



Governing Board's Finance and Audit Committee
Meeting Notice and Agenda*
Friday, February 14, 2020
9:00am
District Office, D225

General Matters

- | | | |
|------------------|----------------|--------|
| 1. Call to Order | Tracy Nuckolls | 9:00am |
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Action Items

- | | | |
|---|----------------|--------|
| 2. Approval of Minutes from December 13, 2019 | Tracy Nuckolls | 9:05am |
|---|----------------|--------|

Reports and Feedback

- | | | |
|--|---|---------|
| 3. Office of the Auditor General | Katherine Edwards Decker,
John Faulk | 9:10am |
| 4. Internal Audit Update | Jeff Silvyn, Jose Saldamando | 10:00am |
| a. Introductions to New Internal Auditor | | |
| b. Executive Dashboard | | |
| 5. Comprehensive Annual Financial Report for the Year Ended
June 30, 2019 | Agnes Maina | 10:30am |
| 6. CFO Update | Daniel Soza | 10:45am |
| a. Revenue Bonds | | |
| b. FY21 Budget Discussion | | |
| c. Second Quarterly Report on FY20 Enrollment
Revitalization Funds | | |

Effectiveness Discussion

Information Items

- | | | |
|---|--|--|
| 7. Future Agenda Items | | |
| a. Financial Aid Update (April) | | |
| b. Competency-Based Education | | |
| c. Marketing (April) | | |
| d. Enrollment Management | | |
| e. Program Viability, Use of Space, and Revenue Bonds
(June) | | |
| f. BP 4.07, Cash Reserves | | |

Adjournment

Next Meeting
April 17, 2020
District Office, D225

***Option to recess into executive session** – Pursuant to A.R.S. 38-431.03(A)(2) the Committee may vote to go into executive session for discussion or consideration of records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law.

****Additional Information** – Additional information about the above agenda items is available for review on the College's [website](#).

****The Committee reserves the right to change the order of agenda items.**

****To request a reasonable accommodation for individuals with disabilities, a minimum of five (5) business days before the event is requested. Contact Phone: (520) 206-4539 Fax: (520) 206-4567.**

Members of the Committee may participate by telephone, video, or internet conferencing.



Governing Board's Finance and Audit Committee

Friday, December 13, 2019

9:00am

District Office, D225

Meeting Minutes

In Attendance:

Tracy Nuckolls (Chair), David Bea (Ex-Officio), Demion Clinco, Scott Odom, Marie Nemerguth, Ben Tuchi, Daniel Soza (Ex-Officio), Agnes Maina (Ex-Officio), Maria Garcia

Unable to Attend:

Adrienne Regrutto (Chair-Elect)

Guests:

General Counsel Jeff Silvyn, Director Kurt Weirich, Director Cecily Westphal

General Matters

1. Call to Order

Chair Tracy Nuckolls called the meeting to order at 9:01am, noting a quorum was met.

Action Items

2. Approval of Minutes from October 25, 2019

Chair Nuckolls asked if the Committee had any changes to the minutes. With no changes, a motion was made to approve the minutes.

Motion No. 201912-01: Approve Minutes from October 25, 2019

First: Marie Nemerguth

Second: Demion Clinco

Vote: Motion passed unanimously (Nuckolls, Clinco, Odom, Nemerguth, Tuchi, Manzanedo, Vatne, Garcia voting in favor)

Motion Carried.

3. Vote to Recommend Ken Marcus for Membership on the Governing Board's Finance and Audit Committee

Chair Nuckolls and Dr. David Bea met with Ken Marcus, Chief Financial Operating Officer for the University of Arizona's Tech Parks, who expressed interest in joining this Committee. The Chair recommended Mr. Marcus for membership on this Committee and asked if there was a motion for a vote.

Motion No. 201912-02: Recommend Ken Marcus for Membership on the Governing Board's Finance and Audit Committee

First: Ben Tuchi

Second: Maria Garcia

Vote: Motion passed unanimously (Nuckolls, Clinco, Odom, Nemerguth, Tuchi, Manzanedo, Vatne, Garcia voting in favor)

Motion Carried.

Reports and Feedback

4. Internal Audit Update (Jeff Silvyn, Kurt Weirich)

Mr. Kurt Weirich presented the Executive Dashboard, which contains elements recommended by this Committee. Mr. Demion Clinco recommended some changes and requested a more regular schedule of reports coming to this Committee, culminating in an annual Study Session to review the audits from the previous year and to discuss the progress with a representative from each reviewed unit.

Mr. Manzanedo recommended a one-page snapshot with the key components. Related to the Risk Levels Definitions and Examples, Chair Nuckolls asked if there was a way to distinguish risk between legal and regulatory issues, as they may not all be "High" risk. Mr. Silvyn provided some examples of inherent risks that can be differentiated as high, medium, and low risk. Mr. Manzanedo described the challenge of inherent risk, and attempts to mitigate and monitor these risks will help with the differentiation. Mr. Clinco, Mr. Scott Odom, and Ms. Marie Nemerguth provided additional suggestions.

Dr. Bea asked if this Committee was interested in a more formal report to the Board, summarizing its work. Mr. Clinco is concerned about creating extra work, and it may be more helpful to the Board to have an indicator on the audit reports that this Committee reviewed the report first. Ms. Maria Garcia agreed with Mr. Clinco's suggestion; a first review by this Committee will provide documentation of audit concerns and allow her to be responsive to her constituents.

A small group met to discuss the contents of the January 27, 2020 Study Session on Internal Audit. Mr. Silvyn gave an overview of the audits of the College, which occur through a variety of internal departments and external entities; this will be described to the Board. The dashboard and the other tools will be presented, followed by a conversation with the Board about communication and timely updates. Mr. Clinco would also like a compilation of the audit reports from the last year and have a representative from the operational owner present to address questions from the Board. Chair Nuckolls will also attend.

5. Student Payment Demonstration (Cecily Westphal)

Dr. Bea introduced Cecily Westphal, Director of Accounts Receivable Services, to show improved mechanisms for student payments. Ms. Westphal displayed and described the student view, as well as some of the new features that have been added. She also described the customer service

provided by her staff, such as helping students set up Automatic Clearing House (ACH) payments rather than using a debit card and incurring a service fee. The number of ACH transactions is more than three times greater (based on the previous fiscal year), while the number of cards is down by about half. The College covers the costs associated with ACH transactions.

The College will be implementing a similar system for third-party billing, minimizing the paper and manual work that is currently utilized while creating partnerships with Workforce and Business Development. This allows for scalability and does not create additional workload for her staff.

Mr. Clinco asked about the long-term outlook for the Accounts Receivable Services department, as more and more people are moving their transactions online. Ms. Westphal stated that face-to-face services will change, and her staff will be able to provide better service as they will be high-skill and provide assistance through chatbots. Mr. Soza mentioned the Enrollment Center concept; is there a need for a physical presence at all locations, or can physical staff be centralized while virtual services are provided? Mr. Manzanedo inquired about the storage of credit card information; the TouchNet and PayPath systems store the credit card information off-site and are compliant with the Payment Card Industry (PCI) Data Security Standard.

6. Notice of Transaction Review (Daniel Soza)

Mr. Daniel Soza introduced the Notice of Transaction Review, which was approved through the Deputies Group. The Notice will provide multiple opportunities for follow-up, training, and process review. Mr. Jesus Manzanedo recommended removing the element in the process to send a copy of the Notice to Internal Audit, as it may appear to be punitive. Mr. Soza will remove it.

7. CFO Update (David Bea)

Dr. Bea gave an update on the revenue bonds and the expenditures to date. The College held a groundbreaking for the Automotive Technology and Innovation Center at the Downtown Campus.

The fiscal year 2019 Comprehensive Annual Financial Report will be released next Wednesday, and Dr. Bea provided a summary of the Single Audit and Report on Internal Controls and Compliance. The Auditor General will join the next meeting of this Committee.

Dr. Bea continued with an update on the budget, as the Study Session on the budget forecast occurred this past Monday. The conversation focused on the pending reduction in Expenditure Limitation (EL); the College has some vacant positions to close and is reviewing revolving debt strategies to free up EL capacity. The Board also discussed utilizing carry-forward next year to meet priorities. Tuition is an ongoing conversation, and the College is looking at Open Educational Resources and reduced textbook options to help reduce the cost of attendance for students.

On the legislative side, the Arizona Community Colleges (AZCCs) are pushing for additional CTE weighting in the EL formula. The cities and counties are exploring the notion of pension-based relief, as Maricopa County has already raised the issue. The College does not determine rates for the Arizona State Retirement System and the Public Safety Personnel Retirement System, and this

exclusion could provide \$8-10M in EL relief. Finally, the State Treasurer visited the College, and they have developed an endowment investment mechanism; currently, the College is precluded from investing in equities per state statute.

Fall enrollment is down slightly, and Mr. Vatne inquired about the other AZCCs, which are also facing declining enrollment. He asked about the penalty for not meeting the EL and Dr. Bea explained this would impact state aid, which is not an issue for PCC but is for eight of the ten colleges. Polling through taxpayers will be upcoming, related to support for General Obligation bonds or an EL Override to reset the base. Ms. Nemerguth suggested looking at the materials used by Oro Valley, who successfully completed an override.

Chair Nuckolls concluded the meeting by expressing his gratitude to Ms. Nemerguth, who will be stepping down from this Committee. He presented her with a gift on behalf of her service to this Committee and the College.

Information Items

8. Future Agenda Items

- a. Financial Aid Update
- b. Competency-Based Education
- c. BP 4.07, Cash Reserves (March)
- d. Marketing
- e. Enrollment Management
- f. Program Viability, Use of Space, and Revenue Bonds
- g. FY19 Audit
- h. Investment in Equities

Adjournment

The meeting concluded at 10:49am.

Next Meeting:

February 14, 2020

District Office, D225



Executive Summary

February 07, 2020

Completed By:

Jose Saldamando, Staff Internal Auditor
(Incorporates information provided by Kurt
Weirich, formerly Director, Office of the
Internal Auditor)

Executive Summary – Office of the Internal Auditor

The Office of the Internal Auditor Executive Summary is designed to provide a brief overview of audit plans and activities. The plans and activities include the following:

- **Hiring New Staff Internal Auditor**
 - The new Staff Internal Auditor, Jose Saldamando, began January 23, 2020.
 - Kurt Weirich, Director of Internal Audit, separated from the College on February 7, 2020.

- **Marketing and Advertising Request for Proposal (RFP) Vendor Selection Process Assessment Internal Audit Report**

Conditions (Findings) and Opportunities for Improvement Include

 - Final Vendor Selection Change Misunderstanding
 - Vendor selection committee minimum participation levels
 - Purchasing Training
 - Vendor Selection Committee Communication Process
 - Purchasing File Approval Documentation Enhancement
 - Confidentiality Reminder Training
 - Purchasing RFP Survey
 - Adjunct Faculty Compensation
 - Participation Acknowledgement
 - Pima Mission and Values Acknowledgement by Vendor
 - Purchasing Manual Procedure Document Change Management Internal Controls

Overall Conclusion:

Procurement Director has developed a Management Correction Plan that includes enhancing purchasing manual procedures and business practices identified in this Internal Audit may prove useful to help prevent future misunderstandings regarding College-wide vendor selection, better protect employees involved in selection of vendors by enhancing internal controls and reduce the opportunity or potential future fraud, or even the appearance of potential fraud in future College-wide RFP processes.

Anticipated Completion Date: 4th Quarter 2020.

- **Aviation Center Controls Follow-Up Audit**

Conditions (Findings)

- Comprehensive cash handling procedures for supplemental income for fees charged by faculty for FAA certification examinations has not been fully-addressed. A committee of stakeholders is being established to develop cash handling procedures and new payment processes.
- Aviation Center building physical access issues.

Overall Conclusions and Recommendations:

The Aviation Academic Director and Dean, Applied Technology, are working diligently to address findings. Overall, one of six audit findings is not fully addressed; however substantial progress has been made. A new cash handling stakeholder committee is being created to address the internal control weaknesses for DME FAA testing fee payments.

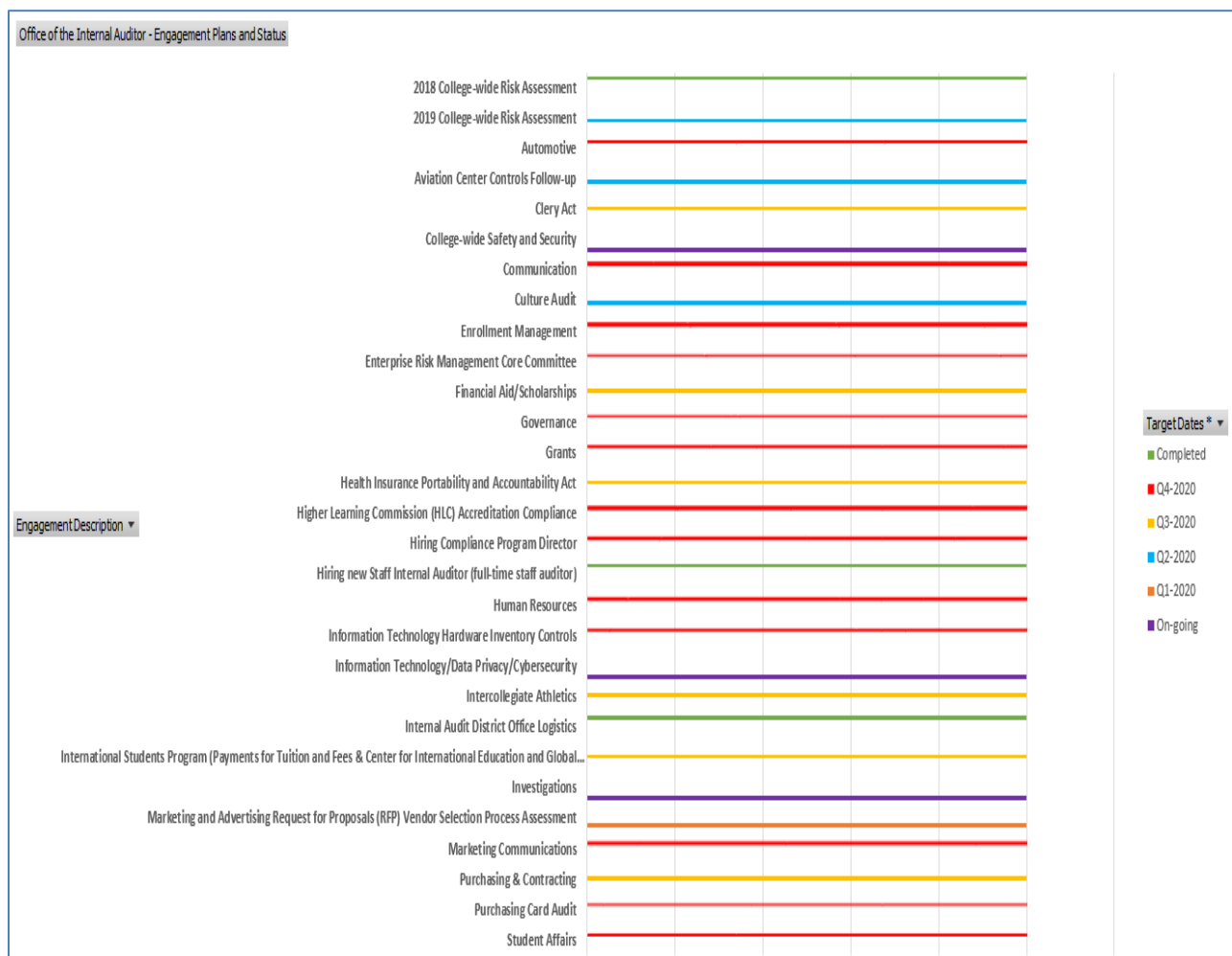
- **2019 College-wide Risk Assessment**
 - In-progress. Survey to 97 director level employees and above in process. Internal Audit will follow-up in-person with those who have not yet completed the survey as an educational opportunity. The results of the Risk Assessment will provide current high risks facing the College and will be compared to the 2018 College Risk Assessment to identify trends.
 - 2018 College-wide Risk Assessment completed on December 2018.
- **Culture Audit**
 - In-progress. An employee survey was recently administered by a third-party related to the climate, e.g. morale. Data is under review in February 2020. Internal Audit's scope would be to ensure a process is in place to help address the top concerns raised by the survey, i.e. is the College working on addressing the concern.
- **College-wide Building Security and Access Control Working Group Committee**
 - For the past year Internal Audit actively participated in College-wide Security and Access Control Working Group bi-monthly meetings to oversee College metal keys and electronic keys and Campus safety issues. Internal Audit will visit with Facilities Management to determine the frequency of participation and evaluate internal controls.
- **Intercollegiate Athletics Follow-Up Audit**
 - Internal Audit's follow-up includes cash handling controls related to student fundraising efforts for Intercollegiate Athletics. Follow up is estimated to be completed by 3rd Quarter 2020.
- **Payments for Tuition and Fees by International Students Internal Controls (Summer Program)**
 - Internal Audit working with International Education and Global Engagement Office management to address cash handling internal controls issues.
- **Center for International Education and Global Engagement (International Students Office) Follow-Up Audit**
 - Internal Audit recently met with Bruce Moses, Deputy Provost, who has recently been assigned oversight responsibilities. Specific areas of concern were identified for future Internal Audit assessment.
- **Automotive Follow-Up Audit**
 - Internal Audit recently spoke with Greg Wilson, Dean, Applied Technology, and a new Automotive department leadership has been selected. The program is undergoing significant expansion and building plans as part of the new Centers of Excellence.
- **Clery Act Compliance Monitoring**
 - Areas of follow-up activities will include Campus Security Act Authorities training completion.
- **Information Technology Data Security, Cybersecurity Training & Business Continuity Planning**
 - The Arizona Office of the Auditor General has recently focused heavily upon IT related

- issues. Internal Audit monitors these activities and attends AG Audit Meetings with IT related issues.
- Information Technology Hardware Inventory Controls; scope to include IT inventory internal controls.
- **Health Insurance Portability and Accountability Act (HIPAA) Data Security**
 - HIPAA Data Security on Audit Plan.
 - **Governance**
 - Follow-up scope includes Ethics Program.
 - **Grants**
 - Auditor General Audit results will be reviewed and follow-up actions developed, as necessary.
 - **Purchasing**
 - Purchasing and Contracting-RFP process reviewed in the Marketing RFP Internal Audit report.
 - Internal Audit will evaluate the effectiveness of the new processes that were implemented by Purchasing and Contract Services.
 - Purchasing Card Audit; scope to include Travel and Entertainment Purchasing cards.
 - **Areas Reviewed by Others and Monitored by Internal Audit**
 - Higher Learning Commission (HLC) Accreditation Compliance**
 - Bruce Moses, Deputy Provost, provides updates regarding status of HLC accreditation activities to Internal Audit.
 - U.S. Department of Education (DOE) Federal Student Financial Aid Assessment**
 - Bruce Moses, Deputy Provost, and Norma Navarro – Castellanos, Executive Director of Financial Aid and Scholarships, are working to address DOE assessment findings.
 - Human Resources (HR) Assessment**
 - Rachel Schaming, Interim Transition Officer, and HR professional, is performing an HR assessment and updates Internal Audit on progress. Overall, good progress is being made by HR in many areas.
 - Marketing (Communication)**
 - Marketing Department is developing a new Office of the Internal Auditor website and Internal Audit information graphic.
 - Enterprise Risk Management Core Committee**
 - Tom Davis, Chief of Staff, coordinating efforts.
 - **Future Plans for Office of the Internal Auditor department**
 - Internal Audit will develop pool of qualified contractors to provide additional audit resources.
 - Hiring Compliance Program Director - Depending upon College plans and budget.
 - Develop educational awareness workshops among the College units explaining Internal Audit's role and available as a helping resource.

