programs that we're talking about building these buildings are our high-growth programs. Cyber and IT, the paramedic program is at capacity and in a limited facility that can't handle any more growth, so we are talking about we will have programs that are more at capacity.

Then moving into some of the other things I sort of alluded to, it will put a strain on our operating budget, an ongoing strain, because we will have to continue to fund these older facilities, the deferred maintenance has to happen, and so that's going to put pressure on our operating budget to find the money to do those deferred maintenance projects and to cover the debt service.

As you just talked about with tuition, the problem with that is that we have two discretionary revenue sources, so if we have to continue to fund deferred maintenance and we have to continue to fund the debt service, we are going to continue to be at this pressure point, and the pressure point then turns into larger tuition

increases that we do not want to do, and property tax going up to, you know, where you would be at the max for our property tax levy, and then not being able to, making difficult decisions on what deferred maintenance. You would just slow down and you'd do the things that have to happen only, would be kind of the type of scenario.

And then the last thing that as things would become more pressing, that then you get into the decision that becomes our very difficult decision, which is is our infrastructure misaligned with our resource space? Do we have too many campuses for the resources that we have coming in to support this college, and looking at the smaller campuses and going, do we have to make a difficult decision to downsize?

Those would be the various things that I think, looking forward in a crystal ball that's got a lot of darkness in it -- I was quoted as saying "dark," that's what I mean -- the crystal ball, without the support from the General Obligation bonds, it becomes this sort of ongoing struggle into the future.

>> MS. KRISTEN RANDALL: Dr. Bea, Chair Taylor, just a follow-up question.

So you mentioned a little bit about the kind of dark future that you could potentially see and some of these difficult decisions. You alluded to some of them.

Would you be willing to just be very candid about what some of those decisions that would come to us, and how many years, what those

would be?

>> DR. DAVID BEA: Right. So tuition, for example, so we're talking about a \$2.50 tuition increase, and that's a difficult decision to make in a normal basis. That generates a little more than million dollars. A million dollars doesn't go very far when you're talking about some the deferred maintenance or equipment needs we will have in the next five years.

So then you go, okay, well, if you have a chiller that goes down,

that could be a \$2 million project. Now we have to start balancing those kinds of needs going forward.

So tuition, if you just offset that with tuition, you're talking about now double the tuition not to do salary increases or any of the other nice things. It would be to cover the costs that we need to do to keep the plant up and running.

>> MS. KRISTEN RANDALL: You had mentioned facilities decisions, like, being spread too thin. Could you expand on that a little bit?

>> DR. DAVID BEA: I mean, what I was referring to is so the conversation has been on and off over the years about our enrollment and the size and the where we have campuses.

It's inefficiently structured. Our college is inefficiently structured with where we have campuses, the size of the campuses. And going forward, if we're in a position where we do not have the resources to keep operating in the way that we currently are, then you start going, the only way to save \$10 million, something that significant, would be closing a campus and then reducing the

staffing.

It's not just closing the campus. It's also reducing the staffing that would be commensurate with the size of one of those smaller campuses. These are really unideal conversations. I think if we go forward with the GO bond, I think we revitalize the smaller campuses significantly, and I think we're in a much more favorable place to not only to continue to offer the programs throughout Pima County like we do at our current campuses but actually to have the facilities that we need to have to provide the best education.

>> MS. KARLA BERNAL MORALES: I appreciate that internal look, but actually, my question is more from the outside. So from a community aspect, the external community, I'm looking at the projects that you listed on here. A lot of these would have a significant impact on economic development and in prepared workforce.

In this muddy crystal ball that you have, can you talk a little bit about how this would impact our economic development, our workforce development, and the overall economic vitality of our region?

>> DR. DAVID BEA: Well, absolutely. If you look at these programs, the first responder program, you're talking about one of the best providers of the talent that goes to all of our fire departments, law enforcement, all around the community, making this a safer place. We've got state-of-the-art education, and look, there it is right there (demonstrating) (smiling).