• **Audit Projects Prioritization 2020 and Immediate Next Steps**

- 2019 College-wide Risk Assessment risk survey response follow-up and complete Risk Assessment. The Risk Assessment generates the Audit Plan based upon highest current risks to the College.
- Aviation Center Controls Follow-up Audit Report Issue Feb. 2020.
- Enrollment Management.
- Investigations.
- Chancellor’s Special Management Requests future audit areas; College-wide volunteer on-boarding processes; Assessment of future Scholarship on-line system implementation; Vendors Services Contract outcome monitoring processes, including International Students unit.

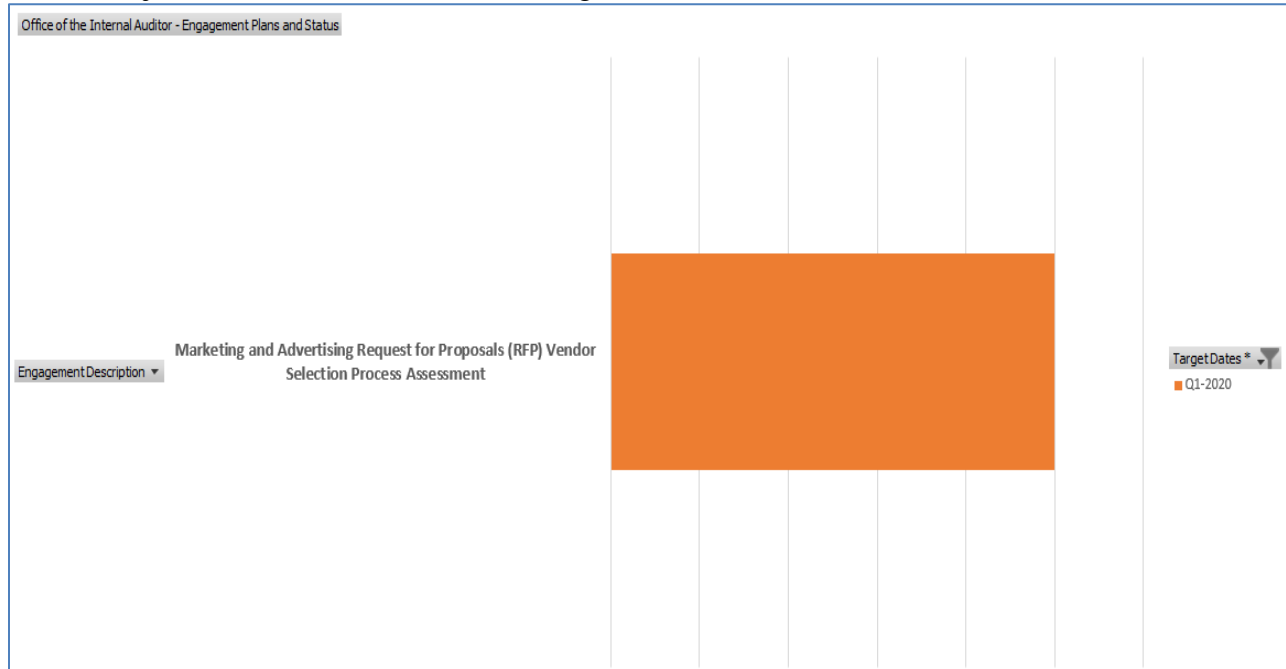
Audit Plans and Activities - Estimated Target Dates for Calendar Year 2020



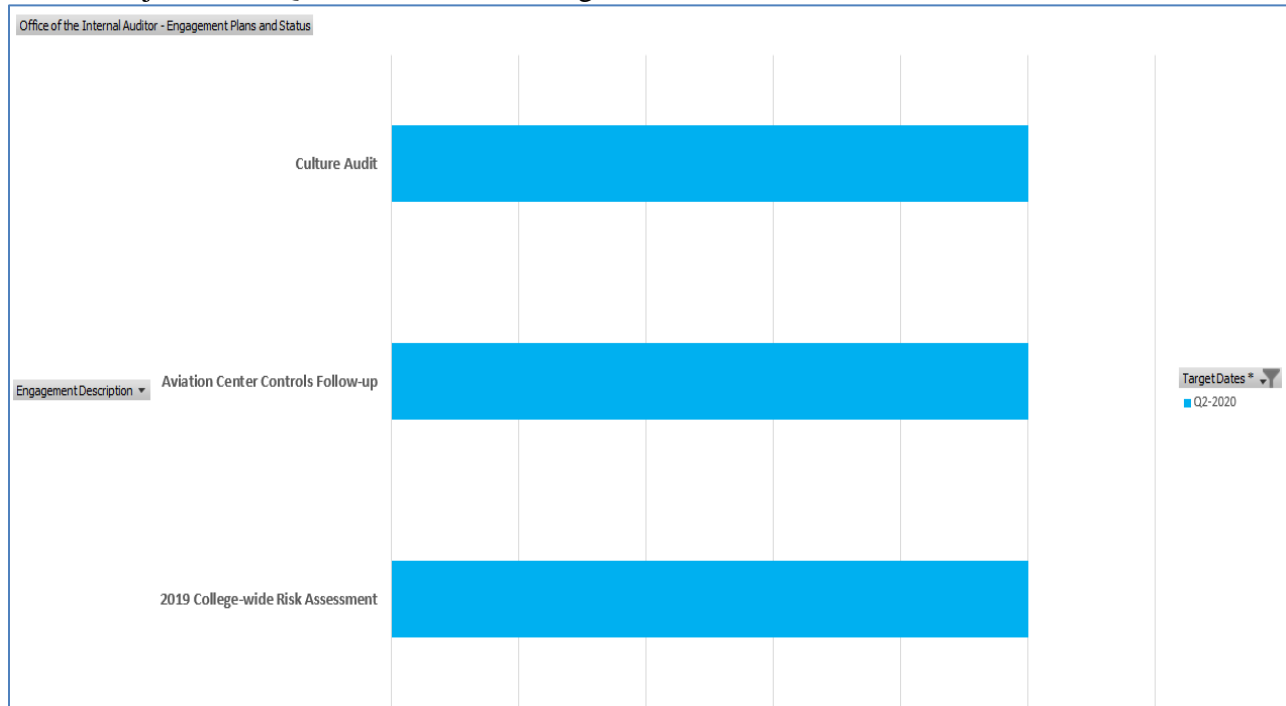
Completed Audits/Projects



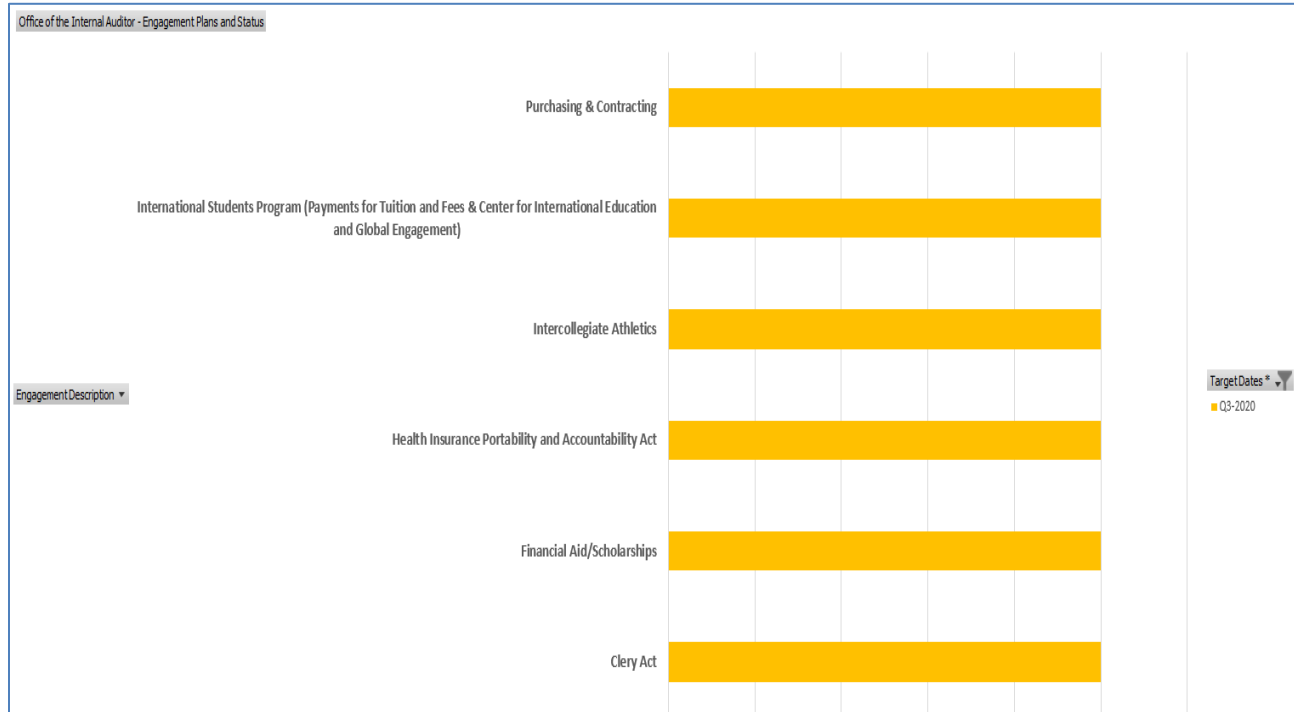
Audits/Projects with Q1-2020 Estimated Target Date



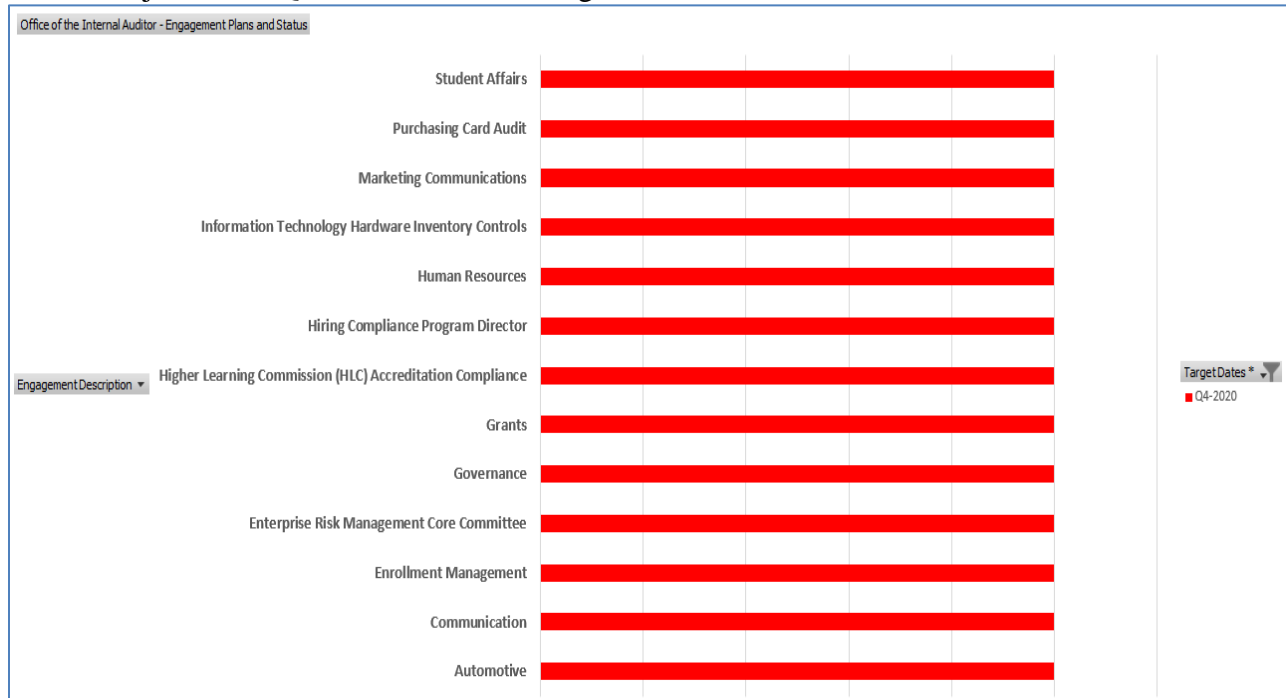
Audits/Projects with Q2-2020 Estimated Target Date



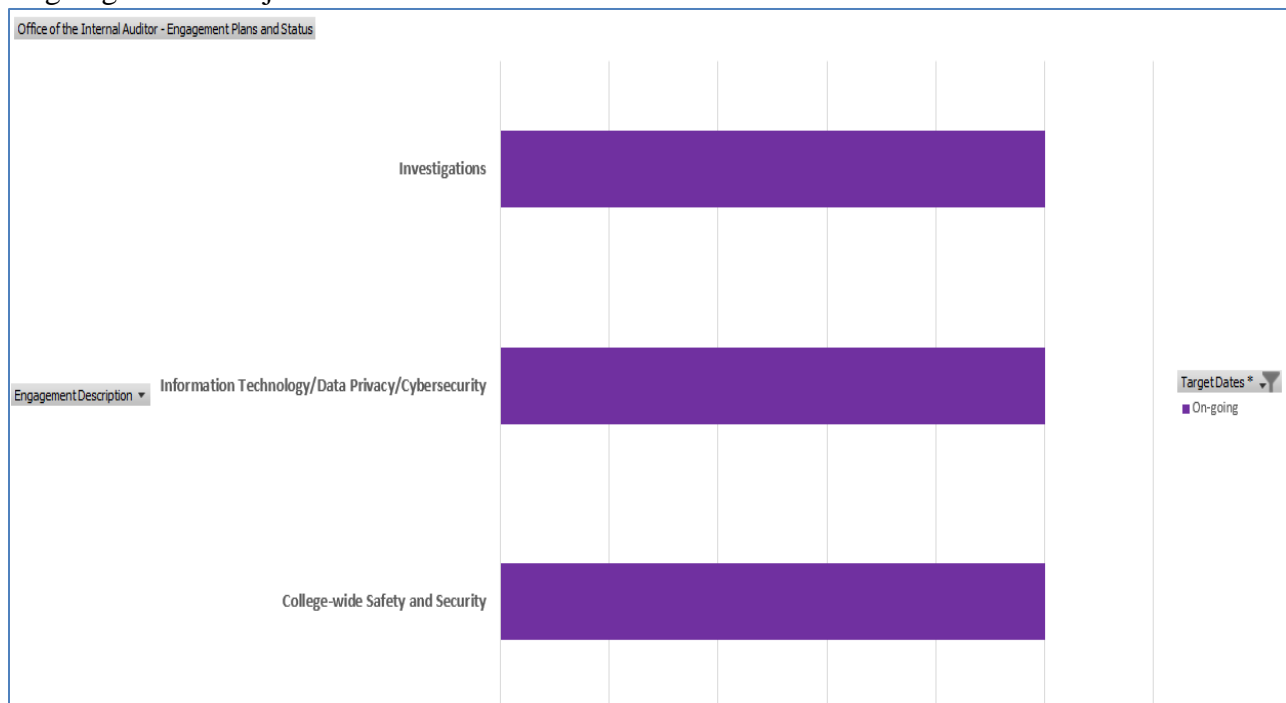
Audits/Projects with Q3-2020 Estimated Target Date



Audits/Projects with Q4-2020 Estimated Target Date



Ongoing Audits/Projects



Office of the Internal Auditor - Engagement Plans and Status

Engagement Description	Engagement Type	Status	Target Dates *	Notes/Comments
2018 College-wide Risk Assessment	Audit Project	Complete	Completed	Complete - December 2018
2019 College-wide Risk Assessment	Audit Project	In-Progress	Q2-2020	Risk survey completion follow-up in progress
Automotive	Follow-up Audit	Planned	Q4-2020	The program is undergoing big expansion and building plans as part of the new Centers of Excellence
Aviation Center Controls Follow-up	Follow-up Audit	Complete (In-Draft)	Q2-2020	Internal Audit Report in Draft. Will be issued Q2-2020
Clery Act	Continuous Audit Project	Planned	Q3-2020	Planned
College-wide Safety and Security	Additional Special Project	On-going	On-going	Internal Auditor actively participates on College-wide Security and Access Control Working Group overseeing College metal keys and electronic key controls and campus safety issues.
Communication	Additional Special Project	In-Progress	Q4-2020	Marketing Department is developing a new Office of the Internal Auditor website and Internal Audit information graphic.
Culture Audit	Audit Project	In-Progress	Q2-2020	Employee survey data received Jan. 2020
Enrollment Management	Other Potential Audit	Potential	Q4-2020	
Enterprise Risk Management Core Committee	Additional Special Project	In-Progress	Q4-2020	Tom Davis, Chief of Staff, coordinating efforts.

Engagement Description	Engagement Type	Status	Target Dates *	Notes/Comments
Financial Aid/Scholarships	Audit Project	In-Progress	Q3-2020	We will follow-up on DOE assessment results.
Governance	Follow-up Audit	Planned	Q4-2020	Follow-up scope includes Ethics Program.
Grants	Audit Project	Planned	Q4-2020	Auditor General audit results will be reviewing.
Health Insurance Portability and Accountability Act	Continuous Audit Project	Planned	Q3-2020	Planned
Higher Learning Commission (HLC) Accreditation Compliance	Audit Project	In-Progress	Q4-2020	Bruce Moses, Deputy Provost, provides updates regarding status of HLC accreditation activities to Internal Audit
Hiring Compliance Program Director	Additional Special Project	In-Progress	Q4-2020	Depending upon College plans and budget.
Hiring new Staff Internal Auditor (full-time staff auditor)	Additional Special Project	Complete	Completed	New Staff Internal Auditor hired January 21, 2020.
Human Resources	Audit Project	In-Progress	Q4-2020	Rachel Schaming, HR professional performing assessment.
Information Technology Hardware Inventory Controls	Other Potential Audit	Potential	Q4-2020	Scope to include IT inventory internal controls.
Information Technology/Data Privacy/Cybersecurity	Continuous Audit Project	On-going	On-going	Internal Audit monitors IT audit findings including those issues by Arizona Auditor General.
Intercollegiate Athletics	Follow-up Audit	In-Progress	Q3-2020	Cash handling controls related to Athletic fundraising activities.
Internal Audit District Office Logistics	Additional Special Project	Complete	Completed	New Staff Internal Auditor assigned office space - January 2020

Engagement Description	Engagement Type	Status	Target Dates *	Notes/Comments
International Students Program (Payments for Tuition and Fees & Center for International Education and Global Engagement)	Follow-up Audit	In-Progress	Q3-2020	Cash handling international student tuition payment process in review
Investigations	Investigations	On-going	On-going	Completed as needed
Marketing and Advertising Request for Proposals (RFP) Vendor Selection Process Assessment	Audit Project	Complete	Q1-2020	Complete. Report completed.
Marketing Communications	Other Potential Audit	Potential	Q4-2020	
Purchasing & Contracting	Follow-up Audit	In-Progress	Q3-2020	RFP process reviewed in Marketing RFP Internal Audit Report
Purchasing Card Audit	Other Potential Audit	Potential	Q4-2020	Scope to include Travel and Entertainment Travel Purchasing Cards
Student Affairs	Audit Project	Planned	Q4-2020	

Note 1: Due to the dynamic environment of the College and risk environment, the plan will be reviewed and updated as necessary. Any changes or updates to the plan will be reviewed with the Finance and Audit Committee.