So then you go down, cyber, it's our highest-growth program. We

have, and I think Chancellor Nasse showed some examples of that, some statewide, some of the best programming in the state in terms of our cyber program, high-growth area with good salaries coming out of it, obviously. So that's another one. And when you talk about, it's not only when you're training, do you now have the workforce, but when people are in the workforce and they're successful, then it's tax dollars that comes back to the community.

So it's sort of a compounding effect in terms of this investment into the future. And then going down, all of these other programs, education, we're now moving into having a baccalaureate program. It will be highly affordable way for people to get properly, get trained to be the teachers of our kids for not tomorrow but tomorrow's tomorrow.

You know, so I mean, I could pick a number, but it would be in the hundreds of millions of dollars of future impact to this community

>> MS. KARLA BERNAL MORALES: Yeah, I appreciate that, because that's exactly what I looked at when I saw this particular slide. One of the things that I always take a great deal of pride in and replicate every time I can is Chancellor Nasse's statement that we are an organization or an institution that focus, industry-focused and industry-driven curriculum, and to me, this aligns perfectly in the direction that we're going.

I appreciate that these projects were put in place, because you're right, this is going to have generational impact, and the

workforce development that we are creating, it's generational impact, and it is significantly aligned with where we're going from an economic development standpoint. Thank you.

>> MR. GREG TAYLOR: Other questions for Dr. Bea?

>> DR. NICOLE BARRAZA: Chair Taylor, Dr. Bea.

I was reading the resolution, which is what the board will be voting on today. Is the resolution the ballot language? And if so, I notice that the projects aren't listed in the way that they are in this slide.

Does that mean that the board will have to further approve individual projects as they come up? How does that work?

>> MR. JEFF SILVYN: Want me to take that one?

>> DR. DAVID BEA: Why don't you start, and then I'll add color as necessary (smiling).

>> MR. JEFF SILVYN: So the resolution has parts, including the sample ballot language. We can make some adjustments to the ballot language, and ultimately we will have to work with the county elections department to make sure they're comfortable with the ballot language.

We can and decide to make the effort to put some description of projects on the ballot, because we know that if voters understand what the projects are, they can make a better-informed decision.

The way the ballot resolution and the sample ballot measure is written, that's not the exhaustive and constrained list of projects, right? It provides information about potential projects. It's not

100% guarantee that we build all of those, because over the life of the bonds, 20 years, or even 5 or 10 years, things can change and priorities may change.

So the language of the resolution and the ballot, sample ballot language, is written to provide some level of flexibility, but of course we can't do things that are radically different from what's on the bond project list.

The voter pamphlet, information pamphlet, will have more extensive information about what the proposed projects are. So that package of information will go to the voters; the voters will make their decision.

Assuming the bond passes, there is going to be a multi-step process between the time the bond ballot measure passes and actual buildings appear. So there will be a design phase that presumably will result in refined designs and budgets which will come back to the board for approval. Then when we actually issue design and construction contracts, those are going to be at dollar amounts that will require board approval.

So there will be multiple steps along the way where any significant project and the related contracts are going to come back to the board for approval.

>> DR. DAVID BEA: Another couple of pieces to that are the finance audit committee, which two of you sit on that committee, will serve as sort of the community group to oversee this, so not only will the board have approval, but the spending also will flow through

that group in terms of having another level of oversight in a public way that gets into probably a little more detail than will happen in this meeting.

The board will get all of that information, as well, but the conversation will be on a standing item on the finance audit committee, as well.

So then the other thing, as Jeff mentioned, so the base language,

there are some restrictions. You can't just say anything you want. So we're looking at what we're going to be able to say in terms of what's on that ballot sheet. The voter information pamphlet will have additional information. Then the other piece is up to us and then our community group that we'll be working with or will be working on our behalf to educate the voters additionally.

So I think there are multiple ways we can get this information out that makes the case for why we will want to do, why they will want to support these projects.

>> DR. NICOLE BARRAZA: Chair Taylor, Dr. Bea, or Mr. Silvyn.
So

20 years is a long time. Let's say one of these line items is scrapped altogether and there is something else that the college needs.

Would that come to the board? How does that change in scope change?

>> DR. DAVID BEA: So there are a few different things. So there

will be changes. It's like a guarantee, right? You can have a

plan -- it's like a joke from a movie I like, How do you make God

laugh? Make a plan.

So the idea is this is our best estimate for how much these are going to cost. We have inflators built into them. These are the highest-priority projects at this time. But there will be some things that change. Some things on the list will have to be addressed in a different way or we'll have to push. We won't be able to cover everything that we'd like to do.

We will be talking with the board on an annual budget basis in terms of we have to allocate the budget on a given basis on all these capital projects, so you'll be kept up on a regular basis on that standpoint.

Then another component to it that's worth mentioning, so the 20 years -- let me talk a little bit about that and then I will get to the point -- 20 years is the most typical way that organizations or agencies do GO bond debt, and what you want to do is when you issue debt, you want that to be tied reasonably to the expected life span of what you're doing.

So you don't want to issue debt that's 50 years for a piece of equipment that's going to be obsolete in 5 years. Bad idea, right? You're paying for it long after the thing has been retired.

So the idea, 20 years is a very standard, typical term for this. It's what the revenue bonds were, as well.

But as we go forward, we will be issuing the debt in different series. And it is possible that toward the tail end of it, that if interest rates, if the interest rate environment is in a certain

situation and the college is in a certain situation, that we would have the ability to issue 10-year debt for some of the later series. That is a possibility.

And we will be keeping the board posted on that. It would be, from a financial standpoint, we have a financial advisor, RBC, and I think we have a rep on the phone in case you guys ask a technical question. But we will have the ability to review those. Every time we issue each series, we will be talking with the board about that and what the recommendation would be for that.

>> DR. NICOLE BARRAZA: Chair Taylor, one final question.

Will the ballot language or the voter information pamphlet, will they include language about the finance and audit committee being sort of the oversight arm?

>> MR. JEFF SILVYN: So I wouldn't expect that in the ballot, right, because we don't have a lot of room in the ballot. I would expect that in the voter information pamphlet. That's where you're going to see much more detail about the proposed projects and the duration and things like the oversight.

>> DR. NICOLE BARRAZA: Thank you.

>> MS. THERESA RIEL: Chair Taylor, I have a couple of questions.

In our last meeting, I asked about the East Campus and the development plan. I was given answers that made me feel okay.

Since then I have had friends and family from the East Campus,
of

course, contact me and say that they've recently had a meeting at the

East Campus, and a lot of concern and many people felt blindsided.

I just want to point out that I think that the East Campus is
the

only campus we have east of the Downtown Campus, so it serves our
entire community on this side of town all the way over.

I know there are all sorts of plans that we can have, and I have
been trying to figure out how I can say this nicely, but I was
assured when I heard Jeff Silvyn say that the Governing Board will
have the acceptance of plans when we get into the planning situation.
My concern now is that by not having everybody involved in the
conversations over there, and I'm talking about Vail Early College, I
didn't talk to anybody there, but other people told me they were
shocked.

I think that if, you know, we could be losing taxpayers willing
to vote on this if they feel that what they have on the east side of
town, general education for their students right out of high school
instead of schlepping your 15-, 16-, 17-year-old all the way across
town, I think that we need to make sure, like, Michelle said, you
know, this is a family, we care about each other, we need to make
sure we are doing it the right way so we don't have people be upset
with us even before we start off on this amazing project, because
it's really hard to change first, I can't think of the right word
now, images, perspectives, that sort of thing. So I hope we can do
better.

Thank you.

>> MR. GREG TAYLOR: Any other questions for Dr. Bea or others?
No? All right.

Then with 5.3, I will move to approve 5.3. If there is a second,

then we can have a discussion.

>> MS. KARLA BERNAL MORALES: Second.

>> MR. GREG TAYLOR: Any comments or discussion on 5.3?

>> MS. KRISTEN RANDALL: Chair Taylor, I will admit that when first I was, you know, we were approached with this idea, I was a little skeptical. I don't think that's a surprise to the chancellor, because once again, lots of questions, lots of conversations.

Two things have changed my mind to move me in support of this item. The first is just the information that's been shared and deeper information about the projects that we would be supporting.