Note 2: The hiring of one Staff Internal Auditor will provide additional on-site Internal Audit resources after employee on-boarding and required training is completed.

***Note 3:** Estimated target dates may vary depending upon the 2019 College-wide Risk Assessment results and department and college priorities.

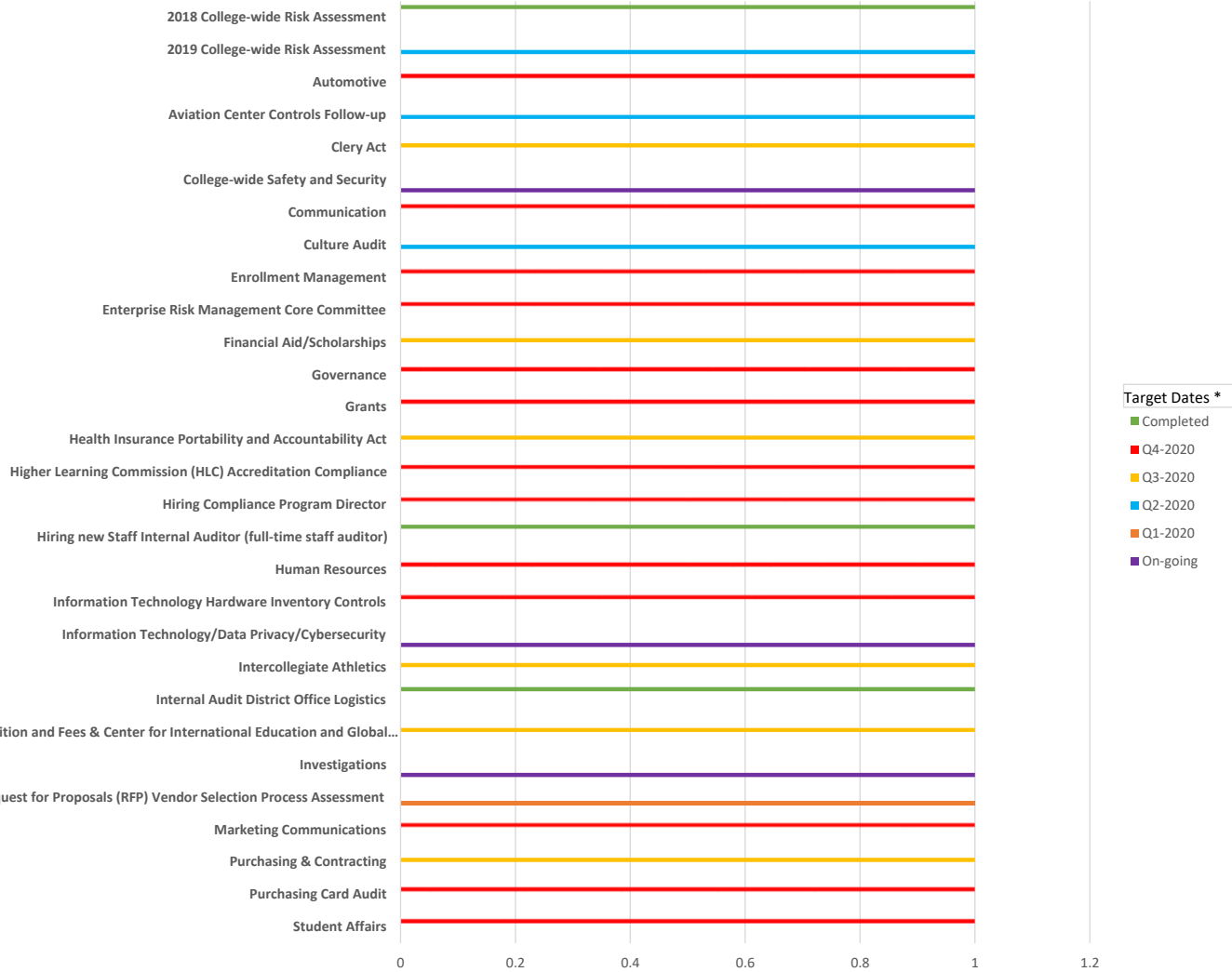
Office of the Internal Auditor - Engagement Plans and Status	On-going	Q1-2020	Q2-2020	Q3-2020	Q4-2020	Completed	Totals
Student Affairs					1		1
Purchasing Card Audit					1		1
Purchasing & Contracting				1			1
Marketing Communications					1		1
Marketing and Advertising Request for Proposals (RFP) Vendor Selection Process Assessment		1					1
Investigations	1						1
International Students Program (Payments for Tuition and Fees & Center for International Education and Global Engagement)				1			1
Internal Audit District Office Logistics						1	1
Intercollegiate Athletics				1			1
Information Technology/Data Privacy/Cybersecurity	1						1
Information Technology Hardware Inventory Controls					1		1
Human Resources					1		1
Hiring new Staff Internal Auditor (full-time staff auditor)						1	1
Hiring Compliance Program Director					1		1
Higher Learning Commission (HLC) Accreditation Compliance					1		1
Health Insurance Portability and Accountability Act				1			1
Grants					1		1
Governance					1		1
Financial Aid/Scholarships				1			1
Enterprise Risk Management Core Committee					1		1
Enrollment Management					1		1
Culture Audit			1				1
Communication					1		1
College-wide Safety and Security	1						1
Clery Act				1			1
Aviation Center Controls Follow-up			1				1
Automotive					1		1
2019 College-wide Risk Assessment			1				1
2018 College-wide Risk Assessment						1	1
Totals	3	1	3	6	13	3	29

Office of the Internal Auditor - Engagement Plans and Status

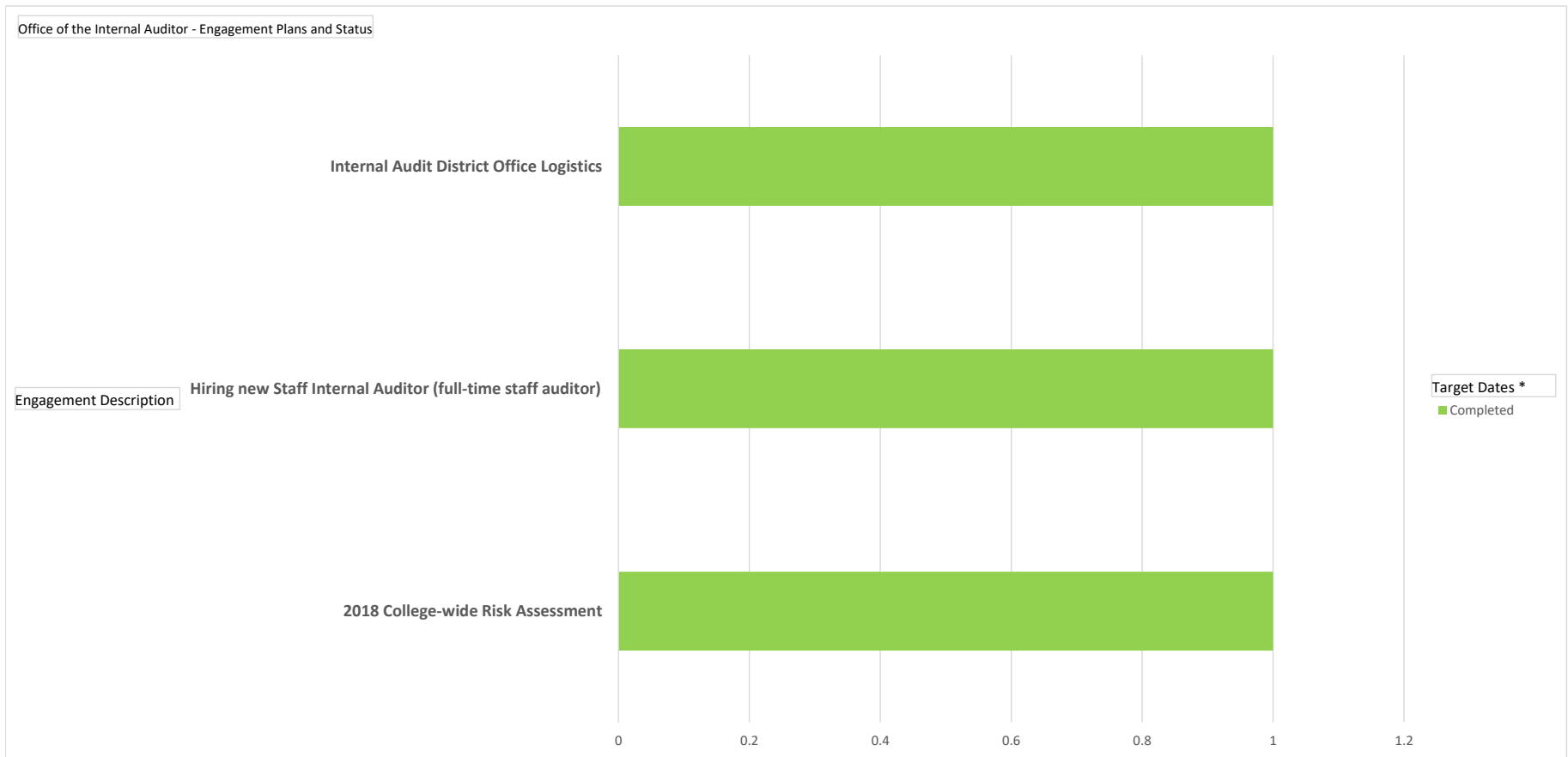
On-going	Q1-2020	Q2-2020	Q3-2020	Q4-2020	Completed	Totals
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Office of the Internal Auditor - Engagement Plans and Status

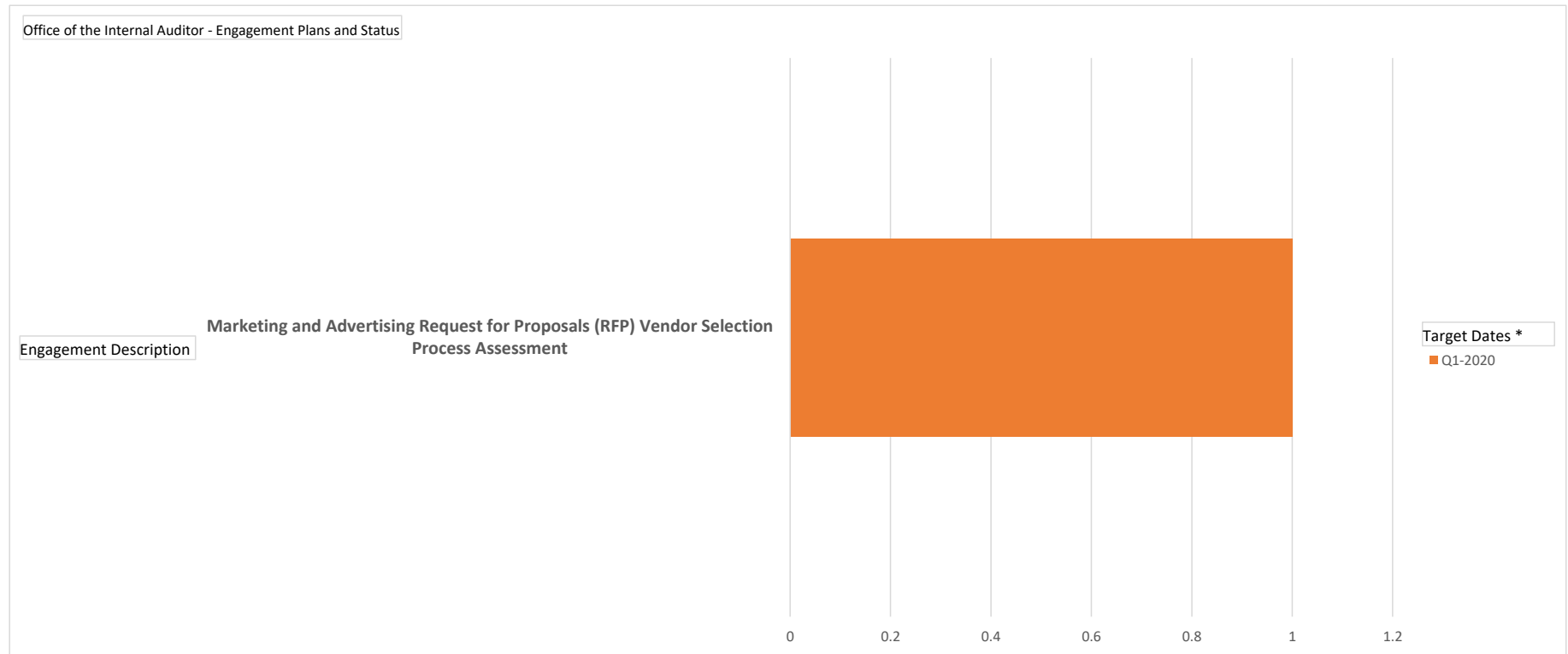
Engagement Description



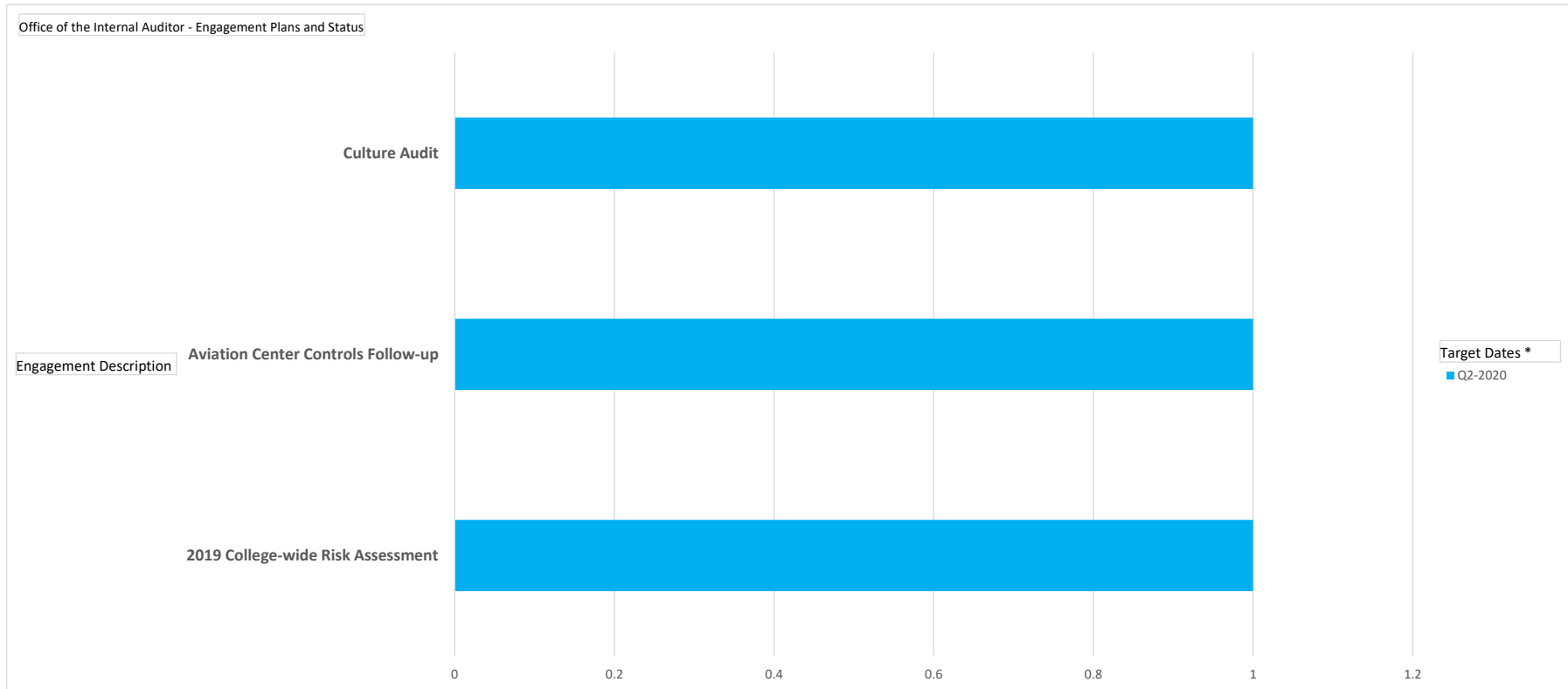
Office of the Internal Auditor - Engagement Plans and Status		Completed	Totals
2018 College-wide Risk Assessment		1	1
Hiring new Staff Internal Auditor (full-time staff auditor)		1	1
Internal Audit District Office Logistics		1	1
Totals		3	3