I hate the term "future proofing," but I think this does move the institution into the future in a way that it needs to move for our region, for our students. Many of us have young children. You know, we want to see a wonderful institution here for them.

So that was very helpful. Thank you very much, Chancellor, and Dr. Bea, as well. I keep thanking you today.

Another thing that was a big factor, and that is I'm not often moved by fear. You know, we talked about Dr. Bea's kind of muddy crystal ball. I don't take things at face value. If somebody tells me, well, if we don't do this, it's going to be bad. I want to see the numbers, and I want to wrap my head around it.

We were able to do that in a way that I can see the math, and the math is not mathing if we aren't looking at this as a serious option.

The second thing that really helped me make my decision was just

talking to community members about this. I think that it's very interesting, because it mirrors the polling results, and I do urge folks to once again look at the YouTube video of that from the last study session.

From approaching several people, oh, we're thinking about doing this, if you just kind of hit them with it, maybe there is some lukewarm support, but once you really start having a conversation with them about, just, I think it's a very elegant plan, there is a little bit there for everyone.

You can really see how much love people have for this college and for wanting to be a part in helping to push the college into the future. And the price tag is actually fairly fair. That was one thing that I really noticed when I spoke with people.

So I will be voting in favor of this item. Thank you.

>> MR. GREG TAYLOR: Board Member Riel?

>> MS. THERESA RIEL: So when we started building the centers of excellence, they thrilled me. This is an amazing college. With all of these new plans, PSESI, I'm completely for it, by the way. I know what I just said sounds like I'm not. I just want to make sure that it's brilliant without harming other programs that we might harm.

But I really, I'm excited about this. I think this is good for anybody. Anybody out in the community who isn't sure about this, go to one of the campuses that have, you know, a center of excellence, center of health professions at the West Campus, walk in there and see what's available for your students or even for yourself if you're

looking for a new job, right?

It's amazing. Our centers of excellence are opportunities for anybody to develop new skills to become a better person.

One more question, I can't remember if it was Karla or Nicole who

asked it, but remember when the Arizona Education Forward, they did that study and they said for every 20% increase in enrollment and graduation, it's a \$5 billion increase in the economic prosperity of the region. That's for every 20% that we do, right? We have all these young high school students who are going to be interested in all of the different opportunities we have.

Lastly, one reason that we really need a great PSESI center of excellence is when I was canvassing, when I was running for city council briefly about this time last year, everybody I talked to, their No. 1 concern was health and safety with fire and paramedics, and this is the greatest opportunity for the Pima Community College folks and all of the law enforcement and fire department to get together and make something like this amazing.

I just want to make sure that we do it in the best way possible. So thank you for all of your work, everybody who has done all of these presentations and everything. Thank you.

>> MR. GREG TAYLOR: Other comments? No?

Before I call the vote, I'll just say I think it's important to think about this in the context of what we talked about before, that we're in a situation where, again, we haven't received state funding since 2009, we are \$209 million short there, we have lost millions in

federal funding. There is only so much that we can get out of raising tuition or raising primary property tax rates.

But what excites me about this, and I think what I hope people will focus on, is this isn't just about responding to what has happened to the college. This is about the college responding to the needs of this community. This community needs to train more first responders, paramedics, law enforcement agents, to make sure that we're all healthy and safe. This community needs more teachers to be able to educate our students. This community needs more cybersecurity and IT experts to make sure that we stay safe online in a world that increasingly embraces AI and other platforms where we're opening ourselves to all sorts of threats.

a So this isn't just about us asking this community to help us in a bad spot, although we are in a bad spot. This is about this community and us asking this community to help us to help them. This is a way that this community can make investments in the college that the college can continue to respond to community needs.

So I do wish there was a different way we could do this, I wish we were in a situation where we had state funding or we had more federal funding and this wasn't necessary, but I think this has been a very skillful execution of a plan that will meet a diverse array of community needs, help the college to manage our budget going forward, and I certainly hope that Pima County will choose to invest in us, will choose to invest in our own future, because that's what we have left.