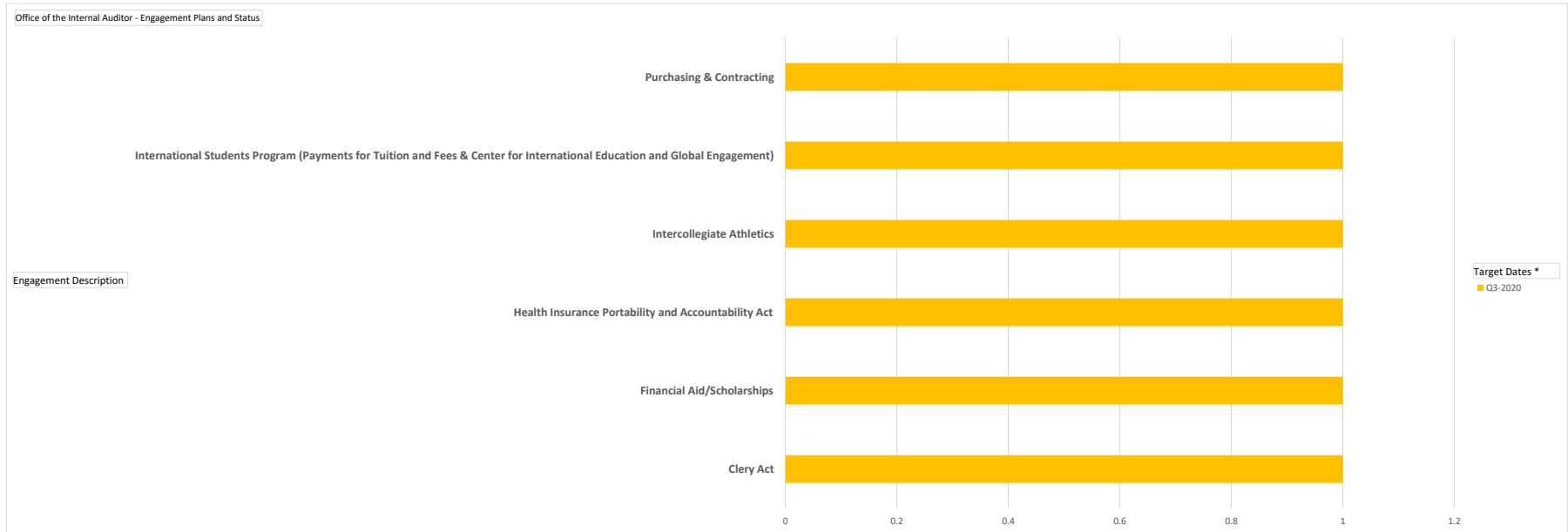
Office of the Internal Auditor - Engagement Plans and Status		
	Q1-2020	Totals
Marketing and Advertising Request for Proposals (RFP) Vendor Selection Process Assessment	1	1
Totals	1	1



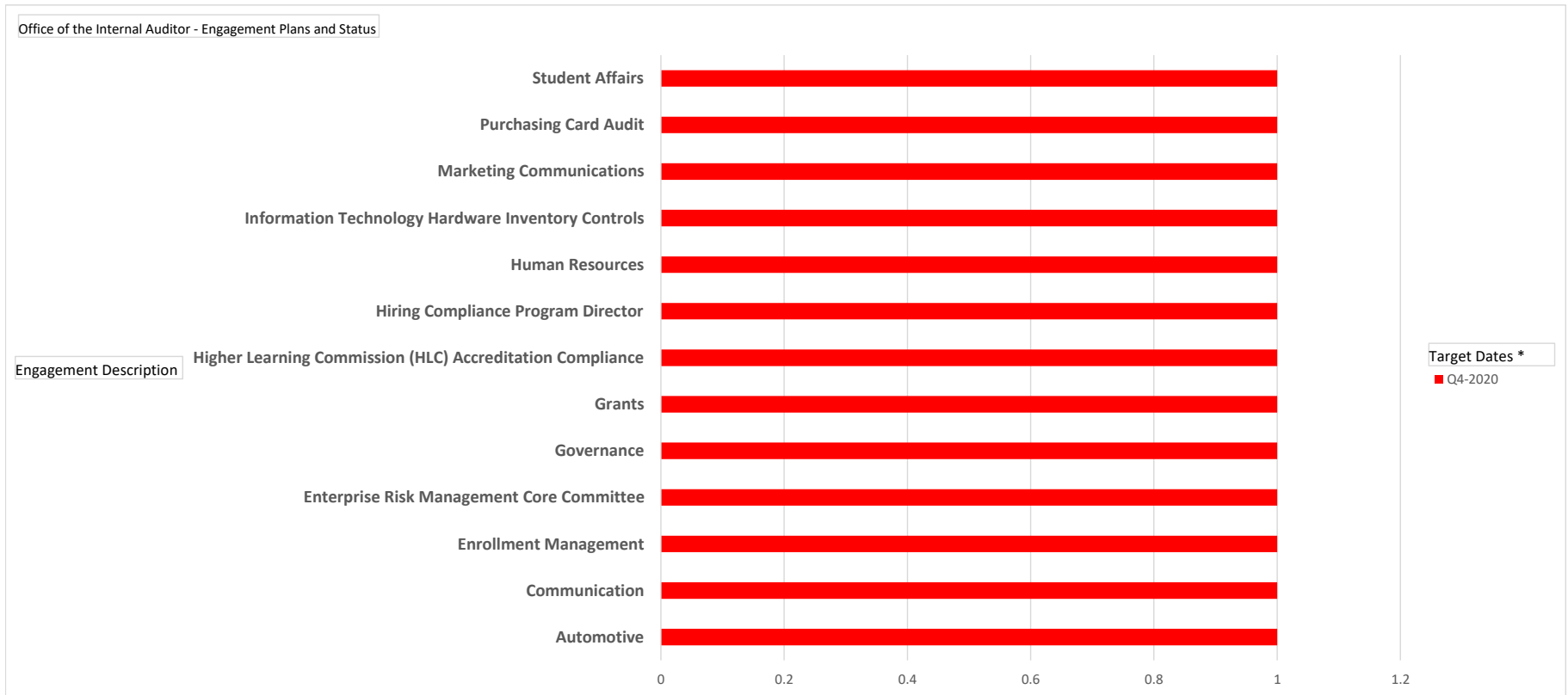
Office of the Internal Auditor - Engagement Plans and Status			
		Q2-2020	Totals
2019 College-wide Risk Assessment		1	1
Aviation Center Controls Follow-up		1	1
Culture Audit		1	1
Totals		3	3



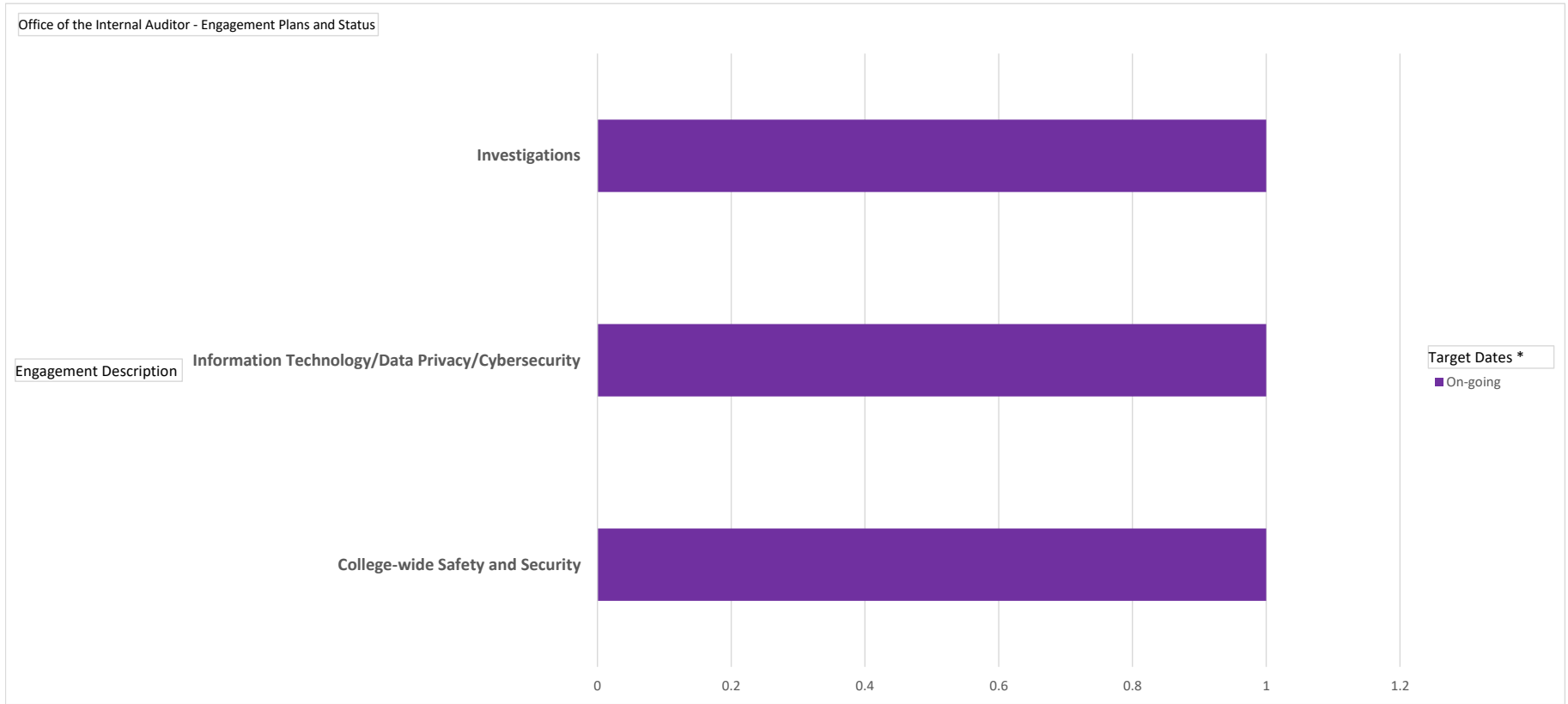
Office of the Internal Auditor - Engagement Plans and Status		Q3-2020	Totals
Clery Act		1	1
Financial Aid/Scholarships		1	1
Health Insurance Portability and Accountability Act		1	1
Intercollegiate Athletics		1	1
International Students Program (Payments for Tuition and Fees & Center for International Education and Global Engagement)		1	1
Purchasing & Contracting		1	1
Totals		6	6



Office of the Internal Auditor - Engagement Plans and Status		
	Q4-2020	Totals
Automotive	1	1
Communication	1	1
Enrollment Management	1	1
Enterprise Risk Management Core Committee	1	1
Governance	1	1
Grants	1	1
Higher Learning Commission (HLC) Accreditation Compliance	1	1
Hiring Compliance Program Director	1	1
Human Resources	1	1
Information Technology Hardware Inventory Controls	1	1
Marketing Communications	1	1
Purchasing Card Audit	1	1
Student Affairs	1	1
Totals	13	13



Office of the Internal Auditor - Engagement Plans and Status		
	On-going	Totals
College-wide Safety and Security	1	1
Information Technology/Data Privacy/Cybersecurity	1	1
Investigations	1	1
Totals	3	3







Risk Levels Definitions and Examples

Risk Level	
High	<ul style="list-style-type: none"> ▪ Risks that may result in the highly costly loss of assets; risks that significantly violate, harm or impede operations; or risks that cause human death or serious injury. ▪ Federal Regulations ▪ Finance, high dollar risk, e.g. \$500k ▪ Legal ▪ Compliance ▪ Ethical Issues ▪ Reputational ▪ Examples, Student Financial Aid compliance; or Higher Learning Commission (HLC) accreditation for PCC; or Information Technology cybersecurity data breach.
Medium	<ul style="list-style-type: none"> ▪ Risks that may result in the costly loss of assets; risks that violate, harm, or impede operations; or risks that cause human injury. The probability it could occur occasionally and consequence are moderate. ▪ Examples, \$3k unauthorized travel expense incurred by employee with PCC travel card.
Low	<ul style="list-style-type: none"> ▪ A risk that may have a minor effect or consequence on business objectives. The probability and consequence of occurrence are sufficiently low so as to cause little concern. ▪ Well established, routine internal controls in place to perform small dollar transactions, e.g. office supply purchases. ▪ Examples, petty cash <\$100, office supplies inventory.

IMPLEMENTATION STATUS CLASSIFICATIONS

The implementation of each corrective action is classified into one of the following four (4) status categories below:

Status Classifications	Descriptions	Tickmark
Addressed /Completed	Implemented at 100% or risk/issue addressed.	
Substantially Complete > 50%	Substantially complete with more than 50% completion; but less than 100%.	
Partially Complete ≤ 50%	Partially complete with less than 50% completion; but more than 0%.	
No Progress	No progress observed or action taken.	

Additional Office of the Internal Auditor Information:

- Additional Special Projects: Recruitment of a Staff Internal Auditor, Information graphic for Internal Audit on planned new College website Marketing working on, and administrative duties.
- Note 1: Due to the dynamic environment of the College and risk environment, the plan will be reviewed and updated as necessary. The 2019 Risk Assessment will provide current risks facing the College and will be reviewed with the Finance and Audit Committee and the Board. The new Audit Plan will be developed based on the highest current risks facing the College.
- Note 2: The hiring of one Staff Internal Auditor on January 21, 2020 will provide additional on-site Internal Audit resources after employee onboarding and required training is completed. This recruitment is completed after a prior failed search during 2019. A second recruitment was initiated with HR assistance. Final interviews completed during December 2019 and a candidate was selected.

Audit/Project Findings and Status

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
Aviation Center Controls Follow Up Audit	Cash Handling DME FAA Testing Fees	A DME FAA Testing Fee Agreement was developed and implemented.	●	High	Low	Financial Reputation	>\$10k	Implemented	Yes	Follow up report planned to be issued January 2020. DME FAA testing fee agreement developed with assistance of Legal.
		Assemble a committee of stakeholders (Aviation/Division Leadership, DME's, AR, Procurement, FAA, HR, and Legal) to develop comprehensive cash handling procedures.	🕒	High	Medium	Financial Reputation	>\$10K	July 31, 2020	Yes	New FAA testing fee cash handling controls and processes currently being developed by Aviation management with assistance from Finance management.
	Aviation Building Security	New master key system and Traka key cabinet process. Additional work on security, e.g. cameras for Aviation will be funded. Newly identified needs of the existing space, as well as security needs of Aviation expansion will be assessed and implemented as part of the new construction project.	🕒	High	Low	Security	>\$100k	June 30, 2020	Yes	The Aviation Center building will be significantly expanded and will require security assessment during the construction process. Also, additional security cameras were recently requested by Aviation management.
2019 Annual College-wide Risk Assessment	Current High Risks College-wide identification	N/A	🕒	High	High	Various	N/A	N/A	N/A	In-Progress. Scheduling Risk Assessment interviews. Survey sent to director level and above employees. 97 employees have received comprehensive Risk Assessment survey. 2018 College-wide Risk Assessment completed and risks identified in the assessment will be compared with 2019 risk assessment results.
Culture Audit	Pima organizational employee culture/climate assessment	Pima employee satisfaction survey results (climate survey)	🕒	Medium	Medium	Employee Morale	N/A	TBD	Yes	In-Progress. An employee survey was administered during December 2019 by a third-party to assess the employee climate, e.g. morale. Data to be available February, 2020. Internal Audit scope focused on College processes and accountability to ensure measures are being taken to help remediate concerns.
	Final Vendor Selection Change Misunderstandings	Selection Committee signature acknowledgement enhancement.	🕒	Medium	Low	Financial	>\$500K	Implemented	Yes	Internal Audit Report December 2019.

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
Marketing & Advertising Request for Procurement (RFP) Vendor Selection Process Assessment		Formal Standard Operation Procedures (SOP) procedures will be developed.		Medium	Medium	Financial	>\$500K	Mar. 31, 2020	Yes	
		All exceptions to RFP procedures will require Procurement Director approval.		High	Medium	Financial	>\$500K	December 31, 2020	Yes	
		Formally documented procedures for RFP Committee Review Process will be developed.		High	Medium	Financial	N/A	Dec. 31, 2020	Yes	
	Vendor Selection Committee Minimum Participation Levels	Formal participant levels procedures to be developed based on best practices.		High	Medium	Financial	N/A	Dec. 31, 2020	Yes	
	Purchasing Training	Mandatory RFP committee member training is currently being developed.		High	Medium	Financial	N/A	March 31, 2020	Yes	
	Vendor Selection Committee Communication Process	Formal SOP procedures to be developed to improved communication.		Medium	Low	Financial	N/A	December 31, 2020	Yes	
	Purchasing File Approval Documentation Enhancement	Consistent application of formal SOP for RFP procedures to be implemented.		Medium	Low	Financial	N/A	March 31, 2021	Yes	
		Final vendor selection signature page will be directly attached to selection.		Medium	Low	Financial	N/A	Implemented	Yes	
		Emphasis being placed on transparency, due-diligence and ethics.		Medium	Low	Financial	N/A	Implemented	Yes	

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
	Confidentiality Reminder Training	Mandatory RFP committee member training is currently being developed.		High	Medium	Financial	N/A	March 31, 2020	Yes	
	Purchasing RFP Survey	A Purchasing RFP survey will be developed.		Medium	Low	Financial	N/A	March 31, 2021	Yes	
		Procurement Director's "open-door" standard communicated to committee members.		Medium	Low	Financial	N/A	Implemented	Yes	
	Adjunct Faculty Compensation	Adjunct Faculty compensation for RFP committee participation being considered.		High	Medium	Financial Dept. of Labor Compliance	\$>5K	March 31, 2021	Yes	
	Participation Acknowledgement	Selection Committee members are thanked by Procurement staff.		Medium	Low	Best Practice Morale	N/A	Implemented	Yes	
		A formal Procurement process will be developed to acknowledge participation.		Medium	Low	Best Practice Morale	N/A	December 31, 2020	Yes	
	Pima Mission and Values Acknowledgement by Vendor	Procurement Department vetting other college's processes to ensure mission and values are understood by vendors.		Medium	Low	Reputation	N/A	March 31, 2021	Yes	
	Purchasing Manual Procedure Documents Change Management Controls	Procurement will develop SOP procedures and institute a formal change management process for the College's Purchasing Manual.		High	Medium	Financial	N/A	March 31, 2021	Yes	
College-wide Building Security and Access Control Working Group Committee	College-wide security and access controls for College building physical security, e.g. keyless entry and metal keys.	College-wide security and access control issues are addressed by the group of expert stakeholders		High	Medium	College Buildings Security	N/A	On-going	N/A	Director, Internal Audit actively participates in Committee and provides internal control guidance.

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
Intercollegiate Athletics Follow Up Audit	Athletics does not have adequate internal controls over the gate receipts process; and athletics' procedures and PCC cash handling cash handling processes were not followed.	Enhanced cash handling controls for Athletics gate receipts developed.	🟡	High	Medium	Financial	>\$10k	2018	Yes	Intercollegiate Athletics Follow Up audit on Audit Plan. Will complete as audit resources become available.
	Student-athlete files did not contain all the required documentation to determine eligibility.	Student-athlete file documentation enhancement.	🟡	High	Medium	NJCAA regulations	N/A	2018	Yes	
	Athletics reported students to NJCAA as participating in error.	Enhancement and oversight of NJCAA reporting improvements.	🟡	Medium	Low	NJCAA regulations	N/A	2018	Yes	
	Athletics does not adequately secure student-athlete data used to determine eligibility. Note: Active files are secured. Archived files are not secured.	Student-athlete files moved to District Office. Secured location within Office of the Registrar.	🟢	High	Low	FERPA	N/A	2018	Yes	
	Athletics donations are not processed and deposited in a timely manner	PCC Foundation manages donations. Prior process changed.	🟡	High	Medium	Financial	>\$50k	2018	Yes	
	Processes for the receipt of donations and use of the fundraising dollars are not adequate.	PCC Foundation manages donations. Prior process changed.	🟡	High	Medium	Financial	>\$50k	2018	Yes	
	The athlete physical examination verification process, and access controls for the physical examination database are inadequate.	Athletics trainers changed process to limit access to physical examination data for student-athletes.	🟢	High	Low	FERPA IT Controls	N/A	Implemented / Ongoing	Yes	
	Cross-training and eligibility system access controls are inadequate.	Cross-training is planned and enhancement of system access to limit only to those with a business need.	🟡	High	Low	Operations Efficiency	N/A	2018	Yes	
	Purchasing card and travel expense policy and procedures were not consistently followed.	Purchasing Card Manual procedures to be followed.	🟢	High	Medium	Financial Purchasing Card Manual compliance	>\$50k	Implemented / Ongoing	Yes	
	Written Athletics Department procedures are not regularly developed, reviewed and approved.	Athletics regularly updates Department policies.	🟡	High	Medium	NJCAA Best Practices	N/A	Ongoing	Yes	

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
	Cross-training is incomplete for key office support staff positions.	Cross-training to be provided to office support staff.	🟡	High	Medium	Operations efficiency	N/A	Ongoing	Yes	
	Coordination of NJCAA eligibility efforts between Athletics Administration, coaches, student athletes and eligibility support staff is weak.	Efforts to coordinate and communicate efforts through meetings developed.	🟡	High	Medium	Operations efficiency	N/A	Ongoing	Yes	
Center for International Education and Global Engagement Audit (International Students Office) Follow Up Audit	Written departmental operating procedures do not exist.	Written department operating procedures to be developed.	🟢	High	Medium	Operational efficiency	N/A	Ongoing	Yes	International Students Follow Up audit on Audit Plan. Will perform follow up audit as resources are available.
	Prior to August 2015 International J1 student visas were not provided with the required on-campus employment information delineating where the student can work.	On-campus employment information to be provided to J1 student visa holders.	🟢	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	
	Prior to August 2015 the International Student Services Office did not have a process in place to monitor academic progress of international students.	Academic progress for International students to be monitored.	🟡	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	
	Prior to August 2015 the International Student Services Office did not have a process/system in place to periodically review all Banner system records for changes in visa status.	Banner system review process to be developed regarding visa changes and status.	🟡	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	
	Prior to August 2015 no process was in place to ensure that all international students have provided a current address and telephone number, as required.	International students will be required to provide a current address and telephone number.	🟡	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	
	Records of student application fees are not consistently maintained for students with visas issued by other schools or students with non-F1 visas.	Application fee records will be maintained in files.	🟡	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
	Visa codes in the Banner system are not always accurately applied by ISSO staff	Training to be provided to staff regarding Visa codes.	🟢	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	
	A process is not in place to identify or prevent international students from bypassing the ISSO international student application and utilizing a domestic application	IT to be contacted to develop controls to prevent International students from using a domestic application.	🟢	High	Low	U.S. Department of State regulations	N/A	Implemented / Ongoing	Yes	
	A written contract for the fall 2015 Becalos program (sponsored by the Mexican government) does not exist.	A written contract will be required for all Becalos programs.	🟢	High	Low	Financial Reputation	>\$50k	Ongoing	Yes	
	College email systems utilized to collect international student data were not secure (unencrypted email)	IT to develop an encrypted email system.	🟢	High	Low	Data Security FERPA	N/A	Implemented / Ongoing	Yes	
	No ISSO records disposal compliance plan existed prior to November 24, 2015	A records disposal plan for ISSO will be developed.	🟢	High	Low	Records retention regulations	N/A	Implemented / Ongoing	Yes	
Automotive Audit	Automotive building was not secured to prevent unauthorized access.	Will develop a long-term security plan with Facilities to include security cameras, doors, gates, locks and other features to secure ST West building	🟢	High	Medium	Security Theft Financial	>\$100k	March 31, 2019	Yes	Automotive Follow-Up Audit on Audit Plan. Will perform follow-up audit as audit resources are available. Automotive Program building expansion construction planned and new security measures to be identified/implemented.
	A complete and current Automotive Program inventory listing – including all automotive parts, supplies and hand tools – is not available.	The Applied Technology division will develop a complete inventory list to account for all equipment, tools, and supplies within the Automotive Lab.	🟢	High	Low	Financial Theft	>\$100k	December 31, 2017 / Ongoing.	Yes	
	Automotive job placement rate information is not consistently maintained or analyzed for all Automotive students.	The Applied Technology division will develop a job placement tracking process to analyze job placement of all Automotive students.	🟢	Medium	Low	Program Effectiveness Measurement	N/A	December 31, 2017 / Ongoing.	Yes	

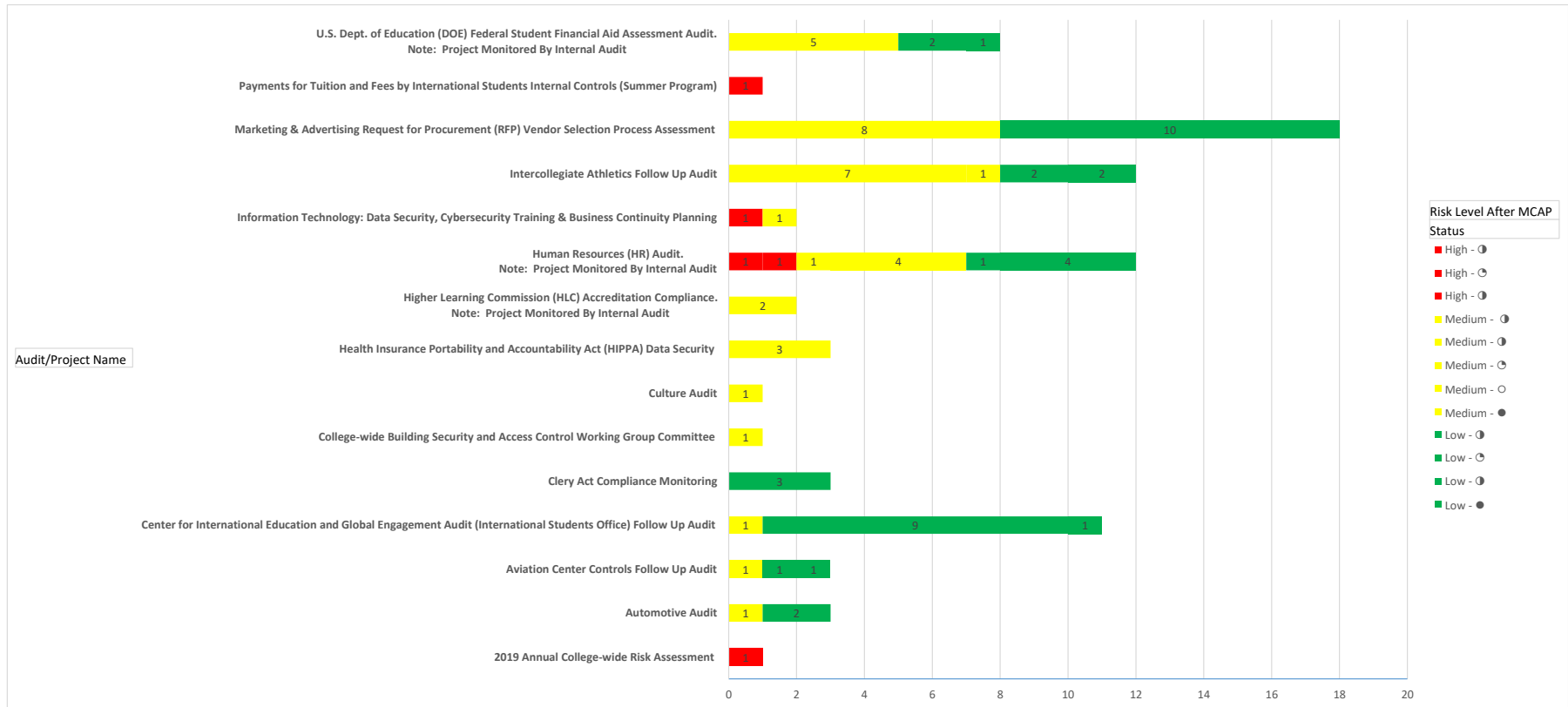
Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
Clery Act Compliance Monitoring	Campus Security Act Authorities Clery Act Training	PCC Police Commander works to actively monitor over 300 trainees completion rates, works to communicate with supervisors about importance of training. Goal is 100% completion rate.	🟢	High	Low	Clery Act Compliance	N/A	December 31, 2017	Yes	Clery Compliance Act monitoring on Audit Plan. Will be audited as resources become available.
	Campus Emergency Contact Lists	The College's Emergency Response Plan is being reviewed to reflect the new administrative organization of the organization.	🟢	High	Low	Security	N/A	Fall 2017	Yes	
	CSA Crime Survey Reporting	Clery Compliance Office to work with IT to develop new web page to help CSA's report crimes and monitor.	🟢	High	Low	Clery Act Compliance	N/A	Fall 2017	Yes	
Information Technology: Data Security, Cybersecurity Training & Business Continuity Planning	A complete and comprehensive written College-wide Business Continuity Plan/Disaster Recovery Plan (BCP/DR) does not exist; however elements of an IT DR Plan have been created.	The IS Assistant Vice Chancellor and Director of Cybersecurity will continue to work to address the IT conditions and complete the BCP/DR plan.	🟢	High	High	IT Compliance	N/A	September 30, 2017	Yes	The AG Auditor General has recently focused heavily upon IT security issues and has provided guidance.
	Annual Cybersecurity training is not provided to all College employees; however IT cybersecurity training is provided to new employees during the on-boarding process	The Director of Cybersecurity is planning to issue an RFP to obtain a third-party cybersecurity training vendor.	🟢	High	Medium	IT compliance	N/A	September 30, 2017	Yes	
Health Insurance Portability and Accountability Act (HIPAA) Data Security	A College-wide Data Security Policy does not exist.	An IT Compliance System is currently in the planning stages that will include a HIPAA compliance component.	🟢	High	Medium	IT Compliance HIPAA Compliance	Varies by HIPAA Fines	May 1, 2019	Yes	HIPAA Data Security on Audit Plan.
	College's pharmacy benefits vendor sending unencrypted emails and reports containing ePHI to ESC management.	ESC plans to diligently monitor Pharmacy benefits vendor emails to ensure they are encrypted.	🟢	High	Medium	HIPAA compliance HIPAA Fines	Varies by HIPAA Fines	Ongoing	Yes	College's Pharmacy Benefits Vendor has recently changed.
	Numerous confidential IT related HIPAA control issues.	Various IT plans to address issues.	🟢	High	Medium	HIPAA compliance	Varies by HIPAA Fines	Ongoing	Yes	

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
Payments for Tuition and Fees by International Students Internal Controls (Summer Program)	Cash handling controls issues.	*International Students Management working with Chinese partner schools to improve cash handling controls and processes. * 2019 Summer Chinese Student program cash handling controls issues.		High	High	Financial Compliance & Theft and Fraud	>\$25K	Mar. 31, 2021	Yes	2019 Chinese Partner Higher Education Institutions Payment Issues for Summer Program. Director, Internal Audit, is currently working with International Students Office and Finance to improve cash handling controls and processes prior to next summer program. In process. Management working with partner schools. Note: Unplanned Project.
Higher Learning Commission (HLC) Accreditation Compliance Note: Project Monitored By Internal Audit	Assessment of General Education, Course, and Program Learning Outcomes; Faculty Participation; and Integration of Assessment and Program Review Results in the Budgeting Processes (3B, 4A,4B,5C)	Associate Provost is coordinating the writing of documentation of evidence to address Two Monitoring Reports		High	Medium	HLC Accreditation Compliance	N/A	June 1, 2021	Yes	HLC Accreditation Status November 30, 2019. <ul style="list-style-type: none"> PCC meets 100% of the HLC Criterion 1 Core Components. PCC meets 80% of HLC Criterion 2 and Criterion 3 Core Components. 20% met with concerns and need improvement. PCC meets 33% of HLC Criterion 4 Core Component. 66% met with concerns and need improvement. PCC meets 50% of HLC Criterion 5 Core Components. 50% met with concerns and need improvement.
	Correction of Concerns Identified in 2017 Audit from the Arizona Auditor General: Financial Reporting, Student Financial Assistance Cluster, TRIO Cluster, Information Technology, and Purchasing Controls (Federal Compliance, 2A,5A)	Associate Provost is coordinating the writing of documentation of evidence to address Two Monitoring Reports		High	Medium	Federal Compliance	N/A	June 1, 2021	Yes	
	Fiscal Management; Policies and Procedures Deficient.	College will disburse funds once a week.		High	Low	Federal Student Financial Aid Compliance	N/A	June 30, 2020	Yes	
	Enrollment Reporting; Non compliant with rules and regulations	College has worked diligently to address this issue. PCC developed a document to keep track of corrective action with due dates.		High	Low	Federal Student Financial Aid Compliance	N/A	Nov. 30, 2019	Yes	
	Return of Title IV	PCC collecting information on reasons for student withdrawals and evaluate impact on default rates		High	Low	Student Financial Aid Compliance	>\$100k	Sept. 30, 2019	Yes	Completed.

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
U.S. Dept. of Education (DOE) Federal Student Financial Aid Assessment Audit Note: Project Monitored By Internal Audit	Default Management and Prevention	PCC to develop a task force and create at Default Management Prevention Plan	🟢	High	Medium	Student Financial Aid Compliance	N/A	Jan. 31, 2020	Yes	
	Consumer Information	Policies and procedures are deficient. Missing elements, e.g. Notice of Federal Student Aid Penalties for Drug Law Violation	🟢	High	Medium	Student Financial Aid Compliance	N/A	September 30, 2019	Yes	
	Policy and Procedure Manual deficient	Business process mapping in place to understand each offices business process. Next phase to develop Policies and procedures.	🟢	High	Medium	Student Financial Aid Compliance	N/A	January 21, 2020	Yes	
	Satisfactory Academic Progress	PCC will develop a task force to put in a place a policy on how many times a student may change program of study	🟢	High	Medium	Student Financial Aid Compliance	N/A	January 30, 2020	Yes	
	Direct Loans	College is on track to make modifications to existing processes	🟢	High	Medium	Student Financial Aid Compliance	N/A	January 30, 2020	Yes	
	HR Strategic Plan	In plan of work for 2020	🟡	High	Medium	Federal and State Compliance Governing HR	N/A	December 31, 2021	No	Note: The target completion dates are estimates by Rachel Schaming, Interim Transition Officer, ELT member and HR Professional. The dates are subject to change. HR Strategic Plan will tie to PCC's SP – 0% completed.
	Talent Management (recruiting)	Significant progress in streamlining processes & reducing time-to-hire	🟢	High	Low	Federal and State Compliance Governing HR	N/A	On-going	Yes	Continuing to work on reducing time-to-hire # of days – 75% complete (on-going process to reduce hiring cycle # of days).
	Diversity and Equal Employment Opportunity	A conscious focus by the HR Team to create employment opportunities for all	●	High	Low	Federal and State Compliance Governing HR	N/A	Implemented / Ongoing	Yes	Well defined recruiting processes and position selection criteria- 100% complete.
	HR Staff Competencies (credentialing)	Significant progress – all HR consultants achieved PHR credentialing status in 2019	●	High	Low	Federal and State Compliance Governing HR	N/A	Implemented.	Yes	Outstanding achievement – Newer HR employees are arriving with the PHR – 100% complete.
	Employee Relations	Step-by-step discipline process being developed in 1 st Q of 2020	🟡	High	Medium	Federal and State Compliance Governing HR	N/A	March 31, 2020	Yes	Supervisor training will support how to follow the new process in alignment with new PCC policies – 0% complete. Estimated time to complete March 2020.

Audit/Project	Department / Function / Process	Management Corrective Action Plans (MCAP)	Status	Initial Risk Level	Risk Level After MCAP	Type of Risk(s)	Scope \$	MCAP Estimated Target Completion Date	MCAP On Track, Implemented or Progress Made Since January 1, 2019	Comments/Auditor Notes
Human Resources (HR) Audit Note: Project Monitored By Internal Audit	Comp/Class	College is in final stage of selecting a comp/class consultant for work in 1 st Q of 2020 – 0% completion		High	Medium	Federal and State Compliance Governing HR	\$ TBD	June 30, 2020	Yes	Disparities in comp/class may emerge over time. 0% completion – first phase – data gathering and analysis estimated to be completed by end of June 2020 – integration of recommendations make take 2+ years.
	OE/Training	Training & development curriculum		Low	Medium	Training & Development curriculum	N/A	June 30, 2020	Yes	New hire on-boarding updated, (100% completed). New development courses being created or revised – 50% completed – estimated time to complete June 2020 .
	HRIS	E-system manages all employee data. The HRIS is primarily managed in ESC.		High	Low		N/A	Implemented / Ongoing	Yes	Well-defined process to confidentially manage all employee data - 100% completed
	HR Technology	New HR professional has been hired to escalate implementation of the Cornerstone system		High	High		N/A	December 31, 2020	Yes	Streamlines all HR processes – eliminates excessive manual processes- 30% complete – estimated time to complete December 2020 .
	Workforce Staffing Analysis – institution-wide	Determines current employee competencies, identifies future skills needed and detects competency gaps		High	Medium		N/A	TBD. Not currently scheduled.	No	This analyses surfaces employee development needs, misalignment of talent & process improvement opportunities – Not currently scheduled .
	HR Metrics/Reporting	Identifies trends in hiring, departures, employee relations issues & training needs. EX: if turnover is high in a specific department; there may be an opportunity to develop the manager's coaching skills.		High	High		N/A	December 31, 2020	Yes	In plan of work for 2020. 10% completed – estimate key metrics will be in place by December 2020 .
	HR Facilities/Equipment	N/A		Low	Low	N/A	N/A	N/A	N/A	HR Facilities/equipment is adequate.