If the state and federal government are not going to invest in higher education here in Pima County, we have to invest in ourselves to make sure that we have this for ourselves, for our children, for their children, and so on, and continue to make this an incredible place to live. So it's something that I will support fully, as well.

Any final comments or questions before I call the vote?

>> MS. KRISTEN RANDALL: I'm sorry, I just have one more comment,

and I think my primary reason for voting for this item is excitement, you know, for the projects that are on here.

I do want to revisit kind of, like, the darker side of this, which Dr. Bea had alluded to about a potential closure, you know, if we have that Sophie's Choice, that potential closure of some of our satellite campuses.

It might be, I think he used the term, "a little bit of an inefficient model." I can understand that from a financial perspective, but I think that it is one of our strengths. You know, access to education, you know, closer to where you live, and I just think it's so very important that we safeguard that, not just to keep them open but to make them truly excellent.

So, you know, on one hand it's like the darker side, but it's also exciting, too, because we can revitalize those and ensure that they are incredible, you know, wherever you live in the region.

Thank you.

>> MR. GREG TAYLOR: Absolutely.

All right. I'll call the vote. All those in favor of 5.3?

(Ayes.)

>> MR. GREG TAYLOR: Aye, as well. Any opposed? Not hearing any, 5.3 passes unanimously.

Let's move to 5.4, intergovernmental agreement with Pima County for election services. I'll move that, and if someone seconds it --

>> DR. NICOLE BARRAZA: Second.

>> MR. GREG TAYLOR: Any discussion on 5.4 or anything you wanted

to add before we vote? No?

>> MR. JEFF SILVYN: That Pima County Elections Department is responsible for running elections, and if we want the bond election, this is pretty much the agreement we have to have (smiling).

>> MR. GREG TAYLOR: Perfect. Any questions or discussion on 5.4? No? I will call the vote. All those in favor of 5.4, please say aye.

(Ayes.)

>> MR. GREG TAYLOR: I'm aye, as well. Passes unanimously.

Moving on to 5.5, the naming opportunity for the workforce development center at West Campus.

I know we received a lot of information about this, but I wonder,

Marcy, I don't need to mean to put you on the spot, but would you take five minutes to just talk about 5.5 and 5.6, especially for our viewing audience or audience in attendance about these naming opportunities?

>> MARCY EULER: Absolutely. Thank you, Chair Taylor, Chancellor

Lam -- I do that all the time. I'm so sorry, Chancellor Nasse.

Governing Board. Did you want to start with something? Okay.

So the Foundation has been able to put together things that are named previously. We have scholarships that are named, we have program funds that are named for people. Often in memory of someone who has passed or something of that nature.

We have not been involved in doing rooms or buildings that have people's names associated with them. In the work that we do out in the community, in fact, with someone today, someone asking, so who sponsors these things? Who has their name on this room or that particular thing?

I think that there is an appetite in the community to be part of Pima Community College, to be recognized with a name on a public space or on a classroom.

So we have had a couple of people that have shown interest -- actually, one of these is sort of a surprise for the person or the entity -- based on what they have done to contribute.

So 5.4 is to take -- 5.5, excuse me, thank you. 5.5 is proposed to have the chancellor be delegated the opportunity to call the workforce development center, name it after the Connie Hillman Family Foundation.

The reason behind that is we have had a \$10 million challenge grant. That challenge grant gives us 50% on every dollar that comes in that's new to the Foundation to help leverage dollars.

We have brought in over \$8 million so far. The challenge ends November 30th. Now that we have hit kind of that \$4 million mark, we

would really like to recognize their contributions that have touched all aspects of the campuses, the programs, students, et cetera. So that is 5.5.

5.6 is from a gentleman whose wife passed away. She was a nurse in the community. He was a doctor. While his gift is far more modest, what he really wants is that something be named for his wife in the health professions center of excellence. The room that he gravitated toward is the lowest-tech room in the building. It is the home health lab that has a bed and a washer and dryer, and I think a little bathroom, and that's about it. But it's designed to expose students to what happens when you go into a home health care setting.

So to be able to name that in memory of his late wife is something that would make him very happy. So those are the first two that we would like to do in terms of spaces and places that honor people. I would expect that we will have a lot more.