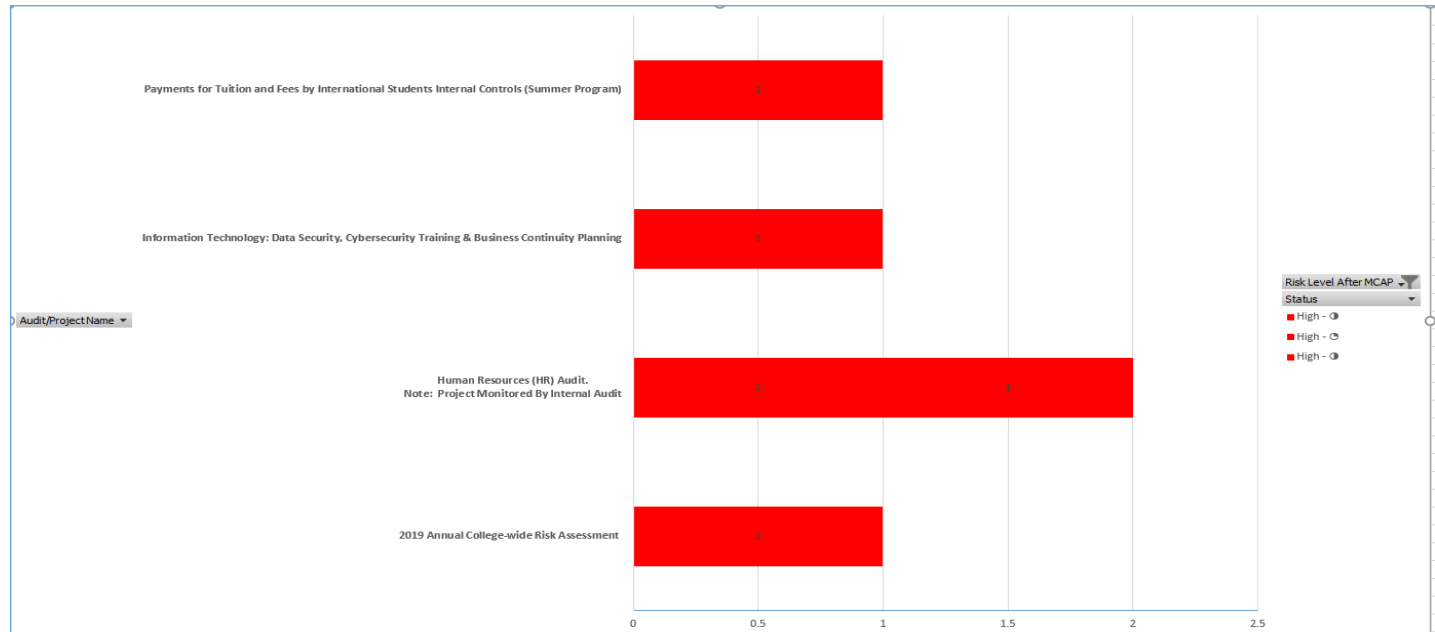
Audit / Project Finding Status and Risk Level After Management Corrective Action Plan (MCAP)	High			Total	Medium					Total	Low				Total	Totals
	●	○	●		●	○	○	○	●		●	○	○	●		
2019 Annual College-wide Risk Assessment			1	1												1
Automotive Audit						1					1					2
Aviation Center Controls Follow Up Audit					1						1			1	1	2
Center for International Education and Global Engagement Audit (International Students Office) Follow Up Audit									1	1	9			1	10	11
Clery Act Compliance Monitoring											3				3	3
College-wide Building Security and Access Control Working Group Committee						1					1					1
Culture Audit							1				1					1
Health Insurance Portability and Accountability Act (HIPPA) Data Security						3					3					3
Higher Learning Commission (HLC) Accreditation Compliance. Note: Project Monitored By Internal Audit						2					2					2
Human Resources (HR) Audit. Note: Project Monitored By Internal Audit	1	1		2			1	4		5	1			4	5	12
Information Technology: Data Security, Cybersecurity Training & Business Continuity Planning	1			1		1				1						2
Intercollegiate Athletics Follow Up Audit						7			1	8	2			2	4	12
Marketing & Advertising Request for Procurement (RFP) Vendor Selection Process Assessment								8		8		10			10	18
Payments for Tuition and Fees by International Students Internal Controls (Summer Program)		1		1												1
U.S. Dept. of Education (DOE) Federal Student Financial Aid Assessment Audit. Note: Project Monitored By Internal Audit						5				5	2			1	3	8
Totals	2	2	1	5	1	20	10	4	2	37	19	10	1	9	39	81



High

Audit / Project Finding Status and Risk Level After Management Corrective Action Plan (MCAP)

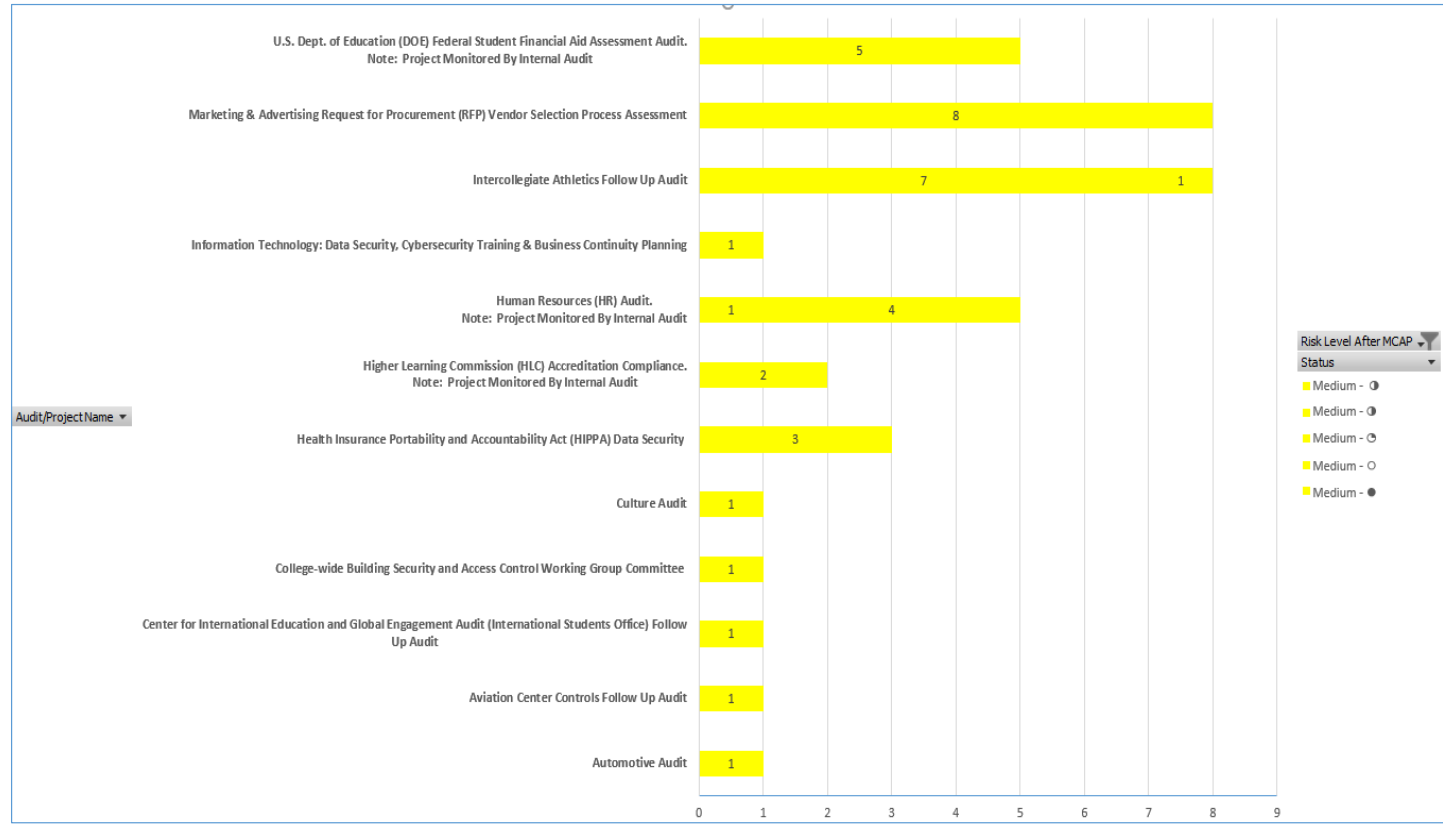
	High			Total	Totals
	🟡	🟠	🔴		
2019 Annual College-wide Risk Assessment			1	1	1
Human Resources (HR) Audit. Note: Project Monitored By Internal Audit	1	1		2	2
Information Technology: Data Security, Cybersecurity Training & Business Continuity Planning	1			1	1
Payments for Tuition and Fees by International Students Internal Controls (Summer Program)		1		1	1
Totals	2	2	1	5	5



Medium

Audit / Project Finding Status and Risk Level After Management Corrective Action Plan (MCAP)

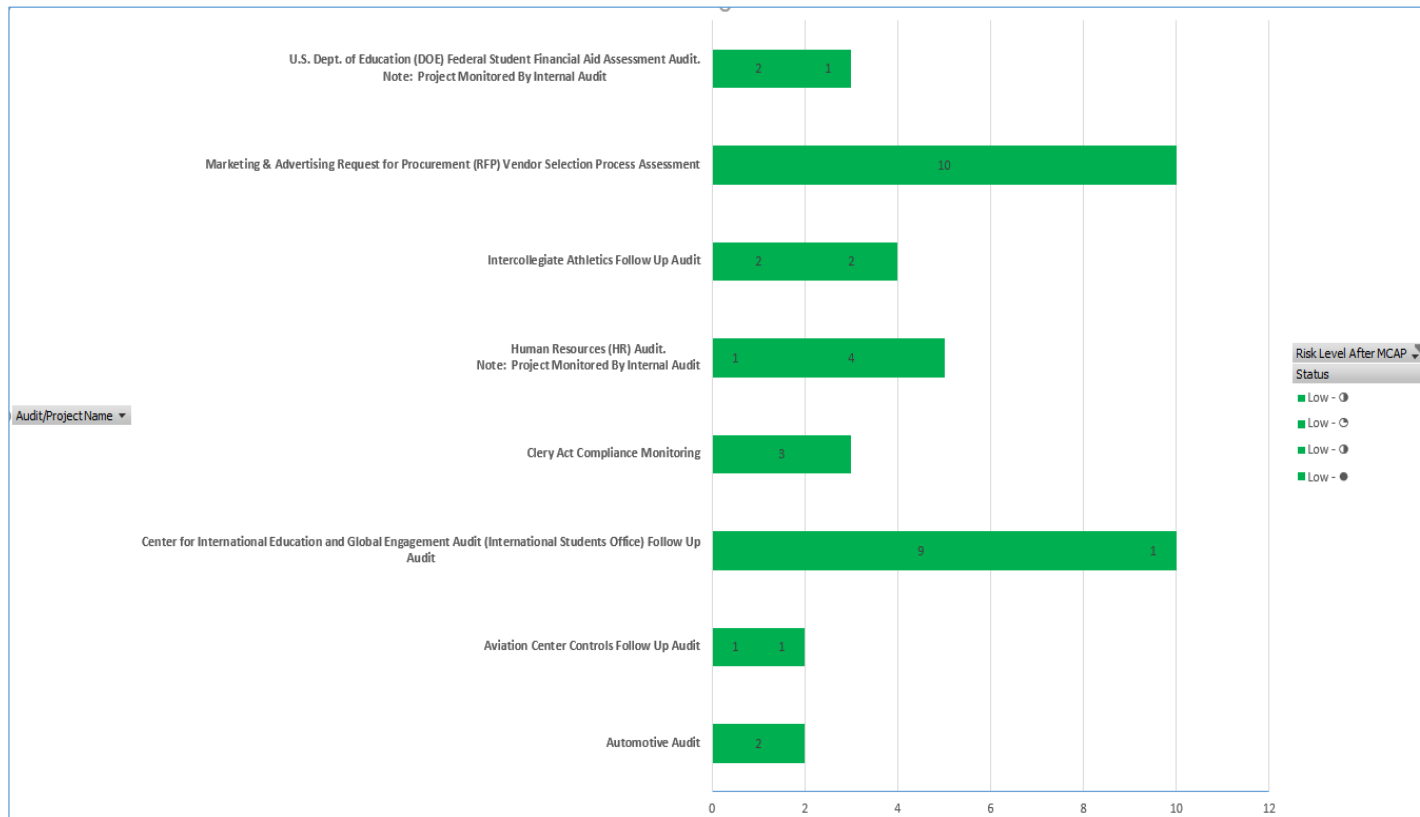
	Medium					Total	Totals
	1	1	1	0	●		
Automotive Audit		1				1	1
Aviation Center Controls Follow Up Audit	1					1	1
Center for International Education and Global Engagement Audit (International Students Office) Follow Up Audit				1		1	1
College-wide Building Security and Access Control Working Group Committee		1				1	1
Culture Audit			1			1	1
Health Insurance Portability and Accountability Act (HIPPA) Data Security		3				3	3
Higher Learning Commission (HLC) Accreditation Compliance. Note: Project Monitored By Internal Audit		2				2	2
Human Resources (HR) Audit. Note: Project Monitored By Internal Audit			1	4		5	5
Information Technology: Data Security, Cybersecurity Training & Business Continuity Planning		1				1	1
Intercollegiate Athletics Follow Up Audit		7		1		8	8
Marketing & Advertising Request for Procurement (RFP) Vendor Selection Process Assessment			8			8	8
U.S. Dept. of Education (DOE) Federal Student Financial Aid Assessment Audit. Note: Project Monitored By Internal Audit		5				5	5
Totals	1	20	10	4	2	37	37



Low

Audit / Project Finding Status and Risk Level After Management Corrective Action Plan (MCAP)

	Low				Total	Totals
	🟢	🟡	🔴	🟠		
Automotive Audit	2				2	2
Aviation Center Controls Follow Up Audit			1	1	2	2
Center for International Education and Global Engagement Audit (International Students Office) Follow Up Audit	9			1	10	10
Clery Act Compliance Monitoring	3				3	3
Human Resources (HR) Audit. Note: Project Monitored By Internal Audit	1			4	5	5
Intercollegiate Athletics Follow Up Audit	2			2	4	4
Marketing & Advertising Request for Procurement (RFP) Vendor Selection Process Assessment		10			10	10
U.S. Dept. of Education (DOE) Federal Student Financial Aid Assessment Audit. Note: Project Monitored By Internal Audit	2			1	3	3
Totals	19	10	1	9	39	39



Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2019

Finance and Audit Committee Meeting
February 14, 2020
Presented by: Agnes Maina



Revenues by Source

	<u>FY 2019</u>	<u>FY 2018</u>	<u>\$ Change</u>	<u>% Change</u>
<u>Operating Revenues</u>				
Tuition and Fees (net of allowances)	\$ 27,441,078	\$ 28,532,331	\$ (1,091,253)	-3.8%
Contracts	3,690,885	2,766,925	923,960	33.4%
Commissions and Rents	1,137,559	1,067,161	70,398	6.6%
Other Operating Revenues	<u>1,226,272</u>	<u>1,008,383</u>	<u>217,889</u>	<u>21.6%</u>
Total Operating Revenues	33,495,794	33,374,800	120,994	0.4%
<u>Nonoperating Revenues</u>				
Property Taxes	116,162,277	111,324,689	4,837,588	4.3%
Federal Grants	40,423,631	42,048,279	(1,624,648)	-3.9%
State and Local Grants	1,575,675	1,323,106	252,569	19.1%
Share of State Sales Tax	2,651,288	2,418,985	232,303	9.6%
Gifts	766,260	706,141	60,119	8.5%
Investment Income	4,305,456	626,296	3,679,160	587.4%
Other Nonoperating Revenues, net	<u>94,706</u>	<u>7,789</u>	<u>86,917</u>	<u>1115.9%</u>
Total Nonoperating Revenues	165,979,293	158,455,285	7,524,008	4.7%
Capital Gifts and Grants	12,574	80,650	(68,076)	-84.4%
Total Revenues	\$ 199,487,661	\$ 191,910,735	\$ 7,576,926	3.9%



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Expenses by Category

	<u>FY 2019</u>	<u>FY 2018</u>	<u>\$ Change</u>	<u>% Change</u>
<u>Operating Expenses</u>				
Educational and General				
Instruction	49,107,804	51,138,005	(2,030,201)	-4.0%
Academic Support	21,283,643	24,914,373	(3,630,730)	-14.6%
Student Services	24,979,942	27,188,490	(2,208,548)	-8.1%
Institutional Support	32,503,926	32,910,008	(406,082)	-1.2%
Operation and Maintenance of Plant	16,432,731	14,767,795	1,664,936	11.3%
Student Financial Aid	16,095,595	16,557,909	(462,314)	-2.8%
Auxiliary Enterprises	681,532	877,258	(195,726)	-22.3%
Depreciation	<u>6,626,827</u>	<u>7,117,410</u>	<u>(490,583)</u>	<u>-6.9%</u>
Total Operating Expenses	167,712,000	175,471,248	(7,759,248)	-4.4%
<u>Nonoperating Expenses</u>				
Loss on Capital Asset Disposal	-	54,672	(54,672)	-100.0%
Other Non operating expenses	451,557	-	451,557	
Interest on Capital Asset Related Debt	<u>883,313</u>	<u>32,493</u>	<u>850,820</u>	<u>2618.5%</u>
Total Nonoperating Expenses	1,334,870	87,165	1,247,705	1431.4%
Total Expenses	\$ 169,046,870	\$ 175,558,413	\$ (6,511,543)	-3.7%



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Operating Expenses by Type

<u>Expense Type</u>	<u>FY 2019</u>	<u>FY 2018</u>	<u>\$ Change</u>
Employee Compensation and Benefits	\$ 107,435,111	\$ 116,106,384	\$ (8,671,273)
Communication and Utilities	5,235,690	5,469,192	(233,502)
Travel	2,167,994	2,015,353	152,641
Contractual Services	19,127,705	16,303,721	2,823,984
Supplies and Materials	7,313,801	7,718,640	(404,839)
Student Financial Aid	16,095,595	16,557,910	(462,315)
Other Expenses	3,709,275	4,182,638	(473,363)
Depreciation	<u>6,626,829</u>	<u>7,117,410</u>	<u>(490,581)</u>
Total Operating Expenses	\$167,712,000	\$175,471,248	\$ (7,759,248)



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Net Position

<u>Item</u>	<u>FY 2019</u>	<u>FY 2018</u>	<u>\$ Change</u>
Cash and Cash Equivalents	\$ 62,856,763	\$ 73,008,446	\$ (10,151,683)
Short + Long-term Investments	146,749,504	56,874,331	89,875,173
Other Current + Non-Current Assets	114,090,192	104,672,670	9,417,522
Total Assets	323,696,459	234,555,447	89,141,012
Total Liabilities	201,635,692	147,207,659	54,428,033
Total Net Position	118,849,730	88,408,939	30,440,791
Net Position			
Invested in Capital Assets (net of related debt)	92,872,863	96,772,449	(3,899,586)
Restricted Net Position	29,435,074	12,451,846	16,983,228
Unrestricted Net Position	(3,458,207)	(20,815,356)	17,357,149
Total Net Position	\$ 118,849,730	\$ 88,408,939	\$ 30,440,791



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Revenues, Expenses, and Changes in Net Position

<u>Item</u>	<u>FY 2019</u>	<u>FY 2018</u>
Total Operating Revenues	\$ 33,495,794	\$ 33,374,800
Total Operating Expenses	<u>167,712,000</u>	<u>175,471,248</u>
Operating Loss	(134,216,206)	(142,096,448)
Net Non Operating Revenues	164,644,423	158,368,120
Income before Capital Appropriations, Gifts, and Grants	30,428,217	16,271,672
Capital Gifts and Grants	<u>12,574</u>	<u>80,650</u>
Increase in Net Position	\$ 30,440,791	\$ 16,352,322



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Summary

- Unmodified opinion from the Arizona Office of the Auditor General indicating the College's financial statements are reliable, fairly presented, and prepared according to accepted accounting principles
- Financial Statements demonstrate progress towards the three-year budget plan in preparation for the projected FY21 Expenditure Limit
 - Decrease in total expenditures, particularly personnel expenses
 - Significant increase in investment revenues due to diligent cash management
 - Net position indicates strong financial standing and additions to overall assets, reserves, and investments



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A special thank you to Financial Services for their work on the CAFR

*Daniel Soza, Agnes Maina, Carl Englander,
Aurora Juarez, Marisa Mandal, Melissa Morrison,
Tim Rapoza, & Bernard Simon*



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Revenue Bond Projects - Inception to Date

FY=20 Period=14

<u>FUND</u>	<u>FUND_DESC</u>	<u>Revenues</u>	<u>Personnel</u>	<u>Other Expenditures</u>	<u>Transfers</u>	<u>Fund Balance</u>
581999	Rev Bonds Control Fund	66,296,578	0	(443,102)	(6,210,888)	59,642,588
5R8000	RVB PROJ - Control	66,296,578	0	(443,102)	(6,210,888)	59,642,588
581001	RVB Proj -Advanced Mfg.New Bldg	0	0	(1,127,571)	685,304	(442,267)
5R8001	RVB PROJ - Applied Tech- Building	0	0	(1,127,571)	685,304	(442,267)
581003	RVB Proj - Transportation New Bldg	0	0	(719,984)	296,889	(423,095)
5R8002	RVB PROJ - AppTech COE AE WFD SS	0	0	(719,984)	296,889	(423,095)
581005	RVB Proj - ST Bldg Renovations	0	0	(116,402)	69,073	(47,329)
5R8003	RVB PROJ - AppTech Weld,Mach,Engr,M	0	0	(116,402)	69,073	(47,329)
581007	RVB Proj - AppTech Makerspace CAD	0	0	(1,787)	1,787	0
5R8004	RVB PROJ - AppTech Makerspace CAD	0	0	(1,787)	1,787	0
581011	RVB Proj -DC Copper RE	0	0	(1,373,263)	1,373,263	0
581009	RVB Proj -DC Frontier RE	0	0	(1,361,845)	1,361,845	0
581036	RVB Proj -DC RE Infrastructure Dev	0	0	(76,335)	40,000	(36,335)
581034	RVB Proj -DC 333 W Drachman (FT2)	0	0	(1,726,753)	1,709,959	(16,794)
581032	RVB Proj -DC Historic Assessment	0	0	(44,376)	44,376	0
5R8005	RVB -DC Campus Expansion & Developm	0	0	(4,582,572)	4,529,443	(53,129)
581013	RVB Proj -PSI ESI	0	0	(8,224)	0	(8,224)
5R8007	RVB PROJ -PSEI EMSI	0	0	(8,224)	0	(8,224)
581015	RVB Proj -Science Labs	0	0	(25,150)	2,210	(22,940)
5R8008	RVB PROJ -Science Labs	0	0	(25,150)	2,210	(22,940)
581017	RVB Proj -Allied Health COE	0	0	(20,032)	7,496	(12,536)
5R8009	RVB PROJ -Allied Health COE	0	0	(20,032)	7,496	(12,536)
581019	RVB Proj -EC Bookstore/Food Svc	0	0	(49,443)	219,002	169,559
5R8010	RVB PROJ -EC Bookstore/Food Svc	0	0	(49,443)	219,002	169,559
581021	RVB Proj -DC Bookstore/Food Svc	0	0	(446,916)	389,689	(57,227)
5R8011	RVB PROJ -DC Bookstore/Food Svc	0	0	(446,916)	389,689	(57,227)
581023	RVB Proj -NW Bookstore/Food Svc	0	0	(3,750)	4,126	377
5R8012	RVB PROJ -NW Bookstore/Food Svc	0	0	(3,750)	4,126	377
581025	RVB Proj -WC Campus Store	0	0	0	0	0
5R8013	RVB PROJ -WC Bookstore/Food Svc	0	0	0	0	0
581027	RVB Proj -DV Cafe	0	0	0	0	0
5R8014	RVB PROJ -DV Bookstore/Food Svc	0	0	0	0	0

Revenue Bond Projects - Inception to Date

FY=20 Period=14

<u>FUND</u>	<u>FUND_DESC</u>	<u>Revenues</u>	<u>Personnel</u>	<u>Other Expenditures</u>	<u>Transfers</u>	<u>Fund Balance</u>
500005	"Revenue Bonds" Revenue	0	0	0	0	0
5RVBND	Revenue Bond Funded Projects	0	0	0	0	0
		66,296,578	0	(7,544,932)	(5,870)	58,745,777

Fiscal Year 2020-2021 Budget Discussion

Finance and Audit Committee Meeting
February 14, 2020
Presented by: Daniel Soza



Strategies and Opportunities Discussed

- Increase capital leases and other financing methods for deferred maintenance
- Prop 301 to fund workforce program operating expenses
- Discontinue non viable program/courses and reallocate resources – Implement program and course viability studies to eliminate ineffective programs by FY22
- ~~Reduce fringe benefit costs by shifting some cost increase to employees~~
- Aggressive or moderate tuition increases for three years
- ~~No salary pool increases in FY21~~
- Fund Allied Health and Science Building through capital reserves – Proposed \$9M per year
- Position freezes/retirement savings



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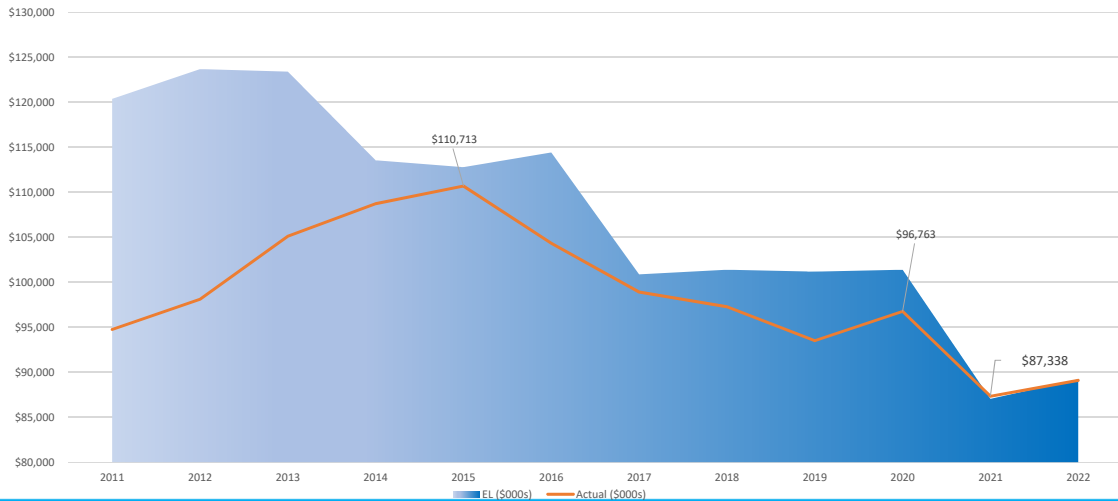
Challenges

- Struggling enrollment and declining outlook
- Limited potential growth in other revenues
- Structural inefficiencies and continued resistance to reductions
 - All services at all places
 - Classroom inefficiencies (scheduling, course capacity)
- Funding College priorities with limited EL capacity
- Reallocating resources

Updated Revenue Projections

- Property Taxes
 - Growth = \$2.0M
 - Tax Levy Increase of 2% = \$2.4M
- State Funding – Governor’s Proposed FY21 Budget
 - Proposed Increased to STEM = \$1.8M

Actual/Estimated Expenditures vs. Expenditure Limitation



Governing Board Direction – Student-Focused Priorities

- Review net savings for Open Educational Resources and strategies to reduce overall cost of attendance
- Review fee structures to provide student technology and ensure digital literacy and integrated classroom experiences
- Design tuition scenarios (\$0, \$2, and \$4)
- Create a robust program to provide students with work experience
- Evaluate Athletics programs for sustainable excellence

Governing Board Direction – Additional Priorities

- Continue to review selling or leasing physical space
- Increase marketing budget
- Implement partnership programs
- Seek new grant opportunities
- Prioritize employee salaries and benefits



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Salaries and Wages

- Regular Employees: 1.0% increase = \$1.1M
 - Cost of Living Adjustment
 - Merit
- Adjunct Faculty: 1.0% increase = \$0.2M



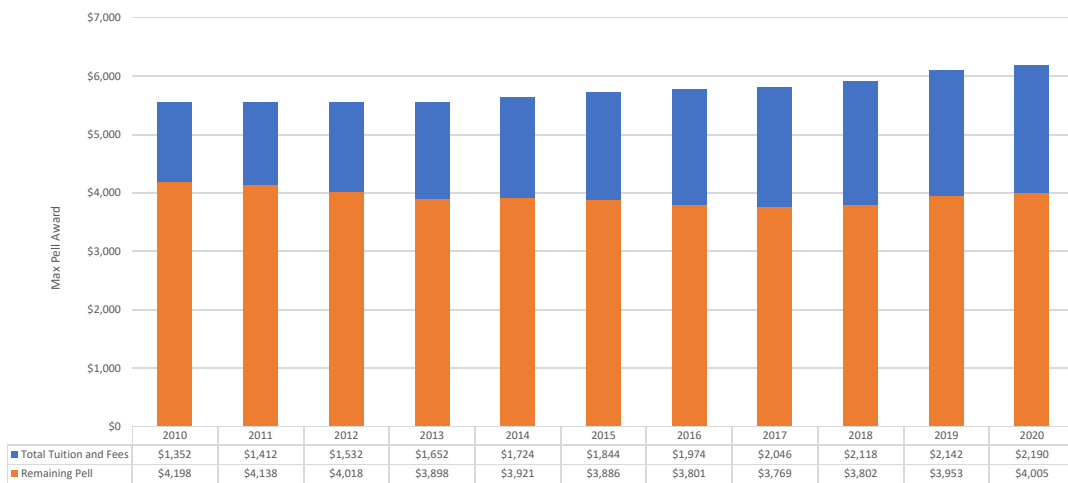
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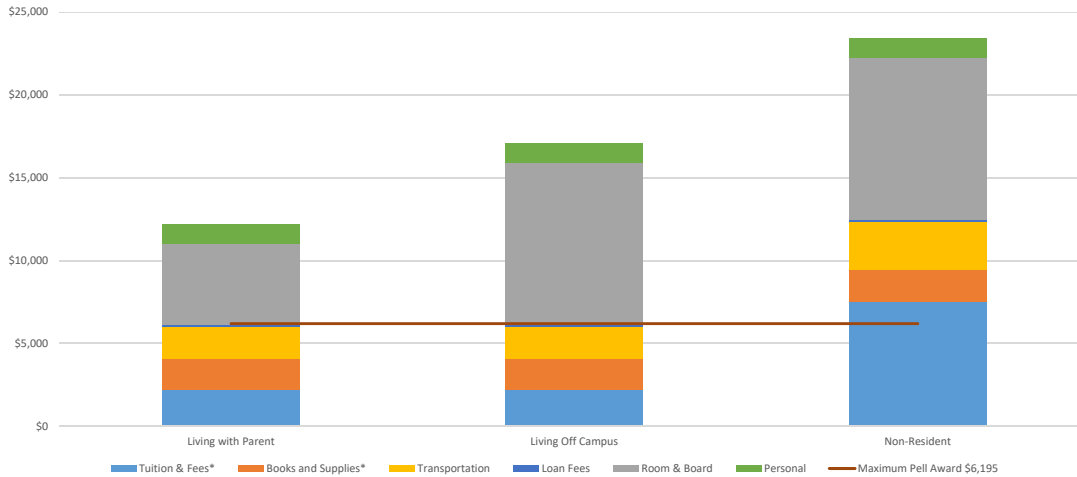
Example Increases to Revenues and Expenditures

	\$0 Increase per Credit Hour to In State Resident Tuition Rate	\$2.00 Increase per Credit Hour In State Resident Tuition Rate	\$4.00 Increase per Credit Hour In State Resident Tuition Rate
Revenues			
Tuition	\$0	\$860,000	\$1,720,000
Expenditures			
<u>Personnel</u>			
Salary Pool Increase	\$0 (+0%)	\$550,000 (+0.5%)	\$1,100,000 (1.0%)
Adjunct Faculty	\$0 (+0%)	\$200,000 (1.0%)	\$500,000 (2.5%)
<u>Budget Enhancements</u>			
Marketing	\$0	\$110,000	\$120,000
<u>Expenditure Limitation Strategies</u>			
Certificates of Participation			

Total PCC Tuition & Fees vs. Max Pell Award (For In-State Students Taking 12 credits in both Fall and Spring)



2019-2020 Cost of Attendance (For Students Taking 12 Credits in both Fall and Spring)



Reducing Cost of Attendance

- Open Educational Resources (OER) Initiative
 - Summer 2019 savings estimated at \$261,400
 - Fall 2019 savings estimated at \$984,100
- Full Year estimated at approximately \$2,000,000
 - \$1 per credit increase to In-State Resident rate = \$430,000
 - Equivalent of \$4.65 per credit

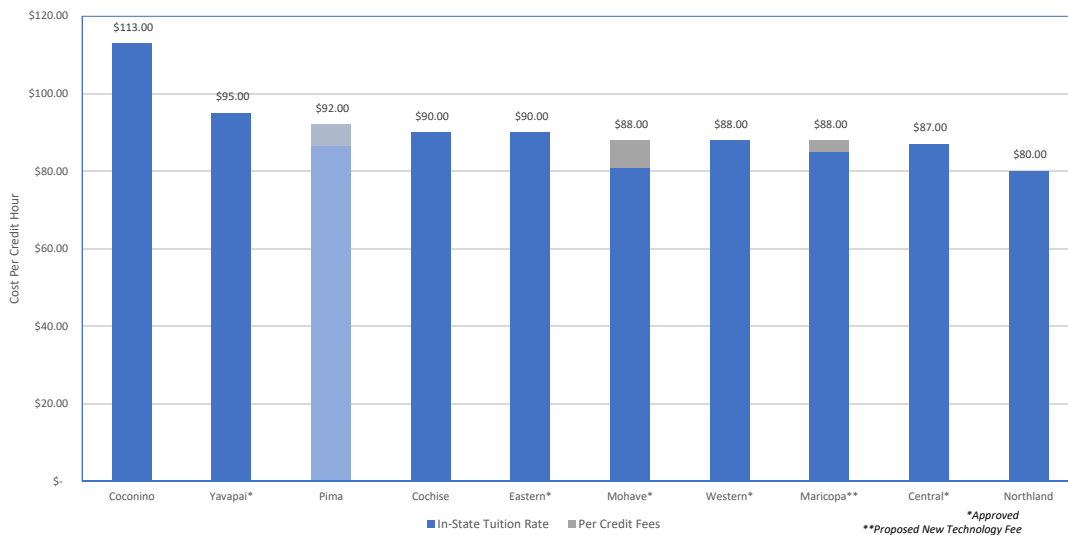
Current and Proposed Tuition and Service Fees

	\$0 Increase	\$2.00 Increase	\$4.00 Increase
Tuition			
In-State Resident (per credit)	\$84.50	\$86.50	\$88.50
Non-Resident Classroom - Fall/Spring (per credit)	\$306.00	\$308.00	\$310.00
Non-Resident Classroom - Summer (per credit)	\$235.00	\$237.00	\$239.00
Non-Resident Online (per credit)	\$216.00	\$218.00	\$220.00
Differential Tuition A (per credit)	\$41.00	\$43.00	\$45.00
Differential Tuition B (per credit)	\$72.00	\$74.00	\$76.00
Service Fees			
Processing Fee (per semester)	\$15.00		
Technology Fee (per credit)	\$2.50		
Student Services Fee (per credit)	\$3.00		



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2020-2021 Proposed Tuition and Fees - AZ Community Colleges



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Feedback from Student Senate

- Meeting held on February 14, 2020



Discussion and Feedback

Additional Resources and Data



Links to Additional Information

- [Financial Ratios](#)
- [Financial and Operational Performance Indicators](#)
- [Benchmarking Metrics](#)
- [Expenditure Limitation Information](#)
- [Understanding Property Taxes](#)
- [FY21 Budget Development Calendar](#)

Strategic Priorities

- [2017-2021 College Strategic Plan](#)
- [Educational Master Plan](#)
- [Facilities Master Plan](#)
- [Diversity, Equity, and Inclusion Plan](#)
- [Strategic Enrollment Management Plan](#)
- [Chancellor's Goals, Objectives, and Timelines, 2019-2020](#)



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Fiscal Year 2020 Enrollment Revitalization Funds - Quarterly Reports

In 2017, the Governing Board adopted a plan to reduce operational expenses to meet the projected Expenditure Limit (EL) for fiscal year (FY) 2021. The three-year plan reduces expenditures by \$5.0M each year, from fiscal year 2018-2020, and the fiscal year 2020 budget will be the third year of this plan. Although the College is on track to meet the projected EL, full time student equivalents (FTSE) remain important, as any continuing declines will result in a further decrease in the College's Expenditure Limit.

Conversations with the Governing Board at their [April 29, 2019 Study Session](#) yielded a request to explore the excess EL capacity for use in the fiscal year 2020 budget. In addition, the Governing Board requested a clear outline of the projects, costs, and expected return on investment (ROI). Prior to the Study Session, brief proposals from Marketing and Enrollment Management were shared with the Governing Board's Finance and Audit Committee on [April 19, 2019](#); the Committee supported the notion of using one-time funding to boost enrollment.

On May 8, 2019, the Governing Board approved the [capital budget plan for FY20](#), which included \$2.0M in one-time funds to improve classroom technology and the student experience. The [proposed budget](#), presented to the Governing Board on the same date, included \$5.0M in budget capacity for targeted projects to boost FTSE. Some of the projects, including Marketing and Enrollment Management, were already in development, and the Chancellor requested employees submit creative ideas to boost FTSE.

The projects were reviewed by Administration on May 21, 2019, and categorized into the following areas:

- Marketing/Outreach
- Persistence/Retention
- Program Development/Expansion
- Professional Development
- Scholarships/Cost Reductions

On [June 12, 2019](#), the Governing Board adopted the FY20 budget, which included \$5.0M in Enrollment Revitalization funds. A total of \$3,206,207 in projects were approved by Administration and [presented](#) to the Governing Board. Following are updates on each of the projects, including the progress towards the ROI (for the period from October to December 2019) and the total funds expended through November 2019.

Marketing: Signage, Advertising, and Sponsorships

Project Owner:

Lisa Brosky, Vice Chancellor for External Relations

Return on Investment:

Millions of views for advertisements and signage.

Sponsorships to target specialized populations (ex: TenWest, 100 Full Time Student Equivalent [FTSE]).

Budget:

\$1,391,000

Progress to Date:

Marketing:

Summer and Fall

Expansion of Brand Rollout:

One-time funds allowed the message to run through August and into September and October. It included TV commercials, radio, Spanish language radio, print, and outdoor. One time funds also will allow for a significantly greater January to June (2020) push than usual.