Once we have some of those happening, I have had other people saying I want to put my name on something. So we just need to get started so that we can demonstrate to the public how they too can be involved in opportunities like this.

We won't have a menu that says if you give us this, you get that,

because we want to be able to look at what the buildings are, what the spaces are, what the use is, and then be able to encourage gifts that are commensurate with use or new versus things we have to provide additional retrofitting or deferred maintenance on or things of that nature.

So we have a plan, we're still trying to formulate it entirely, but it would be wonderful to be able to do these two now, and at our donor reception on Tuesday, we'd like to announce these to the two people in that environment so that it would be something we can all celebrate at that event.

>> MR. GREG TAYLOR: Thank you. This is a public meeting on YouTube, so your surprise might be out --

>> MARCY EULER: I know.

>> MR. GREG TAYLOR: -- but I appreciate it. Any questions for Marcy? No?

a All right. I will move 5.5. If there is a second, we can have discussion.

>> MS. KARLA BERNAL MORALES: Second.

>> MR. GREG TAYLOR: Any discussion on 5.5? No?

I just want to add one thing and that I hope people take away, and that's not to take anything away from the Connie Hillman Family Foundation or the Pust family who have made incredible contributions to the college, I'm glad we're recognizing it this way, but I think in the larger picture, what I hope people see here is we have been talking a lot tonight about how we move forward with different ways to fund the college.

just We talked about tuition, we talked about the GO bond that we passed. This is the private philanthropy part of that, and it's going to hopefully play an increasing role in bringing in sustainable

funds to the college through the Foundation that we're not reliant on

state or federal government or others where we can do things like naming or endowments or things that will allow us to have different types of revenue.

We have had private philanthropy before, but hopefully it will become a larger part of what we're able to do to cover programs or to help us with capital costs or to close the gap in terms of higher-cost programs.

This is, I think, the beginning of what people will see. So it's not just any one thing that the college is doing to respond to the environment we're in. It's a whole array of things that we're trying to do to change the landscape, and I think most importantly change the landscape in a way that we have control over those revenues going forward.

Then if we end up with more state or federal dollars in the future, that's excellent. Maybe that could be relief for tuition or property taxes or help us with other programs. But it will hopefully not leave the college in the future in a place where things could be taken away from us, because we're in the driver's seat about how those funds are being used, how they're being invested, and how we're putting them forward. So I think this is another fantastic step forward where we can leverage private philanthropy more to help us meet our students' needs.

Any other questions or comments? If not, I'll call the vote.

All those in favor of 5.5, please say aye.

(Ayes.)

>> MR. GREG TAYLOR: I'm aye, as well. Any opposed?

All right. Moving on to 5.6, I will just make the motion for 5.6, if there's a second, since we just talked about it.

>> DR. NICOLE BARRAZA: Second.

>> MR. GREG TAYLOR: Any discussion? Just making sure. No?
All

those in favor of 5.6, please say aye.

(Ayes.)

>> MR. GREG TAYLOR: I'm aye, as well. Any opposed?

Moving on to section 6, any requests for future agenda items?

>> MS. KRISTEN RANDALL: Chair Taylor, I would like to avoid a grouchy Ms. Riel. So I would like to just see if we could discuss at some point shared governance in some way.

>> MR. GREG TAYLOR: Yeah, I know that's been moving through some of the shared governance process. Are we going to get an update soon on that?

>> MR. JEFF SILVYN: There is a report about that in the information items. They are expecting to come to the board in May with a report and recommendations.

>> MR. GREG TAYLOR: Okay. So that will be on a future agenda.

>> MS. KRISTEN RANDALL: Done.

>> MR. GREG TAYLOR: Yes. Please, go ahead.

>> MS. KARLA BERNAL MORALES: I'd like to propose our study sessions be moved to primarily virtual, and if needed, be in person, but we can put that as an agenda item for discussion.

>> MR. GREG TAYLOR: Can add that to a future agenda, as well.

Any other future agenda items? No? Not hearing any. All right.

With that, we have reached No. 7, which is adjournment.

Thank you, all. I appreciate it.

(Adjournment.)

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