Success of these advertising efforts can be seen in traffic to our “microsite,” *KeepStrivingPima.com*, which is user-friendly front door to Pima.edu. People get to this microsite only through advertising. April-August 2019, *KeepStrivingPima.com* had 25,047 visitors, 41,653 pageviews, 32,859 unique pageviews and other very positive indicators. *NOTE: KeepStrivingPima.com outperformed on every measure the previous microsite, PCCThinkSmart.com, which demonstrates the effectiveness of the additional advertising.*

Targeted advertising:

Funds were used to promote Pharmacy Tech, which reported an increase in headcount (6.67 percent, enrollment, 14.71 percent, and FTSE up 2.54 percent; and Therapeutic Massage, which reported increased enrollment of 2.65 percent and FTSE up 2.5 percent. *NOTE: These are CTD programs, which are weighted more heavily for FTSE.*

One-time funds also supported a Spanish-language campaign for Fall enrollment that included print, radio and digital. We cannot tie this directly to enrollment but the digitals advertisements delivered 1.1 million impressions and brought 1,211 new users to the Pima.edu site.

Spring and Summer:

- January to August enrollment campaign (Budget from one-time funds: \$200,000)

- Targeted campaign to high school juniors and seniors who have taken the ACT (\$45,000)
- Applying branding to PimaOnline and advertising rollout (\$200,000)
- Applying branding to Workforce (\$50,000)
- Spanish-language development and translation for new Pima.edu Spanish-language webpages: \$30,000
- Development of Mascot (\$20,000)
- TDB Targeted campaigns (\$75,000 - \$125,000)

Sponsorships:

\$20,000 Sponsorship of TenWest Festival

- Faculty/Staff/Student participation in full festival
- Sponsorship of workforce day and central role in day's events

\$7,000 Sponsorship of Downtown Nights/Downtown Lights

- Logo on 16 New Solar Powered Refuse Panels
- Logo on All Printed Materials (Posters-500, Rack Cards-5000, Table Tents-Downtown Restaurants-500)
- Included in Social Media Campaign (81K Followers)
- Individual Social Media Shout Outs (81K Followers)
- Logo on Downtown and Holiday Websites
- Instagram Takeover
- Included in Press Releases
- Mentioned in Radio Ads
- VIP Parade Seating and Parking Passes (4)
- Entry into the Parade of Lights
- Included in Jacome Plaza Event Signs (6) - Bonus Benefit

\$5,000 Sponsorship of the American Heart Walk

- Start line/Finish line signage
- Booth at pre-walk expo

\$1,670 Festival of Books

- 20 x 20 corner booth

Campus Signage (Budget \$325,000)

Campus signage to be done in Spring 2020

- Street pole banners
- Window graphics
- Interior signage

Total Expenses to Date: \$1,203,670 (spent or allocated)

Enrollment Management: Blackboard for Enrollment Services

Project Owners:

Dr. Irene Robles-Lopez, Vice President of Student Affairs,
David Arellano, Dean of Enrollment Management

Return on Investment:

Enrollment coaching and engagement campaigns for up to 17,000 student records.

Budget:

\$207,500

Describe the Progress: In Progress

Coaching Campaign

The focus of the coaching campaign will be to dial and re-engage prospects for PCC who have started applications in the past but stalled out before completing their enrollment. Those prospects contacted by BB, and who show interest in enrolling, will be assigned to an enrollment coach who will assist them through the remainder of the process.

- Campaign start date: December 5th (“Go Live” scheduled)
- Campaign will outreach to 7,000 students
- Target Spring 2020 enrollment
 - Campaign will target January 16 start (16-week) and March 24 start (2nd 8-week)
- Target students who have applied to Pima and not yet registered
 - Emphasis on building the relationship, coaching students through degree options and program of study, advising through enrollment process to registration and follow up through the start of class
- Student will speak with same enrollment coach through the entire campaign
- Phone calls will be made to students #1 phone number. #2 number could be alternative to reach unresponsive students/bad phone numbers
- Call attempts will be made throughout campaign
- 5 email templates have been created for various outreach and touchpoints for students coaches have not yet made contact with
- BB provided marketing photos from Pima (Marketing) for creative design of marketing communication to students
- BB provided phone number with 520 area code and email with @pima.edu for coaches to communicate with students. This will reassure students that the call is originating from the college
- BB was provided a data file share
- BB was provided with a FAQ sheet for enrollment process and advising inquiries
 - FAQ sheet address: MM, placement tests, NSO, financial aid, veterans benefits, transcript evaluations, how to locate schedule of classes, how to register for classes, SSC locations and hours, etc.
- BB created student journey map for process flow of calls and connection to a coach

- BB created a communication plan (email communication) and edits were made by Pima
- BB and Pima developed success metrics for ROI
- Data will be presented in late spring, after drop deadline for second 8-week courses

Engagement Campaign

The focus of the engagement campaign will be to re-engage students who have previously attended Pima, but stopped out (Some college, no degree).

- Campaign start date: December 16th (“Go Live” scheduled)
- Campaign will outreach to 5,000 students
- Target Spring 2020 re-enrollment
- Target Stop Outs (Some college, no degree): students who previously attended Pima and stop taking courses in Fall 2018 through Spring 2017 (previous 5 terms)
- Up to 2 calls per student; included additional automated dialing and text messages
- Calling days and hours (Tuesday-Friday, 11am-8pm EST)
 - This is a schedule reflecting 2 live attempts (1st and 2nd) and 3 automated attempts (3rd-5th).
 - 1st Attempts – 12/16-12/23
 - 2nd Attempts – 12/31-1/10
 - 3rd Attempts – 01/13
 - 4th Attempts – 01/14
 - 5th Attempts – 01/15

Total Expenses to Date: No additional expenses to date

Professional Development: Teaching and Learning Center (TLC)

Project Owners:

Dr. Dolores Durán-Cerda, Provost and Executive Vice Chancellor for Academic and Student Services

Kate Schmidt, Executive Director for Faculty Affairs and Development

Dr. Mays Imad, Coordinator of Teaching and Learning Center

Return on Investment:

Collocating the most current and high-quality pedagogical methods and disseminating them to both full- and part-time faculty.

Budget:

\$236,630

Describe the Progress:

1. This fall, the TLC began a series of in-person professional development opportunities to all faculty who seek to improve student success in their classrooms. Celebrating and sharing expertise both from inside and outside the college we will focus on evidence-informed high impact teaching and learning practices: [active learning](#), [inclusive teaching](#), [student engagement](#), and [the scholarship of teaching & learning \(SoTL\)](#). Themes were determined based off of the initial TLC survey sent out to all faculty last January, 2019 which revealed that the faculty at PCC are asking for professional development support in the area of teaching and learning concerning the following themes:

Scholarship of T&L

Student Engagement

Active Learning

Inclusive Teaching

Assessment

Accordingly, the TLC offered the following events through November:

	Date	Location/Time	Topic	Presenter	Number of attendees
1	Friday, Sept. 6	9-11 am DC Library, Room 153	What is the Scholarship of Teaching & Learning? How and Why	Mays Imad	31
2	Thursday Sept 12	1-2 Downtown Campus, CC-251	How to set Goals for Annual Evaluation (FT Faculty Only)	Sandra Shattuck, Tal Sutton	6
3	Friday, Sept. 13	9-11 am DC Library, Room 153	How People Engage & Learn?	Stanley Lo	38
4	Monday, Sept 16	2:15-3:15 DV, Community Room F123	How to set Goals for Annual Evaluation (FT Faculty Only)	Sandra Shattuck	1
5	Friday, Sept. 20	1-3 pm DC Library, Room 153	Active Learning, Critical Thinking, and Student Success	Brian McNeerney	31
6	Friday, Sept. 27	1-3 pm DC RV Bldg, Room 116	Active Learning, Critical Thinking, and Student Success	Brian McNeerney	27
7	Friday, Oct. 4	9-11 am DC Library, Room 153	Trauma-informed Pedagogy	Ryan Daily	23
8	Friday, Oct. 11	9-11 am DC Library, Room 153	Assessment Towards Equity	Brooke Anderson	26
9	Friday, Oct. 18	1-3 pm DC Library, Room 153	Critical Online Pedagogy	Reed Dickson	36

	Date	Location/Time	Topic	Presenter	Number of attendees
10	Friday, Oct. 25	9-11 am DC Library, Room 153	Metacognition & Student Learning	Josh Caulkins	43
11	Friday, Nov. 1	9-11 am DC Library, Room 153	Cultivating Meaningful Relationships	Peter Felten	49
12	Friday, Nov. 8	9-11 am DC Library, Room 153	Writing Across the Curriculum	Shelly Dorsey	27
13	Friday, Nov. 22	9-11 am DC Library, Room 153	Contemplative Pedagogy	Rhonda Magee	47

Bold = external scholars

In accordance with the TLC mission (*to support student learning and success by engaging all faculty in an evidence-based, student-centered, equitable, and collegial approach to teaching and learning*), the workshops are aimed to engage our faculty in scholarly teaching; the research on student engagement; and faculty learning communities. This phase of the TLC development not only offers workshops for professional development that will enhance teaching and learning at PCC, importantly, this phase will carve a path that will allow for a cultural shift in the way the college views teaching and learning--where exemplary teaching is viewed as a community endeavor we all pursue and aspire others to do so. Such cultural shift, the TLC believes, will not only increase meaningful student learning but also improve the overall faculty morale at the college.

2. The TLC will provide training opportunities to promote the understanding of the ever-changing field of technology and the use of artificial intelligence and virtual reality and the use of that in teaching and learning. This effort aligns with the Chancellor's commitment to bringing PCC to the forefront with respect to the use of technology in teaching and learning. To this end, the TLC will co-host with PimaOnline a session on the utility of Artificial Intelligence in Online Teaching with Dr. Jasmin Cowin. Date 3/16/2020.
3. The TLC will engage the faculty in a discussion about enrollment and the role of faculty development in increasing recruitment and retention. The following semester, the TLC will hold an event designated to this topic open to all faculty. Date 2/28/2020.
4. We have a full schedule next semester. We will be partnering with the following offices to deliver more specific programs (for their designated departments):
 - a. Developmental Education & Adult Education (we will have a faculty professional development day on 3/16/2020)
 - b. Nursing
 - c. Enrollment Management
 - d. Office of ADR
 - e. Diversity, Equity, and Inclusion Office
 - f. Nursing and Allied Health

Future Plans:

The following workshop events are scheduled for the remaining of the semester

13	Friday, Dec. 6	9-11 am DC Library, Room 153	Integrative Learning	Sandra Shattuck
14	Friday, Dec. 13	9 am -1 pm DC Library, Room 153	Reflecting Forward	Mays Imad

Bold = external scholars

Recognizing that not all faculty are able to make the in-person professional development sessions, we hosted 5 virtual faculty-learning communities on topics related to the scholarship of teaching and learning. Here are the topics for the virtual communities:

- Diversity, Inclusion, & Equity in Teaching & Learning
- Imperative Narratives: Storytelling for Educators
- Stereotype Threat, Unconscious Bias, and Our Teaching
- Conspiracies! Memes! Fake news!
- Imagining Learning Sanctuaries: Optimizing Student Learning & Wellbeing

Outcomes:

We are assessing each workshop quantitatively and qualitatively to measure the learning objectives set by each workshop. In addition, we are assessing the overall faculty reception and expectation of the TLC. The following are representative feedback from participants regarding their experience with the TLC:

“The idea of having faculty come together to discuss best practices for teaching and learning is outstanding. The discussions generate new ideas, and moves my singular approach to educational planning, to a more progressive thought process.”

“I really appreciate these opportunities to learn how to help the students.”

“The list of upcoming events is tantalizing, and I've made a suggestion or two before so I will decline to suggest anything this time, and if I DO think of anything else, I'll be sure to communicate it. I love the idea of a journal club, by the way, and I hope to take part in that after my list of commitments shrinks a bit.”

“Thank you so much for offering these sessions to Adjunct Faculty. I think these types of sessions inspire and motivate me to change my practice in more positive ways. Even though I may “know” intellectually what to do, I need reminders on how to create a better learning environment for my students.”

Total Expenses to Date:

The following is an estimate of the money spent by the end of November 2019

Expense Description	Cost
TLC Coordinator, Faculty Learning Academy Fellow Adjunct Faculty Fellow <ul style="list-style-type: none"> • July & August Compensation • Fall release time to date (based on a semester of 15 load release for coordinator and 3 load release for Faculty Learning Academy Fellow, & Adjunct Faculty Fellow) 	~34,000
Outside Speakers <ul style="list-style-type: none"> September 13, 2019 Stanley Lo October 25, 2019 Josh Caulkins November 1, 2019 Peter Felten November 22, 2019 Rhonda Magee 	<ul style="list-style-type: none"> \$2,500 \$1,500 \$2,500 \$2,500
PCC Internal Facilitators <ul style="list-style-type: none"> 9 sessions to date (up to November 22) 	\$1,555
Adjunct Faculty Stipends <ul style="list-style-type: none"> September 6, 2019 September 13, 2019 September 20, 2019 September 27, 2019 October 4, 2019 October 11, 2019 October 18, 2019 October 25, 2019 November 1, 2019 November 8, 2019 November 22, 2019 	<ul style="list-style-type: none"> \$1,150 \$2,300 \$1,150 \$700 \$1,000 \$800 \$1,150 \$1,350 \$1,550 \$900 \$1,250
Total (as of end of November, 2019)	~\$57,855

Scholarships: Students Enrolled at the Arizona State Prison Complex on Wilmot

Project Owners:

Dr. David Doré, Campus President and Vice Chancellor of Workforce & Economic Development

Amanda Abens, Dean of Workforce Development and Continuing Education

Tony Offret, Advanced Program Manager of AZ State & Federal Prison Programs

Return on Investment:

Increase of 109 FTSE over FY19.

Budget:

\$303,000

Describe the Progress:

- We are proposing a shift in focus: Use of J-Pays tablets as a possible vehicle to deliver inmate education.
 - Use of tablets could significantly reduce PCC costs, reduce time to implement education, and increase the number of inmates who could take PCC classes by computer application.
 - In October 2019, PCC sent a proposal to the AZ Department of Corrections Education officials about the use of J-Pays tablets to deliver post-secondary education.
- In September 2019, J-Pays tablets for inmates were piloted at the Santa Rita Yard. As presently configured, the tablets would allow inmates to stream approved movies/videos, order items from the commissary, and provide restricted access to some emails.
- In September 2019 the Advanced Program Manager, Tony Offret, met with Deputy Warden Martinez, who is in charge of the tablets pilot, about their use as an educational vehicle. She said that the “First Generation” of tablets would not have the capability to allow education apps. However, the upgrades, due in Feb 2020, may allow education uses.
- In the October 2019 Tucson newsletter Warden Roberts wrote that the tablets would be available to all inmates in December 2019. A team from the Tucson corrections facility will go to the Florence prison for training in the uses and applications of the J-Pays tablets.
- In October 2019, Tony Offret met with the Warden and discussed the possible incorporation of PCC classes into the tablet app. The Warden is very supportive of the concept.
- In November 2019 a teleconference was held with D2L and Carlos Carrillo from PCC Distance Learning concerning updates. D2L representatives are very interested in assisting in the education app that may be offered in the Department of Corrections rollout.
- A follow-up teleconference with Distance Learning and PCC Prison Program representatives, as well as D2L officials, will be held in December.
- The teleconference will discuss how to integrate the J-Pays tablet into the PCC D2L Learning Management System, based on input from the Florence visit.

Total Expenses to Date:

-0-

Program Expansion: FANUC Robotics for Automated Industrial Technology (AIT)

Return on Investment:

Increase of 21.6 FTSE over FY19.

Project Owners:

Dr. David Doré, Campus President and Vice Chancellor of Workforce & Economic Development
Greg Wilson, Dean of Applied Technology

Budget:

\$515,000

Describe the Progress:

Faculty and staff have met with several industry partners and toured their manufacturing floors to evaluate and identify the manufacturing training systems that will best prepare Pima AIT students for careers in automation/robotics. Rather than purchase eight individual Fanuc robotic arms that perform the same function, the team is recommending the purchase of an Industry 4.0 training system that will include a cyber-physical lab with multiple stations and several robots.

The AIT faculty and staff also gave our Purchasing representative a tour of the automation lab and explained the equipment and specifications we are seeking.

Total Expenses to Date: \$0 but a requisition for \$514,960 is being entered into the system to initiate the purchasing process.

Program Expansion: Dual Enrollment

Return on Investment:

Increase of 114 FTSE over FY19.

Project Owner:

James Palacios, Director of Dual Enrollment

Budget:

\$443,137

Describe the Progress:

Dual Enrollment Department has been created. All positions are hired and are in full functions of their job duty. Marketing materials, banners, and swag has been ordered and received.

- PCC Dual Enrollment team currently increased dual enrollment sections offerings at high schools by 50% at 48 area high schools, either by site or online delivery method, and those figures are continuing to grow (Strategy, Analytics and Research, PCC)
- Fall Enrollment is currently at 4,264 students in Pima and Santa Cruz Counties as compared to 2,385 from 2018-19 school year which is a 69% increase. (Strategy, Analytics and Research, PCC) Spring semester enrollment is currently not included. Enrollment to date has surpassed Strategic Goal 2.3b of 2,571 enrollment goal to be met by 2021
- Early College @PCC - Phase II is underway and recruitment has begun
- Alta Vista Early College year I is to begin in Spring 2020 at Desert Vista Campus
- PCC Dual Enrollment Bridge Scholarship has been developed - A program for current PCC students who are former students who graduated from a high school that offered Dual Enrollment courses
- Partnership Agreement development is underway with Western New Mexico University to offer affordable Faculty Certifications plans to High School Teachers who need to obtain or meet HLC Certification requirements
- Partnering with Distance Education division to collaborate on Dual Enrollment Online Early College/Dual Enrollment development plans to increase opportunities, enrollment and FTSE in high schools
- Developing Early College Pathways to implement in the High Schools
 - Developing the 1st of its kind Early College Nursing Program @ Ironwood Ridge High School
 - Developing the 1st in Pima County the Early College Cyber Tech Program at two local high schools to begin Fall 2020

Total Expenses to Date:

Expenditures to date -

Salaries and Fringe: \$70,056.41

Marketing/Supplies/Operational: \$13,275.69

Program Expansion: Pima Online

Return on Investment:

Increase of 34 FTSE over FY19.

Project Owner:

Michael Amick, Vice President of Distance Education

Budget:

\$109,910

Describe the Progress:

- The Director of Online Student Success was hired starting work 11.12.19
- An assessment of needs is underway to identify immediate priorities and goals.
- Partnering with Dean of Dev Ed to implement success work into online courses.
- Transition NetTutor admin to DOSS.
- Work with Pearson Success Coaches in online offerings.

Total Expenses to Date:

Salary and Fringe: \$3448.73